UNIVERSITY FOR DEVELOPMENT STUDIES

TOPIC:

MONITORING AND EVALUATION OF WATER AND SANITATION PROJECTS IN METROPOLITAN, MUNICIPAL AND DISTRICT ASSEMBLIES (MMDAs): A COMPARATIVE STUDY OF BIRIM CENTRAL AND EJISU-JUABEN MUNICIPALITIES.

ABDUL RASHID TAMIMU

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BY

ABDUL RASHID TAMIMU

(UDS/MDS/0247/12)

THESIS SUBMITTED TO THE FACULTY OF INTEGRATED DEVELOPMENT STUDIES, UNIVERSITY FOR DEVELOPMENT STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF PHILOSOPHY DEGREE IN DEVELOPMENT STUDIES.

2017.

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DECLARATION

I, Tamimu Abdul Rashid, hereby declare that this thesis, "Monitoring and Evaluation of Water and Sanitation Projects in MMDAs: A Comparative Study of Birim Central Municipality of the Eastern Region and Ejisu-Juaben Municipality of the Ashanti Region", is entirely my own work, that no part of it has been presented for another degree elsewhere, and that this thesis has been submitted for examination with approval of my Supervisor.

I also declare that any quotation(s) or paraphrases(s) from published or unpublished work(s) of any other person (s) has been duly acknowledged

……

TAMIMU ABDUL RASHID

(UDS/MDS/0247/12)

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PROF. SEIDU AL-HASSAN

(SUPERVISOR)

DEDICATION

I dedicate this research work in loving memory of my late Maternal Grandparents; Alhaji Bawa Jatoe and Hajia Ibrahim Sanatu Kpabya.

ACRONYMS

ACIN	-Association of Indigenous Cabildos of Northern Caucus
ADRA	- Adventist Development and Relief Agency
AFB	-American Foundation for the Blind
BCMA	-Birim Central Municipal Assembly
BCW	-Botswana Council of Women
CBO	-Community Based Organizations
CWSA	-Community Water and Sanitation Agency
DACF	-District Assembly Common Fund
DANIDA	-Danish International Development Agency
DDC	-District Development Committee
DEOC	-District Education Oversight Committee
DMEP	-District Monitoring and Evaluation Plan
DMPCU	-District/Municipal Planning Coordinating Unit
DMTDP	-District Medium Term Development Plan
EC	-European Commission
EJMA	-Ejisu-Juaben Municipal Assembly
FOAT	-Functional Organization Assessment Tool
FRA	-Field Research Assistants
GSFP	-Ghana School Feeding Programme
GSS	-Ghana Statistical Service
KVIPs	-Kumasi Ventilated Improved Pit

LGCSP	-Local Government Capacity Support Projects
MDGs	-Millennium Development Goals
MMDAs	-Metropolitan, Municipal and District Assembly
MPCU	-Municipal Planning Co-ordinating Unit
MTDP	-Medium Term Development Plan
NDPC	-National Development Planning Commission
NGO	-Non-Governmental Organization
PMC	-Plan Management Committees
PMI	-Project Management Institute
PNDC	-Provisional National Defense Council
PTA	-Parents Teachers Association
RPCU	-Regional Planning Coordinating Unit
SHS	-Senior High School
SMART	-Specific, Measurable, Accurate, Reliable and Time
SMC	-School Management Committee
UNDP	-United Nation Development Programme
VET	-Village Extension Team
VHC	-Village Health Committee
VIP	-Ventilated Improved Pit
VLC	-Village Literacy Committee
WATSAN	-Water and Sanitation Committee
WC	-Water Closet
WSMB	-Water and Sanitation Management Board
WSMT	-Water and Sanitation Management Team
YWCA	-Young Women's Christian Association

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Despite the assistance of so many, I am solely responsible for any errors and omissions in this thesis.

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ABSTRACT

Monitoring and Evaluation is an important tool to ensuring the effectiveness of project implementation. To make monitoring and evaluation more successful, stakeholders need to be actively involved at project monitoring and evaluation. This underscores the importance of stakeholder participation in development projects. The effective delivery of project monitoring and evaluation depends on the capacity of the institution. Therefore, the capacity of Ejisu-Juaben Municipal Assembly and the Birim Central Municipal Assembly were assessed on the monitoring and evaluation of water and sanitation projects. The specific objectives of this study were to examine the monitoring an evaluation strategies of the two Assemblies, assess the level of stakeholders participation in monitoring and evaluation and identify the factors that affect the capacity of the Assemblies in monitoring and evaluating water and sanitation projects. Questionnaires were used to collect data from 63 respondents comprising 31 from the Birim Central Municipal Assembly and 32 from the Ejisu-Juaben Municipal Assembly. The respondents were selected using purposive sampling as a guide. The data was analyzed qualitatively and quantitatively. The results show that the two Assemblies developed some strategies for monitoring and evaluating water and sanitation projects. These strategies included collaborations, developing indicators such as the number of people with access to water and sanitation, condition of facilities and the number of facilities in various communities, monitoring achievements, fixing meetings and the preparations of monitoring and evaluation plans. It was found that the capacity of the two Assemblies in ensuring collaboration with other stakeholders and ensuring effectiveness of the plan was weak. The stakeholders that were identified in the monitoring and evaluation of water and sanitation projects included the Community Water and Sanitation Agency (CSWA), Private Companies and NGOs, World Bank, Water and Sanitation Management Board (WSMB), Assembly Members, Unit Committee members, and WATSAN Committee members. It was also found that the number of years one has worked in the Assemblies determined the level of participation in monitoring and evaluating water and sanitation projects. This is shown with a correlation coefficient of .417and a significance value of .001.This means that experience is a factor in determining the level of participation in monitoring and evaluation. Three factors that were identified to have influenced monitoring and evaluation of water and sanitation projects were financial, logistical and human resource challenges. It is recommended in this study that, the Assembly through the Municipal Planning Coordinating Units chaired by Coordinating Directors should ensure adequate and timely release of funds from the DACF for the monitoring and evaluation of projects in the Ejisu-Juaben and Birim Central Municipalities.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Development is a process of improving the quality of human lives of people. It is a tool for raising people's standard of living, and increase freedom to choose by enlarging the range of their choice (World Bank, 2004). This ideology is well emphasized by Abidi (2004) who sees development as transforming of the people's ways of doing things for the better. The concept of development was not only developed from the economic sphere but also includes the socio-cultural, environmental and political development of man. It is the aim of every government to achieve development in these areas. The Millennium Development Goals (MDGs) is one of the important guidelines used by developing countries to ensure development. The achievement of development goals is demonstrated through the implementation, management, monitoring and evaluation of projects. Gittinger, (1978) cited by EC (2004) sees projects as the cutting-edge of development. It is a temporal attempt to achieve a stated objective. Temporal means the project has a period within which it should have achieved its set objectives within a fixed budget. Thus, project implementation is one of the critical tools for achieving development objectives.

However, the process of project implementation is not complete without project monitoring and evaluation. To understand monitoring and evaluation (M&E) as a tool for achieving project implementation, Iverson (2003) see it as a crux for sound management within an institution. Monitoring is used when the project is not

completed. McCoy et al., (2005) see monitoring as a continuous and routine activity for assessing the performance of a project. Evaluation is used when the project ends. Uitto, (2004) defines evaluation as a systematic approach of assessing a completed project. Hence, the outcome of monitoring and evaluations of projects is to ensure accountability, demonstrate performance and learning from experience and improving future work.

It is understood that monitoring and evaluation is an important tool to ensure the effectiveness of project implementation. Projects seek to provide solutions to social problems and those who benefit are the stakeholders (Musomba, Kerongo, Mutua, & Kilika, 2013). To make monitoring evaluation more successful, Musomba et al (2013) mention that stakeholders must be involved actively in project monitoring and evaluation. This underscores the importance of stakeholder participation in development projects. Researchers (for example, Musomba et al., 2013; Proudlock, 2009; Jones, 2008; Crawford & Bryce, 2003) demonstrate that the best practices in project monitoring and evaluation is to involve stakeholders. Proudlock (2009) further explains that project monitoring and evaluation can significantly be improved through stakeholder participation. This is because primary stakeholders are the intended beneficiaries.

The effective delivery of project monitoring and evaluation depends on the capacity of the institution. Capacity is understood to include the ability that individuals, groups, organizations, to be able to do something with some sort of intention and with some sort of effectiveness and at some sort of scale over time (Morgan, 2006). The capacity to undertake monitoring and evaluation activities are constrained by a number of

factors. According to a study conducted by Musomba *et al.,* (2013) in Kenya, lack of training for those in charge of monitoring and evaluation at the local government institutions, poor incorporation of monitoring and evaluation budget into project budgets, limited involvement of primary stakeholders and political interference are factors affecting the capacity of institutions to monitor and evaluate development projects. The European Commission (2006) added that inadequate funds, logistics, personnel and technical expertise also contribute to poor monitoring and evaluation. These factors make the capacity of most institutions in developing countries ineffective or weakened. Bedi et al., (2006), have broadly discussed the ineffectiveness of capacity of institutions in project monitoring and evaluation. He confirms that the ineffectiveness of institutional capacity is critical and this usually happens at the local and regional levels in developing countries. He further explains that the lack of a consistent monitoring and evaluation framework causes problems, including duplication and redundancies in information systems, excessive administrative burdens, lack of data compatibility, and poor information flows for effective decision-making. This has led to low project impact in most developing countries. This study seeks to outline and examine the factors affecting the capacity of District Assemblies in project monitoring and evaluation in Ghana.

Article 245 and 252 of the 1992 Constitution of Ghana, section 34 of the Local Government Act, 1993, Act 462 mandates District Assemblies as the principal bearers of the responsibility for development at the local level in Ghana. They are charged with the duty to undertake specific functions to promote development at the local level. With this, the National Development Planning Commission (NDPC) as the national

body in the country supervises and guides Assemblies to prepare District Medium Term Development Plans (DMTDP) together with Monitoring and Evaluation (M&E) plans for every four years. This is to ensure proper project implementation, monitoring, and evaluation. Hence, in the context of good public sector governance, the application of monitoring and evaluation tools to regenerate reliable and valid information to help government make sound policies and decisions is becoming increasingly relevant in Ghana. This study therefore identifies the monitoring and evaluation practices of the Birim Central Assembly and Ejisu-Juaben Municipal Assembly.

1.2 Statement of the Research Problem

The basis and essence of monitoring is hinged on the fact that, services can persistently be upgraded or stepped – up through informed decision-making and social training, culminating into social and economic progress. In the face of scarce resources, the demand for results based monitoring and evaluation has grown rapidly in recent times (NDPC, 2010). This makes the issue of monitoring very critical in the achievement of public sector accountability and transparency, particularly in the utilization of public funds.

In spite of the numerous benefits of monitoring and evaluation to every development model, the system is beset with challenges, which invariably affect institutional capacity about project monitoring. According to Lusthaus *et al.*, (2002), the performance of an institution with respect to the functionality of its responsibility in monitoring and evaluating projects are influenced by performance in activities that support the mission (effectiveness), performance in relation to the resources available

(efficiency) and performance in relation to long term viability or sustainability (adaptability). The ineptitude in capacities of implementing agencies in monitoring and evaluating development has led to project impact (Bedi *et al.,* 2006).

In Ghana, the Metropolitan, Municipal and District Assemblies (MMDAs) are the development bearers at the local level. Therefore, to ensure transparency and accountability, there must be effective monitoring and evaluation. With regards to this, MMDAs have instituted some measures to monitor and evaluate development projects. This is reflected in the preparation of District Monitoring and Evaluation Plans (DMEP) to track progress of programmes and projects in the DMTDP. This plan helps MMDAs in the documentation of DMTDP activities and measure progress towards the achievement of the goals and objectives stipulated in the DMTDP. However, implementing the M&E plan continues to be challenged by severe institutional and technical capacity constraints and fragmented set of uncoordinated information, both at the national and sub-national levels (NDPC, 2010; MLGRDE, 2006). These issues influence the ability of MMDA's to perform effectively. There is lack of specific in-depth studies in assessing how projects are being monitored and challenges faced by government institutions at the District level. To close this gap therefore, this study seeks to identify factors that influence capacity of MMDAs in monitoring and evaluating Development Projects.

1.3 Statement of research objectives

1.3.1 Broad objective

The primary objective of this study is to assess the capacity of Birim Central and Ejisu-Juaben Municipalities in monitoring and evaluating water and sanitation development projects.

1.3.2 Specific objectives

The following are the specific objectives of the study:

(i) To compare the monitoring and evaluation strategies for water and sanitation projects in Birim Central and Ejisu-Juaben Municipal Assemblies.

(ii) To assess the level of stakeholder participation in monitoring and evaluating water and sanitation projects in Birim Central and Ejisu-Juaben Municipal Assemblies.

(iii) To compare factors influencing the capacity of the Birim Central and Ejisu-Juabeng Municipal Assemblies in monitoring and evaluating water and sanitation projects.

1.4 Research Questions

The study is guided by the following research questions.

(i) How do monitoring and evaluation strategies of water and sanitation projects differ in the Birim Central and Ejisu-Juaben Municipal Assemblies?

(ii) To what extent are stakeholders' involved in monitoring and evaluating water and sanitation projects in Birim Central and Ejisu-Juaben Municipal Assemblies?

(iii) What factor(s) influence monitoring and evaluation of water and sanitation projects in the Birim Central and Ejisu-Juaben Municipal Assemblies?

1.5 Scope of the Study

The case Municipalities for this research are the Birim Central and Ejisu-Juaben Municipal Assemblies. The research seeks to study the capacity of the two Municipalities in monitoring and evaluating development projects with emphasis on projects in the water and sanitation sector. The Municipal Planning Coordinating Unit (MPCU), WATSAN Committees, Municipal Water and Sanitation Team (MWST), and some Community Based Organizations formed the scope of this study.

1.6 Limitations of the Study

The use of multiple research instruments such as interviews and questionnaires will help the researcher to collect different and reliable information from different people. The use of questionnaires will enable the researcher to cover a large number of the target population. The use of interview will offer the researcher the opportunity to interact with top officials in the Municipalities. While the study will be successful in collecting and analyzing data to address the research objectives, it can also be limited in a number of ways. The study has to be completed under a stipulated time, which poses restriction to in-depth information. The researcher could be limited with financial and logistical resources. In addition, there could be delay in response to

questionnaires by respondents just to mention a few. Despite these challenges, efforts will be made to collect the relevant information for the study.

1.7 Justification of the Study

Within the framework and boundaries of the decentralization system, which embraces and houses the MMDAs model, the implementation, management, monitoring and evaluation responsibility of development projects is entrusted with the MMDAs as development partners in the development drive effort. Needless to say, issues of development at the grass root level falls within their ambit. It is in tune with this towering task that the MMDAs deemed it not only prudent but also pertinent enough to prepare the District Medium Term Development Plan with a life spanning from 2010 – 2013. The framework and operationalization of the DMTDP (2010 - 2013) is in harmony with the National Development Planning Commission (NDPC) guidelines and regulation. It is against this that the research is conducted to assess the capacity of MMDAs in monitoring development projects in relation to water and sanitation between these periods, which ended in 2013.

Moreover, it is identified that the production and use of M&E information during and after an intervention is generally seen as a central plank in systems for reporting and accountability, in demonstrating performance, and/or for learning from experience and improving future work. They are critical tools for forward-looking strategic positioning, organizational learning and for sound management (Iverson, 2003), thus any study especially those focusing on assessing the capacity of MMDAs in monitoring of development projects is definitely justifiable.

Furthermore, the study would serve as a case in point for other MMDA's in Ghana in the area of ensuring effective monitoring of development projects. This will go a long way to ensure development in the country as a whole and the two case municipalities in particular.

Apart from the essence of this academic research project serving as a reference material to inform further academic studies all in an effort to broaden the scope and frontiers of human learning, it would also inform policy makers combing for information on monitoring and evaluating water and sanitation development projects.

In addition, the study would provide a platform or database for further research, by either MMDA's or individuals, into the above stated area. This would also help to test the efficacy of recommendations adopted and implemented from this study. The study could also be used as a model that will serve as a guide to building the capacities of MMDAs in monitoring and evaluation of development projects.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one outlines the introduction of the study, which consists of the background to the study, statement of the problem, research questions, objectives of the study, scope of the study, justification of the study, and organization of the report. Chapter two reviews related literature and defines some key terms on capacity, monitoring, development, projects, and project implementation. Issues considered include the capacity of MMDAs in monitoring development projects, how projects monitoring are financed, and the challenges faced in monitoring development projects. Chapter three presents the research approach and

methodology. It describes the research design, data requirements and sources, population and sampling techniques and data collection techniques employed in carrying out the study. The chapter relates to the contextual profile of Birim Central and Ejisu-Juaben Municipal Assemblies. Chapter four looks at the analysis of the data collected from the field. It presents the data from the field and gives meanings to them. Finally, Chapter five states the major findings of study. Based on the findings, appropriate recommendations are given and the chapter ends with a conclusion to the entire study.

CHAPTER TWO

CAPACITY FOR MONITORING AND EVALUATION OF PROJECTS

2.1 Introduction

This chapter forms the theoretical and conceptual frameworks of the study. It starts with some definitions of terminologies. It presents and discusses on the capacity of institutions in relation to monitoring and evaluation of development projects. It also discusses the concept of monitoring and evaluation and gives case studies in Botswana and Columbia. The chapter ends with a conceptual framework.

2.2 Definition of Concepts

2.2.1 Monitoring and Evaluation

Monitoring and evaluation are widely recognized as being crucial in the implementation of development projects. The two words monitoring and evaluation are not easy to define. It becomes difficult when one tries to make the difference between the two words. In some cases, they are used interchangeably. However, in project implementation, the two words are different. Valadez and Bamberger (1994) define monitoring as continuous internal management activity with the aim to achieving project objectives within a specified period and budget. Monitoring gives a quick response on the progress of a project. It is also described as operational and administrative activities that track resource acquisition and allocation, production, and the delivery of services. Mc Coy et al (2005) and the National Development Planning Commission (NDPC, 2006) shares similar definition with Valadez and Bamberger (1994) on monitoring. For instance, Mc Coy et al (2005) defines monitoring as a routine activity that assess the progress of a development project using a set of

guidelines such as project outputs, project inputs, progress of the project according to objectives, and the way the project is managed. In addition, the National Development Planning Commission (NDPC, 2006), defined monitoring as the regular collection and analysis of information of an ongoing project to assist timely decision making, ensure accountability and provide the basis for evaluation and learning. This definition centers on three areas namely monitoring as an iterative process that begins from the onset of plan, policy, programme or project implementation, monitoring as a process of data collection and monitoring as a corrective mechanism.

Evaluation on the other hand is defined as the internal management activity used to assess the suitability of a project in terms of its design and implementation methods to achieve objectives. It also assesses the results of a project (Valadez and Bamberger, 1994). Evaluation from the perspective of Rema (2005) is an activity, which is systematically used to determine the significance of an intervention or a project. This definition is bounded by some key criteria in assessing the significance of an intervention. One of the criteria is that, evaluating findings of an intervention should be credible, and be able to influence decision-making by programme partners based on lessons learned. Secondly, the objectivity of a project evaluation needs to achieve a balanced analysis, and reconcile perspectives of different stakeholders (including primary stakeholders) with different sources and methods.

In sum to the above definitions, monitoring and evaluation as used in project cycle are focused on input-output processes of project implementation. While the latter looks at the input-output processes, the former looks at the out-put effects or project results and project impact processes (Valadez and Bamberger, 1994). From the above

definitions and discussions, Monitoring and Evaluation are seen as two different management tools that are closely related, interactive and mutually supportive. Through routine tracking of project progress, monitoring can provide quantitative and qualitative data useful for designing and implementing project evaluation exercises. On the other hand, evaluations support project monitoring. Targeted population in the context of designed expectation defines monitoring in this study as the continuous assessment of the functioning of project activities in the context of implementation schedules and the use of project inputs. The intention is to find out if the project would achieve its objectives, identify mistakes and find ways of correcting them. Evaluation is defined as the periodic assessment of the relevance, performance, efficiency, and impact of the project in the context of its stated objectives. It often involves comparisons requiring information from outside the project time, area or population. The idea is to evaluate the impact of the project on the lives of people. It measures whether the project has achieved its target or not.

2.2.2 Development Project

Gittinger, (1978), cited by EC (2004) sees projects as the cutting-edge of development. It is a temporal attempt to achieve a stated objective (Project Management Institute, 2004).Temporal means the project has a period within which it should have achieved its set objectives within a fixed budget. Development projects are projects that are implemented in order to improve the living condition of people living in a particular area. Educational programmes and projects such as construction of schools, introduction of Ghana School Feeding Programme (GSFP), construction of teachers' bungalow among others are classified as development projects. Water and sanitation

projects such as construction of KVIPs, W.C toilet facilities, evacuation of refuse, and construction of boreholes among others are also seen as development projects. These projects are implemented to address two major development issues namely: poverty reduction and employment creation and invariably meeting the needs of society.

Project implementation most often takes place at the Government sub-structures in Ghana. These sub-structures are the Metropolitan, Municipal and District Assemblies. It is believed that development starts from the grass root. At the District level, project design, cost and implementation schedules are enshrined in the Medium Term Development Plans, which are prepared every four years. Programmes and projects in these plans reflect the needs and aspirations of the community.

2.2.3 Institutional Capacity

The United Nations Development Programme defines capacity as '…the ability of individuals, institutions and societies to perform functions, solve problems, set and achieve objectives in a sustainable manner' (UNDP, 2006:3). The definition given by UNDP implies that, capacity is an institutional ability to overcome challenges and achieve its aim within a period. The Development Assistance Committee (2006:12) which defines capacity as "the ability of people, institutions and society as a whole to manage their affairs successfully" supports this definition. La Fond *et al.,* (2002) defines capacity as a process and an outcome. The process is the ability to perform, produce, hold, generate, learn, and interact whiles the outcome is the achievement of stated objectives or goals, which can be constrained by the different factors including those related to the wider contextual environment (Goodman *et al.,* 1998; La Fond *et al.,* 2002).

From, the above discussion, capacity is defined in this study as an institutional ability to use its potentials and opportunities to overcome its challenges and constraints to achieve its stated goal or objectives. It is the ability of an institution to use its resources such as logistics, human resource and funds combined to achieve its objectives. Thus, in the context of local government structures (Metropolitan, Municipal and District Assemblies) capacity is referred to as the ability of civil servants, planners (development and physical), and civil society to effectively use its resources to respond to the needs and aspirations of people through the implementation, monitoring and evaluation of the impact of development projects.

2.2.4 Stakeholder Participation

Participation is a process through which residents of a defined geographical area are engaged in key decision making in determining their priority concerns and their response to them, what and how resources will be raised to deal with those concerns and in managing those resources. Participation has been regarded as "generally, devoting the involvement of a significant number of persons in situations or actions which enhance their wellbeing" (Apoya, 2003). Stakeholder participation is defined in this study as the involvement of local actors in identifying problems of development in their communities, ranking their needs, designing appropriate projects to deal with these problems and mobilizing resources to monitor and evaluate the impact of these projects in the light of whether or not they contribute to improving their living conditions.

2.3 Concept of Monitoring and Evaluation

2.3.1 Types of Monitoring Development Projects

MacDonald *et al.*, (1991) classifies monitoring into three; namely: trend monitoring, implementation monitoring, and effectiveness monitoring. These three categories are key in project monitoring. Trend monitoring as the name suggests is used to assess the progress of a project while it is not completed. It helps to give records of the progress of the project and well-spaced time interval so that the long-term development of the project can be determined. Before projects are implemented, it means a problem has been identified. Hence, the implementation monitoring is used to assess whether the activities involved in monitoring are effectively followed as planned to address a problem. The activities involved in monitoring development projects need to be assessed whether there were shortfalls or not and whether it helped to achieving the project objectives. The effective monitoring is therefore used to fulfill the objectives of the projects.

In the view of Cook (1997), monitoring is grouped into the following headings- performance monitoring, benefit monitoring and sustainability monitoring. Project implementation involves available resources like funds, materials and labour to make it successful. Performance monitoring is used to track the use of those resources as well as to identify delays and problems. Some projects have multiplier effects on beneficiaries and other stakeholders who are not directly associated with the project. An example is a school project, which can be assessed by more than two communities or towns. Benefit monitoring is thus used to assess performance of areas, which are by definition outside the project direct control. After a project has been implemented,

it needs to be sustained to continuously provide its benefit to the society. Sustainability Monitoring is used to assess the extent to which projects would continue to deliver the services they are supposed to render throughout their economic life.

2.3.2 Types of Evaluation in Development Projects

Shapiro (2004) classifies evaluation into two types. They are formative evaluation and summative evaluations. The latter is done during project implementation. It is used to identify the strengths, weakness, threats and challenges of the project and whether the continued project plan will be able to deliver the project objectives or it needs redesigning (PASSIA, 2004). The Formative Evaluation is similar to the sustainability monitoring in that the formative monitoring looks at the relevance of the project and its ability to provide services consistently. It is aimed at improving the performance of the project during implementation (Shapiro, 2004).

In taking the discussion further, Wellings and Macdowall (2000) grouped formative evaluation into process evaluation and outcome evaluation. It asks the question, "*why did a project succeed or fail"* so that mistakes will be minimized in order to achieve the full benefit of project delivery. It is also used to assess whether the output of the project is achieved within budget and time and if not what causes that.

The outcome evaluation as the name suggest is used to measure the outcome of the project with the role of the project. It answers the question, "*to what extent the set objectives were achieved and how we can attribute the role of project to the outcomes"* However, it will become very difficult to conclude that the observed outcome of a project is mainly attributed to the role of the project without considering other external factors which might also contribute to that effect (Muzinda, 2007).

In sum to the above, the process and outcome evaluations are the extended form of formative evaluation. The two evaluations integrate stakeholders (beneficiaries) into the project cycle. To assess the outcome of a project, stakeholders cannot be left out. This is because they are beneficiaries of the project and as such can explains how the project helps to meet their needs or solve their problems. Without their involvement, it will become difficult to attribute the role of a project to the observed outcome. In this study, evaluation is classified into mid-term evaluation, terminal evaluation and Ex-post evaluation. Mid-term as the name suggest is a form of evaluation, which is done at the middle of the project implementation. The terminal evaluation is a form of evaluation carried out to assess the impact of a project immediately it is completed. Ex-post evaluation is a type of evaluation undertaken after the completion of the project. The difference between the terminal evaluation and the Ex-post evaluation is that, Ex-post evaluation is undertaken after three or five years of project completion whiles terminal evaluation takes one month after project implementation. The intention of undertaken Ex-post evaluation is to come out with the impact assessment of the project on the lives or conditions of the people.

To conclude, I have grouped monitoring and evaluation into two broad areas to make the difference very clear. These are before project implementation and after project implementation. Monitoring is used to assess the performance of a project when it is not completed but ongoing. Evaluation is used to assess a project when it is completed. Monitoring gives report of the financial performance of the project. It looks at the immediate outcome of the project inputs while the evaluation looks at after the project has been delivered and put into use by beneficiaries. Thus, evaluation critically

considers stakeholder involvement to determine the impact of the project. Figure 2.1 shows the broad areas of monitoring and evaluation.

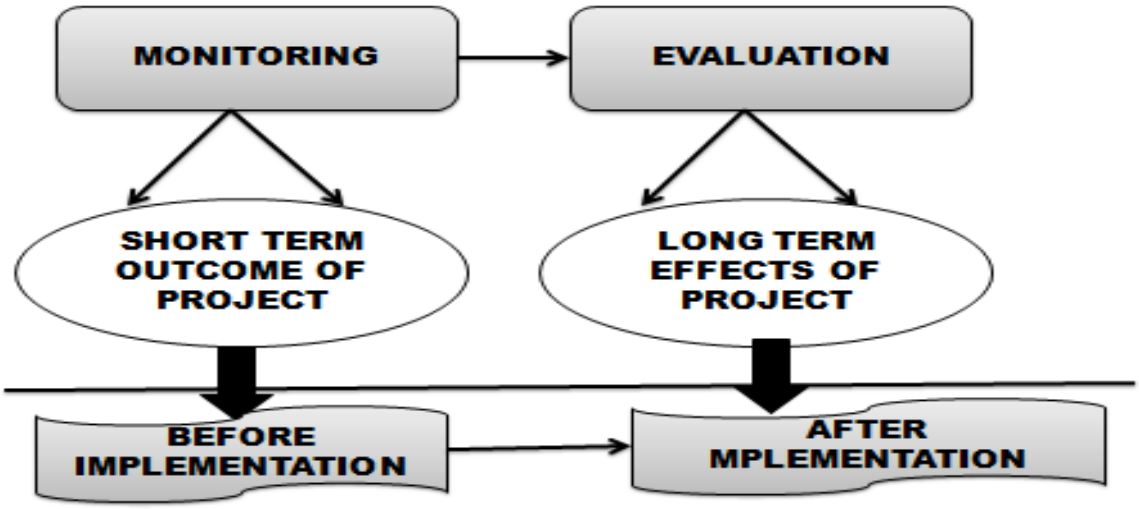


Figure 2.1: Clear Difference between Monitoring and Evaluation of Projects

Source: Authors' Construct 2016

2.3.3 Techniques (Approaches) in Monitoring and Evaluation

The technique of monitoring and evaluation is grouped into the traditional and participatory approach**.**

Traditional Approach to Monitoring and Evaluation

The traditional approach to monitoring and evaluation is restricted in such a way that the implementing agency has no or little control of the monitoring and evaluation process. It is very common in developing countries where most projects are financed by international donors like the World Bank, DANIDA, and AfB among others. Here, donors dictate how monitoring and evaluation should be done (World Bank, 2004). A typical example is the case of Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana where majority (about 80%) of development projects are financed by donor agencies. The Functional Organizational Assessment Tool (FOAT) is one form of assessing MMDAs and through that, funds from the World Bank called, "Urban Development Grant" and "District Development Facility" are given to

Assemblies to implement projects. These donor agencies dictate to the Assemblies the kind of monitoring and evaluation to be undertaken. The implementing agency is just to collect data that goes into filling the monitoring and evaluation reports proposed by the donor agencies (Word Bank, 2004).

Participatory Approach to Monitoring and Evaluation

Responding to the needs of people is enshrined in the element of Participatory Planning Approach to Development. This concept implies planning with people, implementing projects with people and management (monitoring and evaluating) of development projects with people. It therefore becomes imperative to look into the level of stakeholders' participation in the monitoring and evaluating of implemented projects in respect to water and sanitation. As part of government policy to promote participation at the local level, MMDAs are tasked to practice Social Accountability in all development issues. This is enshrined in the Local Government Capacity Support Projects (LGCSP), which seeks to strengthen local public financial management and accountability for improved infrastructure and service and to improve citizens' engagement in project delivery. Social Accountability refers to the ability of citizens, civil society organizations and other non-state actors to hold the state accountable and make it responsive to their needs. It is a way of opening governance and getting people close to see, feel and participate accordingly.

The capacity of an institution could be determined based on its ability to involve the users of development projects in the project implementation, monitoring and evaluation-thus the essence of participation in monitoring and evaluation in this study is crucial. As part of the decentralization concept and in accordance with the Local Government Law, Act 462 of 1993, the central government has devolved power to the

District Assemblies, which now administer community services, and functions, plan, execute, monitor and evaluate projects through composite budgeting. Here, local actors in development such as communities, Non-Governmental Organizations (NGOs), civil society organizations, private business groups work together with the decentralized departments. They provide the District Assemblies with the human resource capacity to plan and manage programmes and projects funded from their own sources and by central government (Module, 2003).

With the participatory approach of monitoring and evaluation, it involves all stakeholders throughout the project cycles (from planning to implementation). The project beneficiaries, staff, donors and community are all involved in the planning, designing and implementation as well as monitoring and implementation of the project as contrasting to the conventional approach discussed above (World Bank, 2004). Stakeholders are involved in the selection of a site for the project, the goal and objective of the project and coming out with benchmark for measuring, monitoring and evaluation of the project. They are also involved in data collection and analysis before and after the implementation of the project (World Bank, 2004).

2.3.4 Arnstein's Ladder of Stakeholder Participation

Stakeholder participation in project monitoring and evaluation cannot be well explained without making reference to researchers like Arnstein. From Figure 2.2 step, 1-2 is described as nonparticipation according to (Arnstein, 1971). It is also described as "the corrective therapy" where power holders identify and cure the social problems without removing the causes of the problem. Gangemi (2010, p.12) added that politicians in particular, who are not driven by good provide citizens with a

corrective therapy, through for example, solicitation or public speaking to try to overcome the possible difficulties encountered in their decision making (Gangemi, 2010, p.12). Manipulation is also the practice of making community Members becoming completely subject to the power of administrators (Garau, 2012, p. 25). Arnstein as Tokenism describes step 3-4 of the ladder. Tokenism is a term used by scholars which refers to the practice of producing various types of currency that does not have value in itself, like monopoly money, [...] chips for gambling, etc. [...] but it only gains value in the context in which it is used (Gangemi, 2010, p. 13).

With this level of participation, community Members are informed or consulted through dialogue, which let people hear and be heard. However, under these conditions they lack the power to ensure that their views will be considered. When participation is restricted to these levels, there is no assurance of changing the status quo (Arnstein, 1971). The last three steps (5-8) of Arnstein's ladder of participation are termed as citizen power. This is where full or complete participation is achieved. Here, community members can enter into partnership that enables them to negotiate and engage in trade-offs with power holders and, when citizens themselves have the ability to finance and obtain initiatives and not through authorization by the local government (Arnstein, 1971; Garau, 2012, p. 25). At the topmost rungs, (7) Delegated Power and (8), Citizen Control, have-nots obtain the majority of decision-making seats, or full managerial power (Arnstein, 1971).

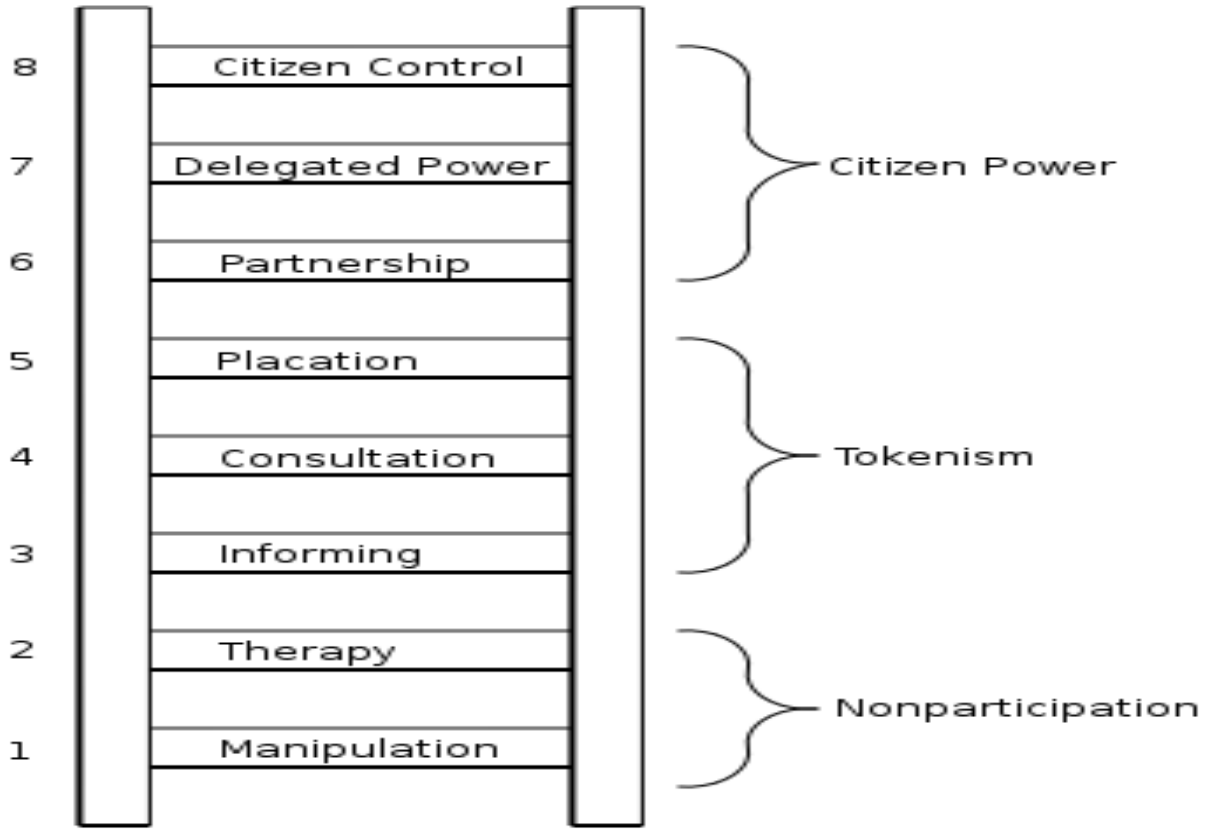


Figure 2.2: Arnstein's Eight Ladder of Stakeholder Participation

Source: Arstein (1971)

2.3.4 Frameworks for Monitoring and Evaluation

With either traditional or participatory approach to monitoring and evaluation, two frameworks can be used. They are theory based approach and logical framework monitoring and evaluation. These are discussed below.

Theory-Based Monitoring and Evaluation.

Making inference from the conclusion made by Muzinda (2007) that it is difficult to attribute the observed outcome of a project to the role of the project without external factors. The external factors are well emphasized by the theory-based monitoring and evaluation. The theory does not accept the linear cause and effect relationship of

project implementation (Davidson, 2000). The theory explains the external factors that affect the success or outcome of a project. It applies a systems approach where the outcome of a project is believed to be affected by other factors in the environment in which the project is situated. It proposes that these factors should be identified and examined based on how they interact with the environment and the project. Thus, the success of a project is dependent on the factors (Uitto, 2004). The theory based monitoring and evaluation of a project is important since it helps to attribute the outcome of a project to specific activities. It also answers the question *"why and how do projects work" (*Weiss, 2004).

Logical Framework of Monitoring and Evaluation

The logical framework is widely used in project monitoring and evaluation. It has become the standard approach required by many donors for grant applications (Kaplan and Garent, 2005). The result of the logical framework approach shows the correlation between inputs, processes, outputs; outcomes and goals of the project considering some assumptions (see Crawford and Bryce, 2003). As depicted in Figure 2.3, the inputs are the human resources (ideas, experience, and time), financial resources (funds or money being it internal or external funding), and logistics resources (available vehicles, computers, printing materials etc) all are things which helps to make the implementation, monitoring and evaluation of a project a success. Without adequate input, the commencement of the project can be constrained. The input set the pace for the project to start and monitoring and evaluation to be successful.

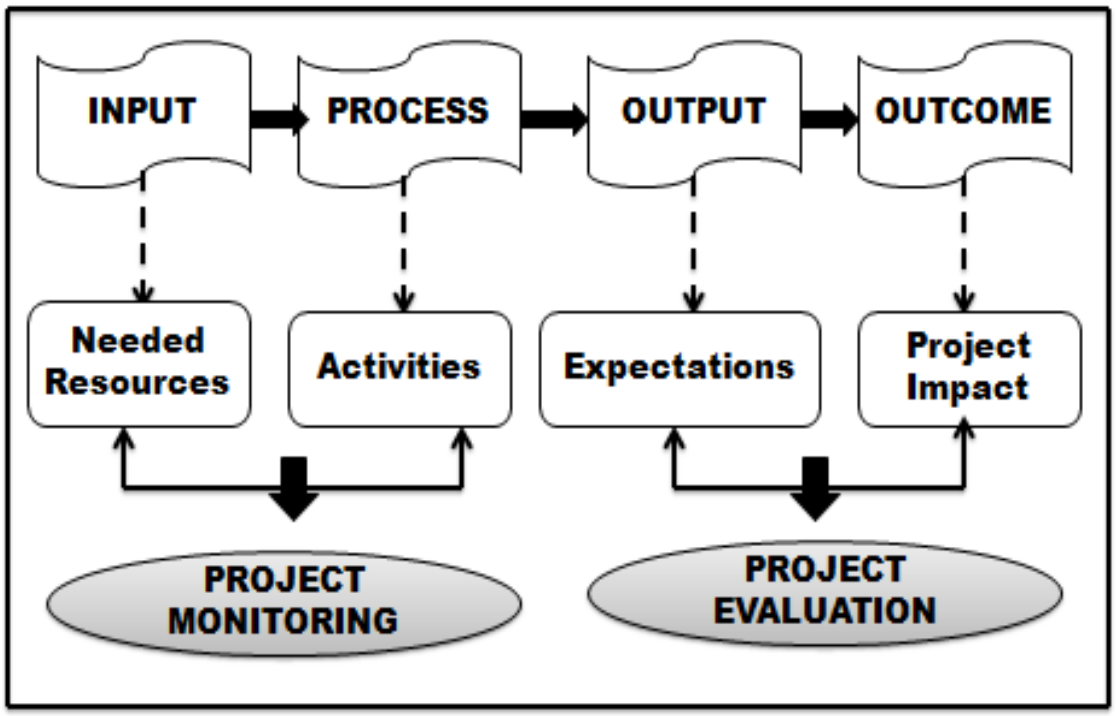


Figure 2.3: Logical Framework of Project Monitoring and Evaluation

Source: Authors' Construct 2016

The process is the activity that is undertaken to monitor and evaluate an implemented project. It is somehow similar to the participatory approach to monitoring and evaluation where stakeholders are actively involved in project monitoring and evaluation activities. The output indicator reflects the result achieved within a period say 0-2 years (McCoy *et al*, 2005). Output indicator relates to completion of activities and as such, project managers have a high degree of influence. The outcome indicator of project monitoring and evaluation relates to the impact or goal of the project. The outcome usually reflect a result achieved over a time period say, 2–5 years (McCoy *et al.*, 2005) and sometimes over a longer time period, 5 to 10 and beyond (McCoy *et al*, 2005) referred to in this study as "ex-post evaluation".

The logical framework to monitoring and evaluation is criticized on the fact it is grounded with measurable indicators that are Specific, Measurable, Accurate, Reliable and Time bound (SMART) which shows biasness towards quantitative which may not show sufficient data to describe the achievement of a project (McCoy *et al.*, 2005). Hence, for the approach to achieve its full success, it is necessary to incorporate qualitative data alongside the quantitative indicators that are used with the logical framework approach. This draws attention to the types of data collection instrument to use in tracking the indicators for the monitoring and evaluation includes function of the project. The data is grouped into qualitative and quantitative data. The quantitative data for monitoring and evaluation distribution log books, attendance registers, service recording, and surveys with aid of questionnaires (FHI, 2004). The qualitative data collecting methods include among others focus group discussions, in depth interviews and participatory observations (Branigan and Mitchel, 2002).

To conclude on the techniques and approach of project monitoring and evaluation, Figure 2.4 gives a simplified version of the whole process. In the diagram, traditional/conventional and participatory approaches to monitoring and evaluation are linked to the two frameworks, logical framework and theory based framework. This indicates that the two approaches are implemented within the frameworks. The data needed to achieve project monitoring and evaluation is also relevant and thereby listed in Figure 2.4

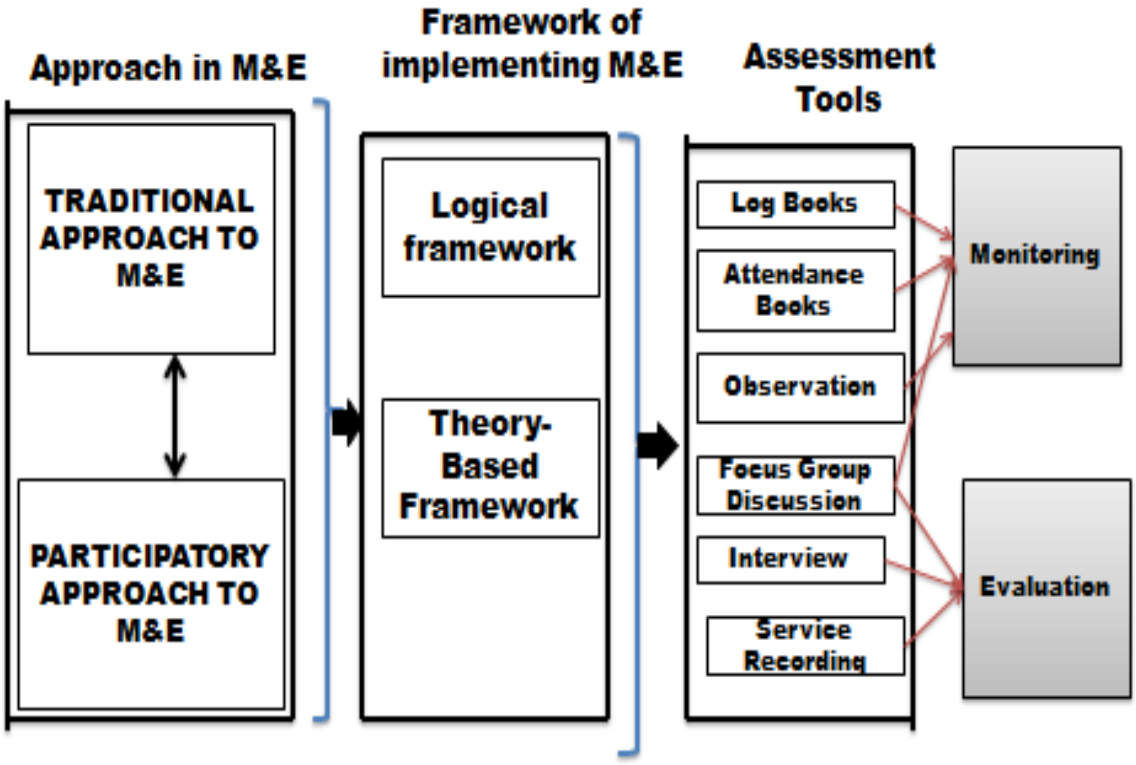


Figure 2.4: Conceptualizing project monitoring and evaluation

Source: Authors' Construct 2016

2.3.5 Monitoring and Evaluation Criteria for Project Implementation

An effective monitoring and evaluation of projects determines the performance of an institution. The performance of an institution is measured based on its capacity to assess the progress and impact of projects or programmes. Lusthaus *et al.,* (2002) asserts that, the performance of an institution with respect to the functionality of its responsibility in monitoring and evaluating projects are influenced by effectiveness, efficiency and adaptability. Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana are the principal bearers of the responsibility for development at the local level in Ghana. By implication, the MMDAs play the role of a referee in the endeavor of development at the local level, since the government cannot be omnipresent in all spheres and realms of administration. The furtherance of this

ideology boils down to the fact that, an effective monitoring and evaluation constitutes not only the bedrock but also the super structure to enhance performance and ensure transparency and accountability. This has inevitably compelled MMDAs, their signatories to institute mechanisms to monitor and evaluate development projects as captured in the monitoring, and evaluation plan aimed at tracking and streamlining the success and progress of programmes and projects in the District Medium Term Plan. With respect to this, it is therefore necessary to look at some of the criteria in monitoring and evaluation of projects. The adherence to these criteria for MMDAs in monitoring and evaluation projects is a precondition for measuring their performance or capacity. Table 2.1 below depicts the criteria for monitoring and evaluation of Projects.

Table 2.1: Monitoring and Evaluation Criteria

Monitoring and Evaluation Criteria	Description
Relevance	What is the value of the intervention in relation to other primary stakeholders' needs, national priorities, national and international partners' policies (including the Millennium Development Goals, National Development Plans?
Efficiency	Does the programme use the resources in the most economical manner to achieve its objectives?
Effectiveness	Is the activity achieving satisfactory results in relation to stated objectives?
Impact	What are the results of the intervention -intended and unintended, positive and negative including the social, economic, environmental effects on individuals, communities and institutions?
Sustainability	Are the activities and their impact likely to continue when external support is withdrawn, and will it be more widely replicated or adapted?

Source: Rema, 2005

2.4 Concept of Capacity

2.4.1 Determinants of Institutional Capacity in Project Monitoring and Evaluation

The determinants of capacity vary from one institution to another depending on the structure and process of a particular institution. Determinants of capacity of an institution refer to those factors (internal and external) that may promotes or inhibit institutional ability to achieve its objectives. The internal factors may include the potentials (logistic capacity, financial capacity, human resource capacity, work environment, motivation, and communication). The external factors may also include the opportunities (government policies and guidelines, external source of funds such as Grants etc).

To buttress the above statement, the European Commission (EC, 2005) identified two major determinants of institutional capacity as functional-rational and the political-functions. The functional-rational dimensions of capacity refer to the internal factors that attribute to the success of an institution. The political-functions refers to issues of state authority, social control and governance mechanisms, which is shaped by structural and institutional factors as critical to ensuring efficiency, effectiveness and the sustainability of an institution (EC, 2005).

Lusthaus *et al.*,(2002) viewed the functional-rational determinants of capacity from EC, (2005) as performance in activities that support the mission and vision (effectiveness), performance in relation to the resources available (efficiency), and performance in relation to sustainability of an institution (adaptability). These hallmarks identified by Lusthaus et al, either inhibit or promote the capacity of

institutions to address development issues in an effective and efficient manner. According to Lusthaus et al, (2002) an institution is unique and therefore generalization of determinants may prove ineffective and therefore institutional capacity is measured within the environment it operates. They consider the environmental aspects as a by-product of capacity, explaining that the proper functioning of the regulatory and administrative environment enables proper management of the external environment. Lusthaus *et al,* (2002) identified eight (8) dimensions of measuring the capacity of institutions. They include the following strategic leadership; Human resource; Financial structure; infrastructure; programme and service management; and process management and Inter-organizational linkages.

Strategic leadership refers to all those activities that set the platform for an organization/institution to stay on course in achievement of its mission. Strategic leadership is associated with an organization's vision, as well as with the ideas and actions that make the organization unique. It involves setting clear goals and directing the efforts of staff and other stakeholders toward fulfilling organizational objectives. Thus, it (strategic leadership) is the ability of an organization/institution to influence its internal and external stakeholders so that they will support organizational directions.

Human resource management involves the planning, implementation and monitoring of projects and programmes or an activity. Human resource management is also viewed from the perspective of organizations/institutions human capital, which refers to the knowledge, and skills of the labor force. Thus, for effective human resource development, there is the need to instill core values in them. These values include

integrity and honesty, commitment to the organizational mission, accountability for and pride in one is work, commitment to excellence, and building trust. The process and management is the task of integrating the various practices and cultures of different segments of an organization or institution through the introduction of common systems and operations that apply uniformly to all segments of the organization. These common operations or processes include problem-solving, planning, decision-making, communication, and monitoring and evaluation. Organizational/Institutional structure is the ability of an organization to adapt to changing internal and external conditions for maximizing its performance. Organizational structure is defined as the ability of an organization to divide labor and assign roles and responsibilities to individuals and groups in the organization, as well as the process by which the organization attempts to coordinate its labor and groups. According to Lusthaus et al.,(2002), inter-organizational linkages involves having regular contact with other institutions, organizations and groups of strategic importance to the organization's work which can result in a healthy exchange of approaches and resources (including knowledge and expertise). Table 2.2, presents a summary of the key determinants of capacity.

Table 2.2: Determinants of Institutional Capacity

Determinant	Indicators
Strategic leadership	Leadership, strategic planning and management
Human Resource	Planning, Staffing, developing appraisal and rewarding, and maintaining effective human relation
Institutional Structure	Governance Structure and Operational Structure
Financial Management	Financial planning, financial accountability, financial statements and systems
Infrastructure	Facilities Management and Technology management
Programme and Service Management	Planning, Implementing, and Monitoring programmes and projects
Process Management	Problem-solving, decision-making, communications, monitoring and evaluation
Inter-organizational Linkages	Planning, implementing and monitoring networks and Partnerships

Source: Lusthaus *et al.*, (2002).

Institutional capacity consistently explains the financial, logistical and human resources potentials of an institution that enable them to improve and sustain the standard of living of people within its jurisdiction. Tony (2000) explains capacity as "hard" and "soft" elements. The "hard" elements refer to things like personal skills, functions, structures, systems and to factors such as equipment, infrastructure and financial resources. The "soft" elements focus on definable and quantifiable factors. These are often related to incentives, motivational and demand factors, of a material, cultural, or social nature. For personnel, this may mean financial, career and professional incentives, or more widely to questions of attitude. At the organizational level, this can refer to aspects of policy, legitimacy, norms and values, as well as to governance.

2.4.2 Measurement of Institutional Capacity

Mirzoev (2011), in their Sub-Committee Report identified three main dimensions of measuring the capacity of an institution. They are, focus on whose capacity, level of capacity and the elements of capacity. In terms of the focus, there is a need to identify *specific institutions* as well as *specific areas* in which capacity is applied. For instance, capacity can be measured in either an academic institution or a Ministry or Department (Briatte, 2010). This study focused on the capacity of government sub-structures such the Metropolitan, Municipal and District Assemblies in the area of monitoring and evaluation of development projects (Water and Sanitation). The level of capacity is focused on the individual, organization and system/context (UNDP, 2006). According to the UNDP, an organizational capacity is not merely the sum of individual capacities of its members but also includes issues such as organizational management processes or infrastructure. System-level issues include the funding environment and interrelationships between different networks.

According to Potter and Brough (2004), the elements of capacity includes the structure, systems and roles; staff and infrastructure; skills and tools for effective performance. These elements of capacity can exist within a single level (skills of individual members) or can cut across more than one level of capacity (structures or roles of units within an organization as well as different organizations within a wider system). The different levels and elements of capacity are interrelated. This implies that each level can represent a constraint or an opportunity for effective application of capacity at other levels. For instance, structures and roles within an organization are

dependent on the available skills, and tools are interrelated with existing infrastructure and systems.

2.5 Case Studies of Project Monitoring and Evaluation

2.5.1 Experience of Project Monitoring and Evaluation in Botswana

The District Development Committees (DDC) and the Plan Management Committees (PMC) undertake the Planning, Monitoring and Evaluation of Plans and projects in Botswana. These structures co-ordinate the implementation of the District Development Plan and prepares a framework for monitoring sector goals and objectives. However, according to the decentralization concept in Botswana, the authority for monitoring and evaluation of development projects at the community level lie in the hands of community based organizations such as Village Health Committee (VHC), Parents Teachers Association (PTA), Village Literacy Committees (VLC), Village Extension Team (VET) and other village organizations such as voluntary organizations like Young Women's Christian Association (YWCA), Botswana Red Cross, Botswana Council of Women (BCW), churches, burial societies, and farmers-this depends on the type of projects being implemented. For instance, in the implementation of primary education projects that required the construction of a primary school block, the PTA and the VLC are mandated to monitor the project (Manikutty, 1997). The decentralization policy in Botswana clearly shows the Sub-District Level Decentralization (Delegation) and Local Level Democracy.

2.5.2 Experience of Project Monitoring and Evaluation in Columbia

The Columbian Decentralization Policy is designed in such a way that, monitoring and evaluation of development projects are the sole responsibility of community members. The Association of Indigenous Cabildos of Northern Cauca (ACIN) formulate local development plans through local perspectives and ingenuity to solve problems of healthcare and education. At the monitoring and evaluation (M&E) level, communities themselves define the indicators for M&E system, based on their own views and cultural practices. This is done through formulation of teams from beneficiary communities with each representing a development sector. The team is responsible for the formation of plans on monitoring and evaluation of development projects. Projects are monitored every month according to the steps and levels of monitoring and evaluation plan through the organization of workshops to gather data on the various projects aside site visits and observation. According to Brooks (2002) the process enables communities to review the expected results of their development plans and projects, adjust their goals, formulate new strategies and projects, and learn how to record information systematically (which they carry out themselves).

The above scenario from Columbia and Botswana clearly indicates that monitoring and evaluation is critical to the triumphant planning and implementation of development projects. Community participation in the implementation, monitoring and evaluation of development projects not only instill in them ownership of facilities, but it also empowers them to ensure sustainability of the projects. Thus, there is no doubt that participatory monitoring and evaluation is fundamental to project effectiveness, efficiency and sustainability.

2.5.3 Project Monitoring and Evaluation in Ghana

As part of Ghana's Decentralization Policy, District Assemblies are the principal bearers of the responsibility for development at the local level. They are tasked to undertake specific functions to promote development at the local level. The functions of District Assemblies are delineated in the Local Government Act, Act 462, 1993, and they are as follows;

1. Initiate and prepare District development plans and settlement structure plans in the manner prescribed by the Commission and ensure that the plans are prepared with full participation of the local community;
2. Mobilize human and physical resources for development in the District
3. Initiate and co-ordinate the processes of planning, programming, budgeting and implementation, of District development plans, programmes and projects. Integrate and ensure that sector and spatial policies, plans, programmes and projects of the District are compatible with each other and with national development objectives issued by the Commission.
4. Synthesize the policy proposals on development planning in the District into a comprehensive framework for the economic, social and spatial development of the District including human settlement and ensure that the policy proposals and projects are in conformity with principles of sound environmental management; and finally,
5. Monitor and evaluate the development policies, programmes and projects in the District.

The critical aspect of the functions of District Assemblies in Ghana is the Monitoring and Evaluation of development projects, which forms the crux of this study. This therefore becomes necessary in reviewing how monitoring and evaluation is carried out at the MMDAs level in Ghana.

In Ghana, the monitoring of development projects is in accordance with the Decentralized Development Planning. Monitoring and Evaluation of development projects in Ghana starts from the National Development Planning Commission (which operates at the national level), the Regional Planning and Coordinating Unit (RPCU) which operates at the regional level and the District/Municipal Planning and Coordinating Unit (DMPCU) which operates at the local level. It shows a three-tier level of roles in monitoring and evaluation. In Ghana's Local Government System, the implementation, monitoring and evaluation of development projects dwells more at the District level under the auspices of the District Planning Coordinating Unit (DPCU). This is enshrined in Section 46, sub-section 3 of the Local Government Act, 1993, Act 462 and the National Development Planning (Systems) Act, 1994, Act 480. Civil society, communities, governmental and non-governmental organizations and the private sector also offer assistance in the monitoring of development projects at the local level.

Monitoring of projects with respect to water and sanitation is the sole responsibility of the District Water and Sanitation Team (DWST) and the District Education Oversight Committee (DEOC) respectively.

The DWST is supported by the Water and Sanitation Development Boards at the community level in monitoring of water and sanitation projects. For educational

projects, the School Management Committee (SMC) and the Parents Teachers Association (PTA) in monitoring support the District Education Oversight Committee (DEOC). However, according to Fuest (2004), the work of the DWSTs are reported to be suffering from high staff turnover, inadequate logistics support and inadequate qualified staff with insufficient skills in planning and budgeting, tendering, contract management, financial management, monitoring, evaluation, and reporting. With respect to monitoring of educational projects, Ababio (2007) indicated that the major challenge is how to ensure effective functioning of institutions responsible for monitoring and evaluation established at the District and school level. Table 2.3 depicts the structure of monitoring and evaluation of development in Ghana.

Table 2.3: Decentralized Monitoring and Evaluation of Development Projects

Actors	Role in M&E
National Level National Development Planning Commission	▪ Prepare Guidelines, Training Manuals and Build M&E capacity ▪ Assist to create the necessary supporting conditions for M&E
Regional Level Regional Planning And Coordinating Unit	▪ Guide Districts and sectors to develop and implement M&E Plans ▪ Conduct review workshops on M&E
District Level District Planning And Coordinating Unit	▪ Develop & implement M&E Plans ▪ Liaise with RPCU to agree on goals and targets for the Monitoring of the District Development plan ▪ Undertake periodic site inspection ▪ Collect and collate feedback from the sub-District levels for preparation of the District Annual Progress Report ▪ Produce District Quarterly and Annual Progress Reports.

Source: Adopted from NDPC (2006)

2.7 Conceptual Framework

A lot of discussion has been done on monitoring and evaluation-the approaches, theories, types, criteria as well as definitions. In addition, institutional capacity in project monitoring and evaluation has been discussed. It must be emphasized that the effective implementation of monitoring and evaluation criteria is dependent on some factors. Figure 2.5 discusses the factors affecting or influencing effective monitoring and evaluation of projects. This forms the conceptual framework of this study.

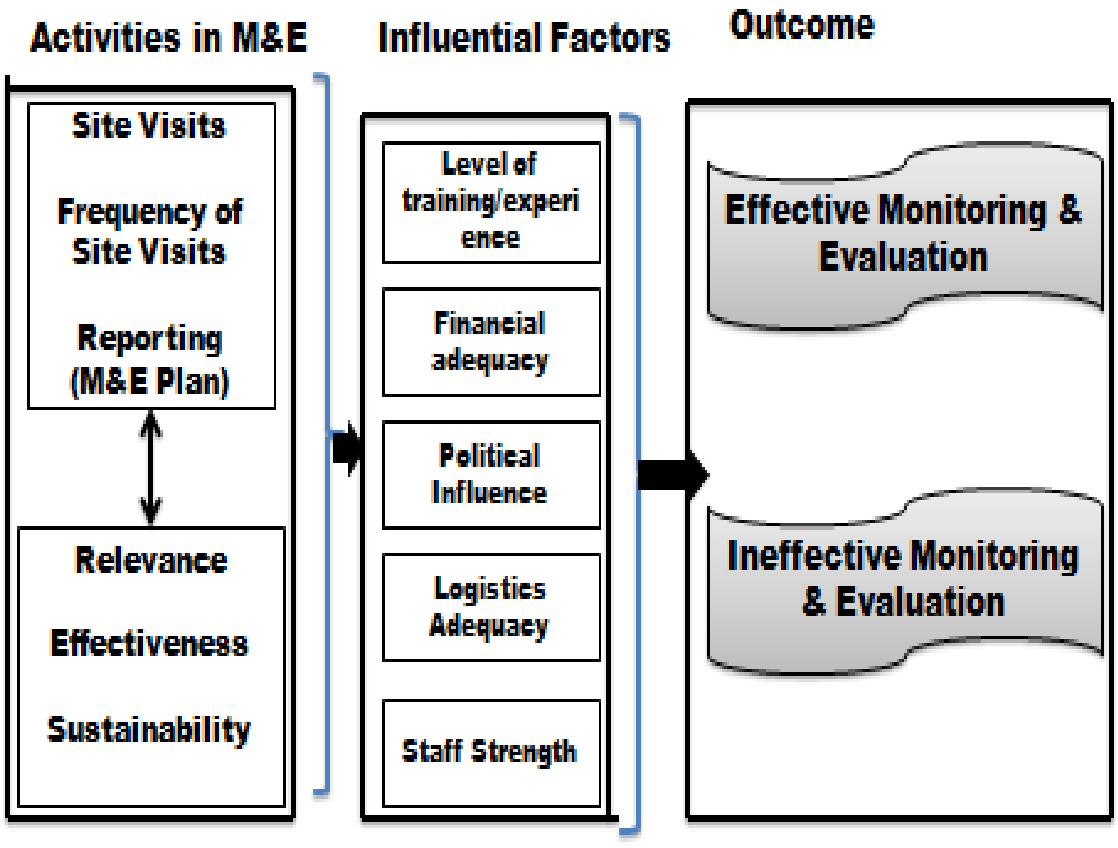


Figure 2.5: Conceptual framework of the study

Source: Authors' Construct 2016

Capacity in project M&E is defined in this study as the ability of an institution to use its scarce resources judiciously (efficiency) to meet the needs of people (effectiveness) and to continue in its activity (sustainability). The efficiency, effectiveness and sustainability of an institution in M&E is constrained by factors like training, level of training, budget allocation, stakeholder participation, political influence, staff strength and availability of adequate logistics.

Rema (2005) and Lusthaus *et al.*, (2002) outline some criteria in monitoring and evaluation. These are relevance, efficiency, effectiveness, impact and sustainability. These benchmarks identified, can inhibit either the capacity or performance of institutions to ensure effective project monitoring and evaluation. According to Jones et al, (2009), monitoring and evaluation can be effectively done when there is relevant skills. This implies that training of personnel or technical capacity of an institution can influence the effectiveness of monitoring and evaluation (Ramesh, 2002; Vanessa and Gala, 2011 cited in Musomba, *et al.*, and 2013). Thus, the capacity of an institution to apply the approaches to monitoring and evaluation depends on the skills or training of personnel.

Kaplan and Garent (2005) argue that the logical framework approach to monitoring and evaluation considers financial resources, which help to make the implementation and monitoring and evaluation of a project a success. Kelly and Magongo (2004) mention that for an effective monitoring and evaluation, the budget allocation should be between 5% to 10% of the total budget. This implies that the capacity of an institution to apply the approaches to monitoring and evaluation depends on the budget allocation.

It is documented in literature that effective monitoring and evaluation of development project must involve active stakeholders (Crawford & Bryce, 2003; Jones, 2008; Proudlock, 2009; Musomba, Kerongo, Mutua, &Kilika, 2013). Proudlock (2009) found that the overall process of impact evaluation, and the analysis and interpretation of results could be improved through the involvement of stakeholders. Hence, for an institution to apply the approaches to monitoring and evaluation depends on the involvement of beneficiaries.

The preference of the purpose and scope of project monitoring and evaluation are sometimes characterized by political ideology or influence. This affects the outcome and impact of monitoring and evaluation of projects. Project monitoring and evaluation is influenced by political ideology through the following means; the mode of delivery or methodology, knowledge, follow-up and use of the approach (Proudlock, 2009). The key issue is whether the objective behind project monitoring and evaluation is relevant to the needs of beneficiaries or not. If they are not, then there is the likelihood that monitoring and evaluation will not yield substantial results or outcome. Thus, the capacity of an institution to apply the approaches to monitoring and evaluation depends on political influence.

CHAPTER THREE

STUDY AREA AND RESEARCH METHODOLOGY

3.1 Introduction

Research Methodology is a body of knowledge that enables researchers to explain and analyze methods indicating their limitations and resources, identifying their presuppositions and consequences, and relating their potentialities to research advances (Saunders, 2007). Thus, methodology is relevant to any study. The chapter involves the approaches and methods adopted and used for the study. The research design adopted and the processes used in conducting the research are presented and discussed. Data collection and analysis tools and instruments used as well as methods of presentation and reporting of findings are presented in this chapter. Again, ethical issue is given much attention in this study.

3.2 Study area

3.2.1 Profile of Birim Central Municipality

Population Size

The Birim Central Municipal Assembly was one the Districts elevated to a municipality status under L.I 1863, in the year 2007 as part of the government decentralization programme. It shares boundaries with Akyemansa and Denkyebour Districts to the north, West Akim to the east, Birim South to the west and Asikumma/Odoben/Brakwa and Agona East Districts to the south. The total land surface area is estimated to be 790,496sq km, constituting about 3% of the total area

of Eastern Region. The capital is Akyem Oda. The Birim Central Municipal Assembly exists to improve the standard of living of people in the municipality through development-oriented programmes such as the provision of Education, Health, Security and other social infrastructure services. Birim Central has a total population of 144,869 representing about 6% of the total population of the Eastern Region. Males constitute almost 48% while the female population is about 52%. The municipality is predominantly urban with a population of 98,044 (67.7%) and 46,825 (32.3%) leaving in rural areas. The sex ratio for the municipal is 91.7, which means that for every 100 females there are about 92 males. The sex ratio in the rural areas (97.6) is higher than that of urban (89). As indicated in Figure, 4.1, the selected communities include Akim Oda, Akim Akroso, Akim Asene, Akim Manso, Akim Aboabo, Akim Asuboa, Akim Mante, Akim Bantama, Hyadem and Akim Eshiem.

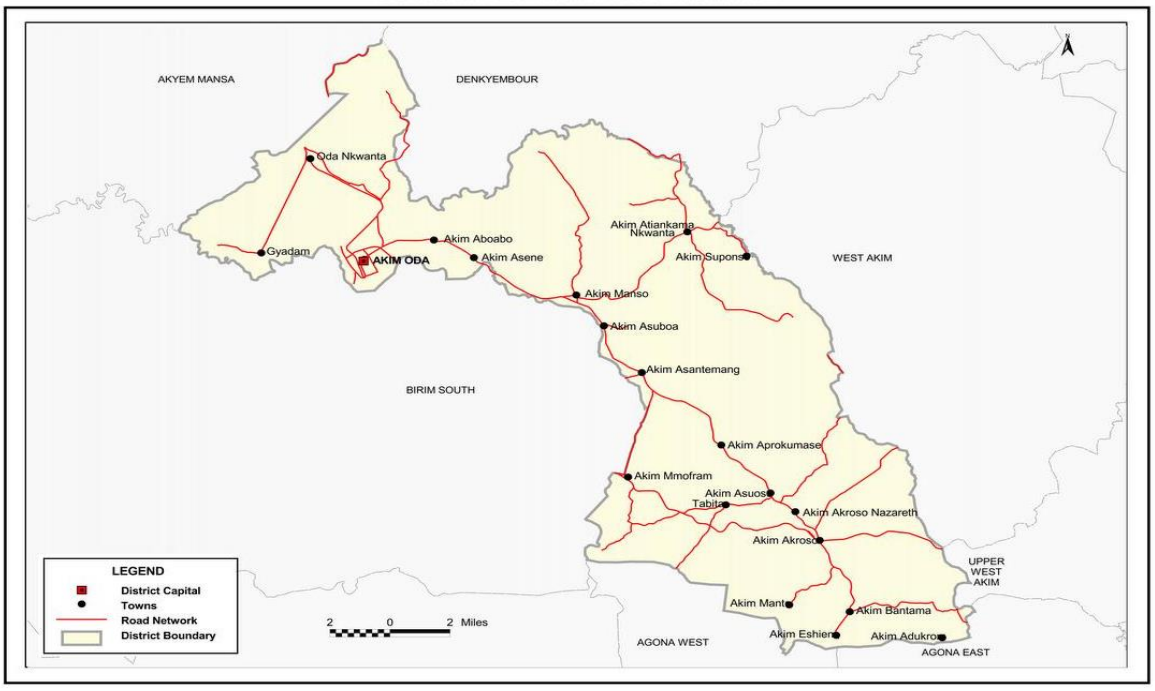


Figure 4.1: Map of Birim Central Municipality

Source: GSS, 2014

Water and Sanitation Situation in the Birim Central Municipality

In the Birim Central Municipality borehole/pump/tube well (24.9%), protected wells (22.2%) and sachet water (22%) are the main sources of drinking water for members of households in the municipality (GSS, 2014). The main source of water for drinking and for domestic use by households in the municipality is shown in Table 8.8. The analysis shows that more than half (53.9%) of rural households rely on borehole/pump/tube well for drinking, one-quarter (25%) of urban population on the other hand rely on protected water for drinking. Water for other domestic use of households in the Municipality is protected well (35.7%) and Bore-hole/Pump/Tube well. Comparatively, whereas the main source of water for other domestic use of households in the urban areas is protected well (43%), that of the rural areas is Bore-hole/Pump/Tube well (53.1%). Only 12.7% of household in the municipality use water closet (WC). Public toilets (37.5%) are commonly used and about 0.3% use bucket/pan in the municipality. Almost 7% of households in the municipality have no toilet facilities and these households use either the bush or fields as their places of convenience (GS, 2014).

3.2.2 Profile of Ejisu-Juaben Municipality

Structure and Population Size

The Ejisu-Juaben Municipality was established by the Local Government Legislative Instrument 2007 (LI 1890) through the Local Government Law (PNDC Law, 2007). The Ejisu-Juaben Municipality exists to ensure improvement in the quality of life of the people in the municipality through the formulation and implementation of policies to step-up human development, job creation activities and poverty reduction

strategies. The population of the municipality is 143,762 comprising 68,648 (47.8%) males and 75,114 (52.2%) females. The data reveals that majority 104,197 (72.5%) of the population are in the rural areas while 39,565 (27.5%) of the population are in urban areas. The sex ratio (males to females) of the Municipality is 91.4. This means that for every 100 females, there are about 91 males. The sex ratio of the Municipality is lower than the regional average of 94. As indicated in Figure, 4.2, the selected communities include Juaben, Kwaso, Onwe, Essieningpong, Ejisu, Asotwe, Kwamo, Besease, New Koforidua and Bonwire.

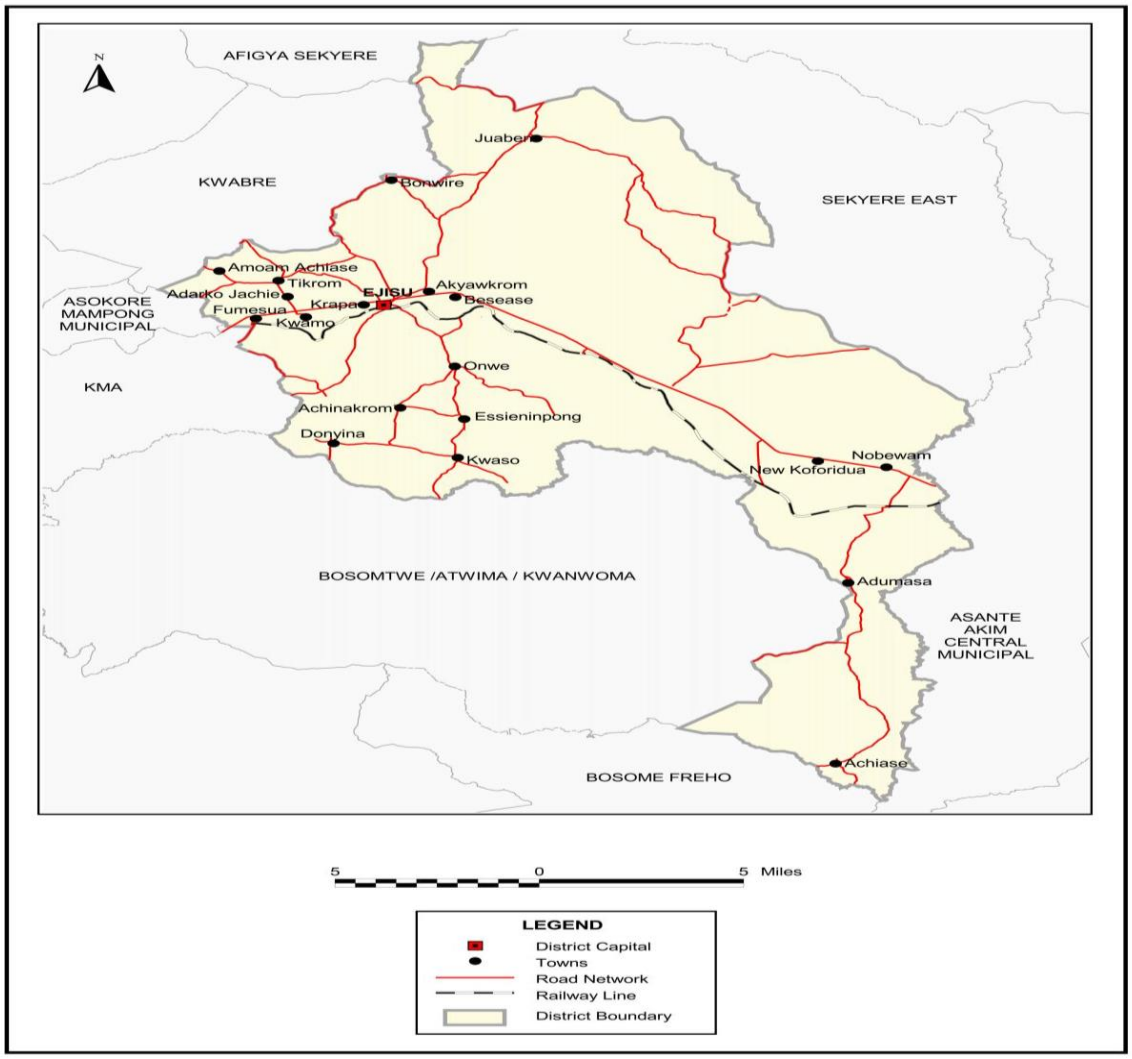


Figure 4.2: Map of Ejisu-Juaben Municipality
Source: GSS, 2014

Water and Sanitation Situation in the Ejisu-Juaben Municipality

According to the 2010 Population and Housing Census, 48.8% of households in the municipality use public toilet, 21.5% use pit latrine and 12.2% use water closet (W.C.) toilets. About one-tenth (10.4%) of households also use Kumasi Ventilated Improved Pit Latrine (KVIP). The proportion of households that do not have toilet facilities is 6.4% and is higher in rural areas (6.7%) than urban areas (5.8%). In addition, more households use public toilets in the rural areas (53.7%) than in the urban areas (36.8%). Borehole is the main source of drinking water for 60.9% of the households in the municipality, followed by pipe-borne water (24.2%). Sachet water is also used by 2.3% of households in the municipality. A higher proportion of urban households (30.1%) than rural households (54.5%) use borehole water for drinking in the municipality. Similarly, Table 8.10 indicates that borehole water (61.8%) and pipe borne water (24.0%) are the most used for other domestic activities in the municipality irrespective of locality. Relatively higher proportions of households also depend on protected well water (8.3%) and river/stream water (3.3%) for other domestic purposes. Urban households (11.0%) than rural households mostly use protected wells (7.3%) while rural households (4.4%) than urban households (0.8%) mostly use rivers/streams.

3.3 Research Design and Approach

3.3.1 Mixed Methodology

The three common approaches to conducting research are quantitative, qualitative, and mixed methods (Williams, 2007). The use of one or more of these approaches in research depend on the data needed to respond to the research question. For instance,

researchers select the quantitative approach to respond to research questions requiring numerical data, the qualitative approach for research questions requiring textual data, and the mixed methods approach for research questions requiring both numerical and textural data (Williams, 2007). The mixed methods was used in this study because the "mixed methods approach to research provides researchers with an alternative to believing that the quantitative and qualitative research approaches are incompatible and, in turn, their associated methods "cannot and should not be mixed" (Johnson and Onwuegbuzie,2004,p.14).

It is obvious that the use of mixed methods approach closes the deficiency gap of one another and, therefore, the margin of error becomes minimal. Johnson and Onwuegbuzie (2004), who maintain that the goal of researchers using the mixed methods approach to research is to draw from the strengths and minimize the weaknesses of the quantitative and qualitative research approaches, buttress this statement. Thus, the use of mixed method approach in any study invariably leads to data reliability and validity.

Taking a retrospective look at my research objectives posed in chapter one, research objective 1 demands qualitative analysis to explain the practices used by the Assembly in project monitoring and evaluation. Research objective 2 requires quantitative analysis to explain the level of stakeholder participation in monitoring and evaluation of water and sanitation projects. Likewise, research objective 3 requires quantitative analysis to explain to assess the factors that influence that capacity of Assemblies in monitoring and evaluating of water and sanitation projects.

3.3.2 Research Approach

The cross-sectional survey was used in this study. This is due to the fact that, cross-sectional survey helps to obtain information that describes existing phenomena by asking individuals about their perceptions, attitude, and behavior or values (Mugenda and Mugenda, 1999). In a survey, the researcher poses a series of questions to willing participants, summarizes their responses with percentages, frequency counts and then draws inferences about a particular population from the responses of the sample (Leedy & Ormrod, 2002:184). It allows sophisticated statistical tools such as regression and correlation to assess the relationship between variables, which helps to generalize findings (Leedy & Ormrod, 2002). The next section explains the various research designs to be used in the study.

3.4 Sample population of the Study

As indicated in Table 3.1, the population of the study was 655 comprising 360 stakeholders in the monitoring and evaluation of projects in the Ejisu-Juaben Municipality and 295 stakeholders in the Birim Central Municipality.

Table 3.1: Sample population of the Study

Stakeholders	Ejisu-Juaben Municipality	Birim Central Municipality
Water and Sanitation	8	6
Monitoring Team	7	6
Assembly Members/ WATSAN Committee	63	58
Unit Committee	252	205
Members from the WSMB	30	20

Total	360	295

Source: Author's Construct, 2016

The population of this study was made up of key staffs from the two Assemblies, members from the Water and Sanitation Management Boards (WSMB) in the two municipalities, the Unit Committee Members, and assembly members in the Birim Central and Ejisu-Juaben Municipalities.

3.5 Sample Size and Sampling Procedures

A selection was made from the larger population of this study. As indicated in Table 3.2, the sample size for the study was 63 that are made up of 32 respondents from the Ejisu-Juaben Municipality and 31 respondents from the Birim Central Municipality.

Table 3.2: Selection of Respondents from the Population

Stakeholders	Ejisu-Juaben	Birim Central
Water and Sanitation	3	2
Monitoring Team	2	2
Assembly Members/WATSAN Committee	10	10
Unit Committee	15	15
Members from the WSMB	2	2
Total	32	31

Source: Author's Construct, 2016

The sample size was arrived at through the selection of key members from the Water and Sanitation Team, Monitoring Team and Water and Sanitation Management Board in the two Municipalities. In addition, Assembly Members and Unit Committee Members from the beneficiary communities in the two municipalities were selected.

3.5.1 Multistage Sampling Technique

The reason for adoption of multistage sampling technique is this study it that it reduces travelling time for interviewers thus, minimizing the cost of the survey. It was used in this study to locate water and sanitation projects in the two Municipalities. This is because multistage sampling is the selection of the sample of the population based on their location characteristics and not necessarily on their social characteristics (Okoko, 2000). There are three Water and Sanitation Management Boards in the Ejisu-Juaben Municipality and two in the Birim Central Municipality. In Ejisu-Juaben Municipality, ten communities were selected namely, Juaben, Kwaso, Onwe, Essieningpong, Ejisu, Asotwe, Kwamo, Besease, New Koforidua and Bonwire. In the Birim Central Municipality, ten communities were selected namely; Akim Oda, Akim Akroso, Akim Asene, Akim Manso, Akim Aboabo, Akim Asuboa, Akim Mante, Akim Bantama, Hyadem and Akim Eshiem. These communities were selected in the Municipalities because water and sanitation projects are located there.

3.5.2 Purposive Sampling

In purposive sampling, the sample is done at the discretion of the researcher. Representatives from the Water and Sanitation Team, Monitoring Team, Assembly Members, Unit Committee and the Water and Sanitation Management Board and CBOs were made.

3.6 Data Source and Data Needs

As indicated in Table 3.3, the study used two major types of data, namely primary and secondary data. Whiles the secondary data provide solid theoretical foundation, the primary data contributes to the researcher's ability to address the most important issues in the present context.

Table 3.3: Data needs and Sources

Unit of Enquiry (Data Sources)	Category of Data	Survey instrument
Municipal Planning and Coordinating Unit (MPCU)	• Monitoring of Projects • Evaluation of Projects • Forms of Monitoring and Evaluation of Projects • Frequency of Monitoring and Evaluation Projects • Factors affecting M&E	Questionnaires and interview guide
Water and Sanitation Management Board	• Level of participation in the Monitoring and Evaluation of Water and Sanitation Projects • Factors affecting M&E	Questionnaires
Municipal Water and Sanitation Team (MWST)	• Level of participation in the Monitoring and Evaluation of Water and Sanitation Projects • Factors affecting M&E	Questionnaires
Community Based Organizations (CBOs)	• Level of participation in the Monitoring and Evaluation of Water and Sanitation Projects	Questionnaires

Source: Author's Construct, 2015.

The researcher used primary data to collect data from the field. Here, interviews were conducted to obtain empirical data from the field. Those departments/offices in charge of water and sanitation and education were be contacted. The Municipal Planning Coordinating Unit (MPCU), WATSAN Committees, Municipal Water and Sanitation Management Team (WSMT), Assembly/Unit Committee Members and Members from the sub-committees were contacted for the purpose of this study. According to Malhotra & Birks (2007, p. 94), "Primary data is a data originated by the researcher for the specific purpose of addressing the research problem." It is what the researcher originally collects from the sample or target population.

3.7 Data Collection Instruments

According to Neumann (2006), primary data is gathered in response to specific research problem with questionnaires, interviews and observations. This study used all the three data collection instruments described by Neuman.

3.7.1 Questionnaire

The researcher designed questionnaires based on the research objectives to administer to participants to collect relevant data needed for the study. Open- ended questionnaires and close- ended questionnaires were used to interview respondents. The use of questionnaires is good for measuring attitudes and eliciting other content from research participants. It is not expensive, provides information about participants' internal meanings and ways of thinking, contains high reliability and validity, provides exact information and detailed information), and it is useful for exploration as well as confirmation- these among others were the reasons why the

researcher adopted questionnaires as a data collection instrument. The primary data was collected with questionnaires to achieve the research objectives. The questionnaire is in four sections. Section 1 of the questionnaire was used to gather data on demographic characteristics of households in Ejisu. These include the gender, age, educational status and years in the service. Section 2of the questionnaires was used to collect data on the strategies the two Assemblies have used in the monitoring and evaluation activities. Section 3 of the questionnaire was used to collect data on the level of participation of stakeholders in the monitoring and evaluation of water and sanitation projects. Section 4 of the questionnaires was used to collect data on the logistical, financial and human resource challenges in the monitoring and evaluation of water and sanitation projects.

Most of the questions in the questionnaire were close-ended. Some part of the questionnaires contains the five point Likert Scale. The Likert scale ranges from very weak as response 1, weak as response 2, moderate as response 3, strong as response 4 and very strong as response .5. The Likert scale was used to collect data from respondents on their perception about the collaborations between them and other stakeholders in the monitoring and evaluation of water and sanitation projects.

3.7.2 Interview Guide

Interview guide was used to facilitate the collection of data from Members from the Water and Sanitation Management Team in the Ejisu-Juaben Municipal Assembly and the Birim Central Municipal Assembly. Also, it was used to collect data from the Assembly Members and Unit Committee Members. The type of data that was

collected from these respondents is presented in Table 3.3. The use of interviews affords the interviewee the opportunity to express them and to afford interviewer the choice to ask other relevant questions pertinent to the study therefore its adoption in this study.

3.7.3 Observation as Data Collection Instrument

The researcher to assess the current state of Water and Sanitation Projects and how monitoring and evaluation is conducted on the field used observation. According to Mullin (2005), observation of physical structures, social differences, behavior actions and symbols provides important information for posing control questions. The researcher went with the monitoring team of the District to where Water and Sanitation Projects are ongoing and completed. Here, notes about the things observed were taken.

3.8 Ethical Issues

Ethical issue is an important component when it comes to conducting a research. The study did not encounter any crucial ethical problems because the researcher took into consideration, ethical issues when interviewing respondents. The researcher sought the consent of informants before interviews begun. Again, the researcher informed participants about the purpose of the study and assured them of the confidentiality of their responses. The researcher anonymized responses to protect the integrity of data.

3.9 Validity and Reliability of Research Instrument

It is relevant to measure how valid and reliable of data collection for analysis. Validity and reliability of data serves as an empirical justification of findings and therefore its adoption in any study is vital. Validity measures the accuracy of the data collected. It refers to whether the statistical instrument adequately captures the data it intended to measure (Saunders *et al*., 2009). Reliability on the other hand, refers to whether a measurement instrument is able to yield consistent results.

The validity and reliability of the data collected and the response rate depend on the design of the research questions and the structure of questionnaires (Saunders et al., 2009). Concerning this, the researcher took into consideration the following factors when designing the research instruments; characteristics of the respondents, how to reach the respondents, size of the sample, the type and number of questions to ask.

To ensure that the data gathered are well founded and dependable for the study, the questionnaires were pre-tested with a sample of 10 respondents within the randomly picked clusters. This is expected to identify the deficiencies in the questions asked so that they can be addressed before the actual collection.

3.10 Procedure for Collecting Primary Data

Questionnaires were administered through face-to-face interview with the Assembly Members and the Unit Committee Members in the Ejisu-Juaben and Birim Central Municipal Assembly. The services of Field Research Assistants (FRA) were employed to assist in data collection. One day intensive training was organized for the FRA. The

topic covered in the training include the research objectives, the problem the study seeks to address, the process involved in identifying participants to answer the questions, guidelines on how to motivate and develop interest of respondents to response to the questions. The interview guide was administered through formal interview with Members from the Water and Sanitation Management Team of the two Assemblies.

3.11 Method of Data Analysis and Presentation

3.11.1 Quantitative analysis

The primary data was analysed quantitatively where frequency counts and percentages were used to represent the responses from the households. Also, cross tabulations were used to analyse to compare the response from the respondents. The Spearman Rank Order Correlation with Cohen's (1988) guidelines was performed to assess the relationships between the demographic factor such as age, gender education and years spent in the service with participation of stakeholders in the monitoring and evaluation of water and sanitation projects. The null hypothesis was that there is no relationship between the demographic factors and participation of stakeholders in the monitoring and evaluation of water and sanitation projects. This decision rule was rejected at a significant value of equal to or less than .005.

The paired sample t-test was used to assess the significant mean difference of funds the assembly received for the conduct of monitoring and evaluation activities in the Ejisu-Juaben and Birim Central Municipalities. The independent sample t-test was also performed to assess the significant mean difference of stakeholders on their

response on the effectiveness of their level of participation in the monitoring and evaluation of water and sanitation projects. The Cohen (1988:284) guidelines for interpreting this value for (.01=small effect; .06=moderate effect; .14=large effect) was used to assess the strength of the association. A significant value of equal to or more than .05 was regarded as significant.

3.11.2 Qualitative Analysis

The qualitative data was grouped as follows; strategies Assemblies used in the monitoring and devaluation of water and sanitation projects. Direct quotes from the respondents were used to explain the quantitative results. The qualitative data was analyzed from the observation and response from the open-ended questions.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

In this chapter, the data collected from the field have been analyzed and the results are presented. The discussions of the results have been given to cover the following areas. First, the comparisons of Monitoring and Evaluation (M&E) strategies for water and sanitation projects in the Birim Central Municipal Assembly (BCMA) and Ejisu-Juaben Municipal Assembly (EJMA) have been made. Second, the level of stakeholders' participation in the M&E of water and sanitation projects in the two Districts has been discussed. Third, the factors that have influenced the capacity of stakeholders in the two Assemblies in M&E of water and sanitation projects have been discussed.

4.2 Demographic Characteristics of Respondents

As indicated in Table 4.1, there were more males (63.5 percent) than females (63.5 percent) in the two Municipalities. More than half (58.7 percent) of the respondents were 31-40 years of age. In addition, about 19 percent of them were between the ages of 18-30 years. Few of them (6.3 percent) were between the ages of 51-60 years. With majority of the respondents within the age grouping 31-40 years, it can be analyzed that they had not reached the retirement age. In addition, it is assumed that the respondents were energetic and therefore improve their performance in the monitoring and evaluation exercises.

Table 4.1: Demographic Characteristics of Respondents in the Two Municipalities

Characteristics	Frequency	Percent
Gender		
Female	23	36.5
Male	40	63.5
Total	63	100.0
Age (years)		
18-30	12	19.1
31-40	37	58.7
41-50	10	15.9
51-60	4	6.3
Total	63	100.0
Educational Attainment		
Degree (First and Masters)	41	65.1
Diploma	12	19.0
Senior High/Voc/Tech	10	15.9
Total	63	100.0
Number of Years in the Assembly		
Less than 1 year	3	4.8
2-4	12	19.0
5-7	45	71.4
8-10	2	3.2
11 and more	1	1.6
Total	63	

Source: Field Survey, 2016

As indicated in Table 4.1, majority of the respondents (71.4 percent) had been working in the two Municipalities for 5-7 years. Also, 19 percent of them had been working in the Municipalities for 2-4 years. It can be deciphered from Table 4.1 that greater

proportion of the respondents had spent more years working in the two Municipalities. It can therefore be argued that the experience of respondents in their field of work is high. This is because respondents with long years as Assembly Member, Unit Committee Members, or Members of the M&E team may have faced difficulties and challenges in M&E and has gained the experience to address such problems. Hence, the experience of respondents has implications on monitoring and evaluation activities in the Municipalities.

It was found that about 65 percent of the respondents had attained the certificate up to the Masters and First Degrees from the University. The remaining 34.9 percent of the respondents had attained the certificate of Diploma (19 percent) and SHS (15.9 percent). It can be argued that majority of the respondents had been educated compared with those that had attained the certificate of SHS. With educated staffs, it can be argued that monitoring and evaluation exercises are implemented effectively. However, this may depend on other factors that include the financial, human resource and logistical capacity of the two Assemblies.

4.3 Monitoring and Evaluation (M&E) Strategies for Water and Sanitation Projects in the Birim Central and Ejisu-Juaben Municipal Assembly

4.3.1 Institutional Collaborations in the M&E of Water and Sanitation Projects

As indicated in Table 4.2, Members from the Water and Sanitation Monitoring Team (WSMT) were asked to give their perception on strategies they have adopted to ensure effective monitoring and evaluation of water and sanitation projects in the Ejisu-Juaben and the Birim Central Municipality. It was found that the WSMT in the EJMA

and BCMA coordinated with other decentralized department in the monitoring and evaluation activities of the following water and sanitation projects; small town water systems, bore-holes, hand-dug wells and sanitation facilities such as Ventilated Improved Pit (VIPs), Kumasi Ventilated Improved Pits (KVIPs), Water Closets (WCs) and Pour flash Toilets. They further explained by stating that:

> *"Oftentimes we collaborate with the Information Service Department and the National Council for Civic Education. The collaboration takes the form of requesting for their vehicles for the conduct of monitoring and evaluation exercises".*

Table 4.2: Response on Strategies adopted by the WSMT in the M&E of Water and Sanitation Projects in EJMA and BCMA

M&E Strategy	EJMA		BCMA	
	Yes	No	Yes	No
Collaborations between the WSMT and other stakeholders	√	-	√	-
Indicator for assessing M&E activity	√	-	√	-
Achievement in the M&E of water and sanitation projects	-	√	-	√
Fixed meeting schedules for discussing issues on M&E	√	-	√	-
Availability of approved M&E plan and effectiveness in implementations	√	-	√	-

Source: Field Survey, 2016

The involvement of the decentralized departments in monitoring and evaluation depends on the type of project. For water and sanitation projects, the WSMT relies on reports from other decentralized departments and the sub-committees such as the social service and development planning sub-committees on the state of the facilities, progress on project implementation, operation, utilization, and maintenance. It was found that at certain times, due to inadequate logistics, the WSMT collect information from the Assembly Members, Unit Committee Members and the Members from the Water and Sanitation Management Boards. The collaborations between the WSMT and other departments are prerequisite for measuring the capacity of the two Assemblies. The existence of Inter-departmental collaboration of the two Municipalities in project M&E is a way of overcoming challenges and achieving its vision and mission as stipulated in the M&E plan specifically and the District Medium Term Development Plan (2010-2013) of the Assembly at large.

Aside from the above, the WSMT also collaborate with the beneficiary Communities of water and sanitation projects. The collaboration takes the form of consulting the Chief and Elders and other opinion leaders of the community on the location of the project, share information and labour. The Members from the WSMT mentioned gave a scenario about water projects in the Ejisu-Juaben and Birim Central Municipality where they collaborated with the Chief of the communities to locate site for the project.

The Members of the WSMT were asked to assess the strength of the collaborations between them and other decentralized departments in the EJMA and the BCMA. As indicated in Table 4.3, it was found that the collaboration between the WSMT and the

decentralized department in the EJMA was moderate. Table 4.3: Response on the Strength of Collaboration between the WSMT and other Decentralized Departments in the EJMA and BCMA.

Table 4.3: Response on the Strength of Collaborations between the WSMT and other stakeholders in the M&E of Water and Sanitation Projects

	Very Weak	Weak	Moderate	Strong	Very Strong
EJMA	-	-	√	-	-
BCMA	-	√	-	-	-

Source: Field Survey, 2016

However, the collaboration between the WSMT and the decentralized department in the monitoring and evaluation of water and sanitation projects was weak. The reason for the weak collaboration was that in most times, the decentralized department fail to offer their services for the conduct of monitoring and evaluation activities in the Municipality. The results revealed distinct relationships between the WSMT in the two Assemblies in the M&E of water and sanitation projects. The Members of the WSMT complained that:

> *"The decentralized departments also face problems logistically and financially. Thus, it becomes difficult getting their assistance especially where there is the need for monitoring and evaluation exercises. Therefore, we have stopped consulting or collaborating with them in such exercises"*

The WSMT in the EJMA and BCMA also collaborated with the Community Water and Sanitation Agency (CWSA) at the regional level. The Planning Officer in the EJMA further explained that:

> *"We usually invite experts from the CWSA to organize training for the Members in the WSMB and WSMT. The areas of the training include strategies for monitoring and evaluating water and sanitation projects and how to overcome challenges in performing such tasks. The CWSA also trained some of the Members in the WSMT on how to repair boreholes".*

4.3.2 Indicator for Assessing M&E Activity on Water and Sanitation Projects in the EJMA and BCMA

As indicated in Table 4.2, the Members from the WSMT in the two Assemblies mentioned that they have developed indicators for assessing M&E activities in the Municipality. In the Birim Central Municipal Assembly, the following were used as indicators for assessing M&E projects; number of water projects in the communities, number of people that have easy access to the facility and the conditions of the facilities. Through such strategy, they are able to detect lapses in the provisions of water and sanitation projects in the Municipality. This strategy influences their decisions to provide water and sanitation projects to the needed communities. Therefore, optimum allocation and utilization of scarce resource can be achieved through this strategy developed by the WSMT of the BCMA. Aside this, there were certain indicators they develop to assess the M&E activities. The Members from the WSMT in the BCMA mentioned that:

"Oftentimes, when the project is ongoing, we visit the project site with a monitoring checklist to monitor the following; time workers report to the project site, time workers close from the site, machines and equipment's available on the site, the number of workers on the site, the stage of completion of the project, complaints and challenges".

The reports from the work site are discussed at management meetings and suggestions are made. These exercises are done before the Assembly makes full payment to the contractor.

In the Ejisu-Juaben Municipal Assembly, the indicators included the number of times M&E activities are conducted and whether the assembly has been able to cover the required areas of monitoring and evaluation. It was found that three major monitoring areas were covered by the WSMT in the EJMA. These include sustainability, performance and financial monitoring. The evaluation areas include the terminal, mid-term and ex-post evaluations.

Aside the above-mentioned indicators for assessing M&E of water and sanitation projects, the number of M&E activities for the year is also important for the two Assemblies. It was stipulated in the Water and Sanitation Plan of the two Assemblies that the minimum number of M&E activities for the years was four (1). That is, M&E activities are supposed to be conducted at least once every quarter (every three months). As indicated in Table 4.4, the average number of M&E activities carried out by the WSMT in the EJMA was three and that of the BCMA was three.

Table 4.4: Number of M&E Activities by the WSMT from 2010-2015 in EJMA and BCMA

Year	EJMA	BCMA
	Number of M&E	Number of M&E
2010	3	4
2011	2	3
2012	4	3
2013	2	4
2014	3	2
2015	3	3
Average	3	3

Source: Field Survey, 2016

It was in 2012 that Members from the WSMT achieved the minimum number of M&E activities. Apart from that year, they did not achieve the minimum requirement M & E. Similarly, in the BCMA, the WSMT achieved the minimum number of M&E activities in 2010 and 2013. A part from these years, they did not achieve the minimum requirement for M&E. It can be deduced from the results that Members from the WSMT in the EJMA and BCMA have failed to meet the minimum requirement for embarking on M&E of water and sanitation project. This was attributed to the reason that there were inadequate funds and logistic for the M&E activities.

4.3.3 Achievements of M&E Activities on Water and Sanitation Projects in the EJMA and BCMA

As indicated in Table 4.2, Members from the WSMT in the EJMA and BCMA were asked state their achievements with respect to the number of M&E activities they had

conducted from 2010 to 2015. The Stage Completion Forms was mentioned as the most frequent strategy they used to assess their achievements for conducting M&E activities in the two Municipalities. The forms serve as the monitoring and evaluation report of project status (level of project implementation, the contractor assigned to the project etc). Members of the WSMT complete water and sanitation facility monitoring sheet prepared by Community Water and Sanitation Agency. It was discovered from the field survey that there is a comprehensive approach to enhancing project impact and sustainability, which is a fundamental achievement of project monitoring and evaluation activities.

4.3.4 Fixed Meeting Schedules by the WSMT in the EJMA and BCMA

As indicated in Table 4.2, the Members from the WSMT mentioned that they organize meetings to deliberate on issues pertaining to M&E on water and sanitation activities. The Members of the WSMT in the two Assemblies mentioned that the minimum number of meetings they have to hold in a year is four (4). However, as indicated in Table 4.5, it was found that none of the WSMT in the EJMA and BCMA met the minimum requirement for the number of meetings in a year.

Table 4.4: Number Meetings by the WSMT from 2010-2015 in EJMA and BCMA

Year	EJMA	BCMA
	Number Meetings	Number of Meetings
2010	1	1
2011	2	0
2012	2	2
2013	1	1
2014	1	2
2015	3	2
Average	2	1

Source: Field Survey, 2016

There was no meeting by the WSMT in 2011 in the BCMA. This was attributed to the reason that such meetings require funds for payment of allowances but these funds are not provided. The Members from the WSMT in the two Assemblies complained that:

"Prior to the meetings, we write proposal to the assembly requesting for funds for the conduct of the meetings. The problem is that our proposals are not considered and therefore funds are not released to us. In most cases, when the funds are released to us, it is inadequate for the meeting. This is because they normally fail to give us the full requested amount of money for the meeting".

It can be deduced from the results that lack of funds affect meetings held by the WSMT in the EJMA and the BCMA. This has implications on the performance of the two Assemblies in the sense that it is a minimum condition for qualifying for the Functional Organizational Assessment Tool (FOAT) that is organized every year by the World Bank.

4.3.5 Approved M&E Plan and Effectiveness in Implementations

As indicated in Table 4.2, it was found that the WSMT in collaboration with the Municipal Planning Coordinating Unit have prepared a Monitoring and Evaluation Plan for five years (2013-2017). In the plan, the various programmes and projects for the five years have been stated. Also, the cost involved in conducting monitoring and evaluation of those projects has been stated in the plan. It was found that the Members of the WSMT prepare Annual Action Plans from the M&E plans to assess the implementation status of M&E activities for the year. The perceptions of Members in the WSMT were sought on the effectiveness of the implementation of the M&E plan. As indicated in Table 4.5, Members from the WSMT in the two Assemblies mentioned that the implementations of the M&E plans were ineffective. This means that the activities in the plan were not strictly adhered to.

Table 4.5: Response on the Effectiveness of the Implementation of M&E Plan in EJMA and BCMA

	Strongly Ineffective	Ineffective	Somehow effective	Effective	Strongly Effective
EJMA		√	-	-	-
BCMA		√	-	-	-

Source: Field Survey, 2016

They mentioned that political influence, lack of funds and inadequate logistics were the factors contributing to the ineffectiveness of the M&E plans.

4.3.6 Assessing the Level of Compliance to M&E Strategies on Water and Sanitation Projects in the EJMA and BCMA

The study sought to examine the level of compliance of the WSMT in the monitoring and evaluation of water and sanitation projects. The study indicated that there were guiding documents that stipulates the level and manner in which monitoring and evaluation is to be undertaken. For instance, the Monitoring and Evaluation Plan of the Assembly, the NDPC guidelines and the Manual for the Functional Organizational Assessment Tool (FOAT) are used for checking the level of compliance to monitoring and evaluation of projects. The FOAT is an exercise, which is undertaken by the Local Government Service initiated by the World Bank to assess the internal control systems of MMDAs in Ghana. Any Assembly that qualifies receives donor funds to support project implementation and M&E activities. The level of compliance to M&E determines the performance of the Assembly. This could further be explained that

when the Assemblies are capable of complying with the stated rules and direction, it implies that they are performing well. As indicated by Lusthaus *et al.*, (2002) and Rema (2005), the performance of an institution with respect to the functionality of its responsibility in monitoring and evaluating projects are influenced by effectiveness, sustainability and relevance. Therefore, these criterions were used for assessing the level of compliance to Monitoring and Evaluation (M&E) as represented in Table 4.6.

Table 4.6: Performance Assessment of the WSMT in EJMA and BCMA

Agency	Performance Parameter		
	Effectiveness	Relevance	Sustainability
WSMT	• Conduct an average of two out of the four quarterly visit to project sites • Quarterly reports are written ondata collected	• Ensured contractor's compliance to work schedules • Build capacities of WATSAN committees and WSDBs • Ensure effective Stakeholder interest in monitoring activities	• Supports from donors with emphasis on project monitoring • Consolidation of community based project M&E teams

Source: Field survey, 2016

From Table 4.1 it can be examined that there is ineffectiveness of stakeholder in the M&E of water and sanitation projects. In terms of relevancy, stakeholders have shown little compliance to M&E activities. The major contributing factor to the ineffectiveness of the departments to undertake M&E of development projects is the unavailability and adequacy of funds.

4.4 Stakeholders Participation in Monitoring and Evaluation of Water and Sanitation Projects

4.4.1 Role of Stakeholders in Monitoring and Evaluation of Water and Sanitation Projects in the Birim Central and Ejisu-Juaben Municipalities

Various stakeholders in the two Assemblies carry out the M&E of water and sanitation projects. Figure 4.1 delineates key stakeholder at the national, regional and community level in project monitoring and evaluation. It comprise of four main components; the national actors, sub-national actors, service providers and donor agencies. The local activities are categorized as the sub-national actors that monitors and evaluate the impact of water and sanitation and educational projects. In some cases, donor agencies also do a follow-up on their investment to monitor the condition of the projects and the progress of implementation. The donor agencies are the financing agencies for the provision of these facilities. Apart from the Ejisu-Juaben and Birim Central Municipal Assemblies that play facilitating and capacity building roles, the rest are in-charge for mainly the utilization and the financing of maintenance apart from the monitoring of the facilities.

As indicated in Figure 4.1, it was found that the stakeholders in the M&E of water and sanitation projects included both internal and external agencies. The internal agencies

included the Community Water and Sanitation Agency (CWSA) at the regional level and Metropolitan, Municipal and District Assemblies (MMDAs) level. As mentioned by the World Bank (2004) and stipulated in the Module (2003), the capacity of District Assemblies could be determined based on its ability to involve the users of development projects in the project implementation, monitoring and evaluation. It can therefore be argued that the EJMA and the BCMA have improved their capacity for involving many stakeholders in the monitoring and evaluation of water and sanitation projects (See also, Crawford & Bryce, 2003; Jones, 2008; Proudlock, 2009; Musomba, Kerongo, Mutua, &Kilika, 2013).

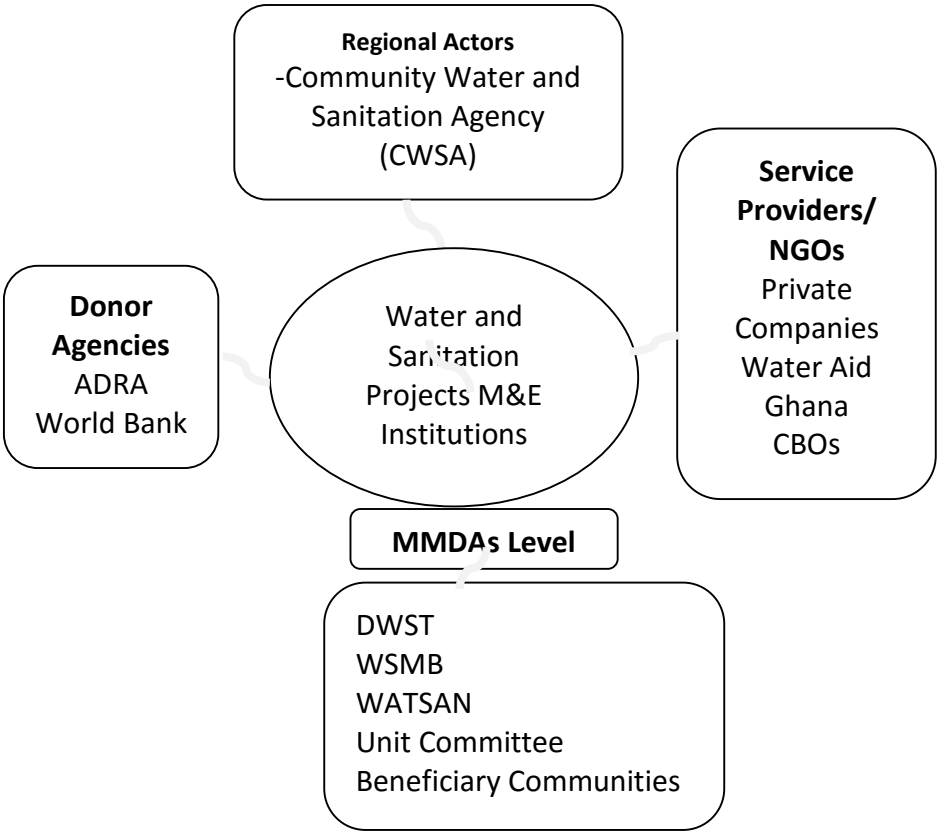


Figure 4.3: Overview of Stakeholders in M&E of Water and Sanitation

Source: Author's Construct, 2016

It also included the Service Providers such as the Private Agencies, Consultants and Non-Governmental Agencies. The eternal agencies included the donor agencies such as World Bank and ADRA. In the Ejisu-Juaben Municipal Assembly, ADRA and World Bank provided funds for implementing, monitoring and evaluating water and sanitation projects but this is not the case in the Birim Central Municipal Assembly. With the involvement of donor agencies in the implementation and monitoring and evaluation of water and sanitation projects, it can be argued that since they finance most projects, they may dictate how monitoring and evaluation should be done (World Bank, 2004).

It was also found that private companies such as the Zoom Lion provided support to the two Municipalities to monitor and evaluate water and sanitation projects. The support took the form of ensuring cleanliness of toilet and water facilities. The CWSA is the supervisory agent at the regional level. According to the Planning Officer who is a Member of the Water and Sanitation Monitoring Team (WSMT) at Ejisu-Juaben Municipal Assembly said the Water Aid Ghana provided financial support for the M&E water and sanitation projects. It was also found from the Assembly Members and Members from the WATSAN committees that Community Members made contribution of 5 percent for maintenance and operation of water and sanitation facilities in the two Municipalities.

Members from the WATSAN Committee confirmed that community Members pay for the use of the facilities. This money is used to ensure that the facilities are maintained. At the MMDAs level, it was found from the Planning Officers in the two Assemblies that the WSMT, WATSAN, Unit Committees, and Assembly Members

are key actors in the monitoring of water and sanitation projects. They ensure that after the facility has been provided, the necessary arrangement such as hiring the services of someone to take care of the facility, organizing community Members to weed around the facility, fencing the facility are done. Community Based Organizations (CBOs) also play critical roles in the monitoring of water and sanitation projects. The CBOs provides their technical support to ensure maintenance of the facilities. They prepare operation and maintenance plans for the facilities and provide technical and financial support for the implementation of the plans.

4.4.2 Perceptions of Stakeholders on their Level of Participation in Monitoring and Evaluation of Water and Sanitation Projects in the Two Municipalities

The perceptions of the various stakeholders in the Ejisu-Juaben Municipal Assembly and Birim Central Municipal Assembly were sought on how they are involved in M&E activities on water and sanitation projects. As indicated in Table 4.7, greater proportions (85.7%) of the respondents mentioned that they were aware of water and sanitation projects in the two Municipalities. Only about 14 percent of them mentioned that they had not become aware of any water and sanitation projects in the Municipalities.

Table 4.7: Stakeholders Awareness of Water and Sanitation Projects

	Awareness		Total
	Yes	No	
Ejisu-Juaben Municipality	25 (78.1%)	7 (21.9%)s	32 (100%)
Birim Central Municipality	29 (93.5%)	2 (6.5%)	31 (100%)
Total	54 (85.7%)	9(14.3%)	63 (100%)

Source: Field Survey, 2016

Comparatively, majority stakeholders in the Birim Central Municipality became aware of water and sanitation projects than those in the Ejisu-Juaben Municipality. This may be attributed to the reason that information flow from the Assembly to other stakeholders on project implementation is effective in the Birim Central Municipality. As indicated in Table 4.8, the stakeholders became aware of water and sanitation projects through four means. These include information from friends, consultation by the person, Assembly meetings and Community gathering. The response on the medium for becoming awareness of water and sanitation projects differs from one Municipality to another.

Table 4.8: Medium of Awareness of Water and Sanitation Projects in the Two Municipalities by Stakeholders

Medium of Awareness	Name of Municipality		Total
	Ejisu	Birim Central	
Information from friends	6	3	9 (16.7%)
Consultations by the person	5	3	8 (14.8%)
Assembly meetings	12	8	20 (37.0%)
Community gathering	2	15	17 (31.5%)
Total	25	29	54

Source: Field Survey, 2016

Among the medium of awareness, 37 percent of the stakeholders mentioned that they became aware of water and sanitation projects through Assembly meetings. This was more evidenced in the EJMA compared to the BCMA. This may be due to the fact that, EJMA frequently organize meetings with the Assembly Members, WSMB, WSMT to discuss projects that are on-going or yet to be implemented.

It can be deduced from Table 4.2 that in the BCMA, the prominent medium of awareness of water and sanitation projects was assembly through community gathering. Table 4.9 shows the response of stakeholders on their involvement in M&E of water and sanitation projects in EJMA and BCMA.

Table 4.9: Response on Involvement of Stakeholders in M&E of Water and Sanitation Projects in EJMA and BCMA

	Municipality		Total
	EJMA	BCMA	
Yes	20 (57.1%)	15(42.9%)	35 (55.6%)
No	12	16	28 (44.4%)
Total	32	31	63 (100.0%)

Source: Field Survey, 2016

It was found that more than half (55.6 percent) of the stakeholders mentioned that they were involved in the M&E of water and sanitation projects. Out of this, about 57 percent of them were in the EJMA while the remaining 43 percent were in the BCMA. It can therefore be analyzed that more stakeholders in EJMA were involved in the M&E of water and sanitation projects compared with the BCMA. This shows that the

activities of District Assemblies in engaging stakeholders in the M&E of projects differ. This may be influenced by the capacity of District Assemblies in M&E of projects. The capacity of Assemblies in monitoring and evaluating water and sanitation projects may depend on the logistical, human resource and financial factors.

Table 4.10 shows the various form stakeholders engage themselves in the M&E of water and sanitation projects in the two Municipalities. It was found that about 24 percent of the stakeholders were involved in M&E of water and sanitation projects through funding. This was made up of more of them in the BCMA compared with those in the EJMA. This means that stakeholders contributed financially to support M&E exercises in their communities. The stakeholders mentioned that:

> *"A 1-unit toilet facility with 12 seater was provided for us by the Ejisu-Juaben Municipality. After completion of the project, the leaders in the community met to contribute money to fence the facility and hire the service of a caretaker".*

This was preceded by another statement by stakeholders in the Birim Central Municipality that:

> *"Three boreholes were provided to the people of Akim Aboabo and Akim Asuboa. After the provision of the borehole, the Assembly Members and the Unit Committee Members were asked to pay some amount of money to cement the area, buy polytank to mechanise the borehole. The intention was to supply water to many people in the communities. Some portion of the money was set aside to repair the facility in case it develops fault".*

Table 4.10: Forms of Involvement in M&E of Water and Sanitation Projects by Stakeholders

	Municipality		Total
	EJMA	BCMA	
Funding	5	10	15 (23.8%)
Supervision	12	15	27 (42.9%)
Operation and Maintenance	15	6	21 (33.3%)
Total	32	31	63

Source: Field Survey, 2016

The above statements from the stakeholders portrayed that provision of financial support forms integral part of monitoring and evaluation of water and sanitation projects in the two Municipalities. Members from the Water and Sanitation Management Board (WSMB) also ensure that users pay for the use of the facility. It was found that in the two Municipalities, there were small water systems that supply water to more than half of the population. In Ejisu-Juaben Municipality for instance, the managers of the WSMB in Juaben, Kwaso and Onwe explained that:

> *"We have small water systems that supply water on daily basis to households that have registered with us. The households pay for the use of the facilities in three modes namely; daily payment, weekly payment and monthly payment. The collection of this money is used to renovate the facilities. The money is also used to buy chlorine to disinfect bacteria and worms in the water. The money is used to pay allowance to Members of the board for their services. Again, it is used to conduct water test every quarter and to run the daily activities of the board".*

It was also found that aside financial support, about 43 percent of the stakeholders involved themselves in M&E of water and sanitation projects through supervision. This was made up of more of them in the BCMA compared with the EJMA. This means that stakeholders' supervision of water and sanitation projects in the BCMA were more compared with stakeholders in the EJMA. This may depend on some factors that include the activeness of the activities of the stakeholders, the skills and ability of the stakeholders. The supervision of the projects tool various forms that included visiting the project site, calling for meetings of caretakers of the projects and setting watchdog committees. The Assembly Members in the EJMA made a statement that:

> *"We formed a watchdog committee to support the WATSAN committee to supervise the toilet facilities that was provided to us by the Assembly. The committee was made up of five Members comprising the Assembly Members, WATSAN committee Members and unit committee Members. After receiving reports from the committee, we hold meetings to discuss issues towards maintain the facilities".*

The Assembly Members in the BCMA also made a statement that:

> *"We encourage Members of the WATSAN Committees to go round and inspect the water and sanitation projects at least one every week and report to us. Often times, we also go round to inspect the projects. We also conduct surveys and ask the caretakers as well as users of the facilities on the conditions of the*

facilities. Their response helps us to put measures in place to renovate the facilities".

The above statements from stakeholders in the two Municipalities shows that supervision is an important area for ensuring effective M&E of water and sanitation projects. A scenario was given where Assembly Members in the BCMA conducted surveys on the conditions of the facilities and the results indicated that there was nothing for the users to wash their hands after using the facility. Based on this result, a basin and soap were provided for users of the facilities to wash their hands after using the toilet facility.

According to Members of the WSMT and the WATSAN Committee, water projects are monitored from the onset of community awareness through the drilling of the boreholes until and after handing over. Community participation takes various stages for water and sanitation projects. These include;

i. Site selection for the projects
ii. Community sensitization on commitment fee for water and sanitation projects (this happens if the project is a self-help project)
iii. Community sensitization on maintenance
iv. Training of WATSAN committee for management of the project

The role of Community Members in the monitoring and evaluation of water and sanitation projects as evidenced in the EJMA and the World Bank (2004) emphasizes BCMA. The Water and Sanitation Monitoring Team and Members from the Water and Sanitation Management Board from the two Municipalities

also conduct supervision on the projects. It was found that they have developed monitoring and Evaluation Plan that guides them to initiate measures to supervise the projects quarterly in a year.

As indicated in Table 4.10, it was found that about 33 percent of the stakeholders involved in the M&E of water and sanitation projects through operations and maintenance activities. This was made up of more of them in the EJMA compared with those in the BCMA. This means that operation and maintenance is an important aspect of ensuring M&E of water and sanitation projects in the two Municipalities. It was found from the stakeholders in the two Municipalities that they were consulted anytime the borehole develops fault. The stakeholders therefore hire the services of an expert to repair the borehole. Some of the Assembly Members in the two Municipalities were expert of borehole projects. In most cases, when a borehole develops fault, they provide their services to the community and repair it. This minimize the cost of hiring an expert from another place to repair the borehole. Also, experts from the Water and Sanitation Monitoring Team and Members from the Water and Sanitation Management Board were called to assist in the repair of broken boreholes in the communities. This occurs when the fault of the borehole is beyond the repairs of the Assembly Members.

The above discussions have highlighted on the forms of participation of stakeholders in the monitoring and evaluation of water and sanitation projects in the EJMA and the BCMA. As indicated in Table 4.11, monitoring of water and sanitation projects covered five main areas. These included performance, financial, ongoing, benefit and sustainability monitoring. This result is consistent with the explanation given by Cook

(1997) on the various types of monitoring. It was found that more than half (52.4 percent) of stakeholders from the two Assemblies engaged in sustainability monitoring. That is, while the water and sanitation projects were ongoing, the stakeholders visited the project site to identify lapses and provide solutions. This was highly practiced by stakeholders in the EJMA compared to those in the BCMA.

Table 4.11: Areas of Monitoring of Water and Sanitation Projects

Areas	Municipality		Total
	EJMA	BCMA	
Performance Monitoring	2	5	7 (11.1%)
Financial Monitoring	5	4	9 (14.3%)
Ongoing Monitoring	5	3	8 (12.7%)
Benefit Monitoring	2	4	6 (9.5%)
Sustainability Monitoring	18	15	33 (52.4%)
Total	32	31	63 (100.0%)

Source: Field Survey, 2016

It was also found that about 14 percent of the stakeholders engaged in financial monitoring of water and sanitation projects in the two Municipalities. This means that as the project was ongoing in its implementation, the stakeholders provided financial support to facilitate the completion of the project. About 13 percent of the stakeholders mentioned that the type or area for their participation was ongoing monitoring. This

means that while the project was still ongoing, they visited the project site to assess the performance of the contractor and the workers.

It was found that the Assembly Members, Unit Committee Members, and Members from the WATSAN and WSMB conducted three forms of evaluation of water and sanitation projects in the two Municipalities. As indicated in Table4.12, the evaluation exercises included terminal, midterm and ex-post evaluations.

Table 4.12: Areas of Evaluation of Water and Sanitation Projects

Forms of Evaluation	Municipality		Total
	EJMA	BCMA	
Terminal	2	2	4 (6.3%)
Midterm	9	11	20 (31.7%)
Ex-post	21	18	39 (61.9%)
Total	32	31	63 (100.0%)

Source: Field Survey, 2016

Closer to two-thirds (61.9 percent) of the stakeholders mentioned that they embarked on ex-post evaluation of water and sanitation projects. This was made up of more respondents at the Ejisu-Juaben Municipality compared to the Birim Central Municipal Assembly. The Assembly Members and Members from the WATSAN Committees and the WSMB carried out the ex-post evaluation after the implementation of the projects. They conducted household surveys to solicit the views of beneficiary community Members on whether they are satisfied about the projects

of not. They collected data on the distance to the project, the benefits of the projects and areas the project has not benefited them. Aside the stakeholders as mentioned by about 32 percent of them carried out the ex-post evaluation, the mid-term evaluation. With this type of evaluation, the Assembly Members and Unit Committee Members evaluate the impact of the project at the middle of the implementation stages. They evaluate the expected impact of the projects before it is completed and handed over to the community.

It can be argued that the terminal, midterm and ex-post evaluations of water and sanitation projects in the two Municipalities were used to identify the strengths, weakness, threat and challenges of the project and whether the continued project plan will be able to deliver the project objectives or it needs redesigning (Shapiro, 2004).

4.4.3 Assessment of Stakeholders Participation in M&E of Water and Sanitation Projects

The stakeholders were asked to assess their involvement by the Assemblies in the M&E of water and sanitation projects. As indicated in Figure 4.2, about 52 percent of the stakeholders were not satisfied 30.2 % and highly unsatisfied 22.2 % were not involved in the monitoring and evaluation of water and sanitation projects. The reason was that they were not involved in the management and evaluation of all water and sanitation projects.

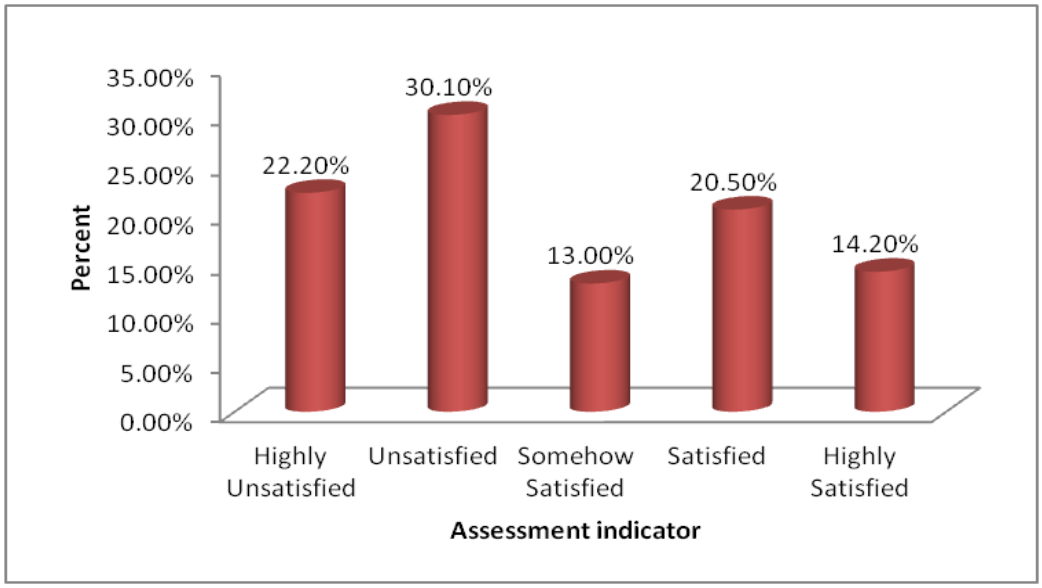


Figure 4.4: Assessment of Participation in M&E of Water and Sanitation projects by Stakeholders

Source: Field Survey, 2016

However, about 35% of stakeholders were satisfied 20.6% and highly satisfied 14.3% about how they are involved in the M&E of water and sanitation projects. In addition, about 13% of them were somehow satisfied about their involvement in the M&E of water and sanitation projects. The perspectives of stakeholders on their assessment of their participation in M&E of water and management projects differ from EJMA from BCMA. Therefore, the paired sample t-test was performed to assess the significance difference of the response among the stakeholders in the two Municipalities.

Stakeholders were asked to indicate their level of participation in the monitoring and evaluation of water and sanitation projects in the two Municipalities. As indicated in Figure 4.3, about 43% of them mentioned that their participation in the M&E of water and sanitation projects was strongly ineffective 19.0% and ineffective 23.8%.

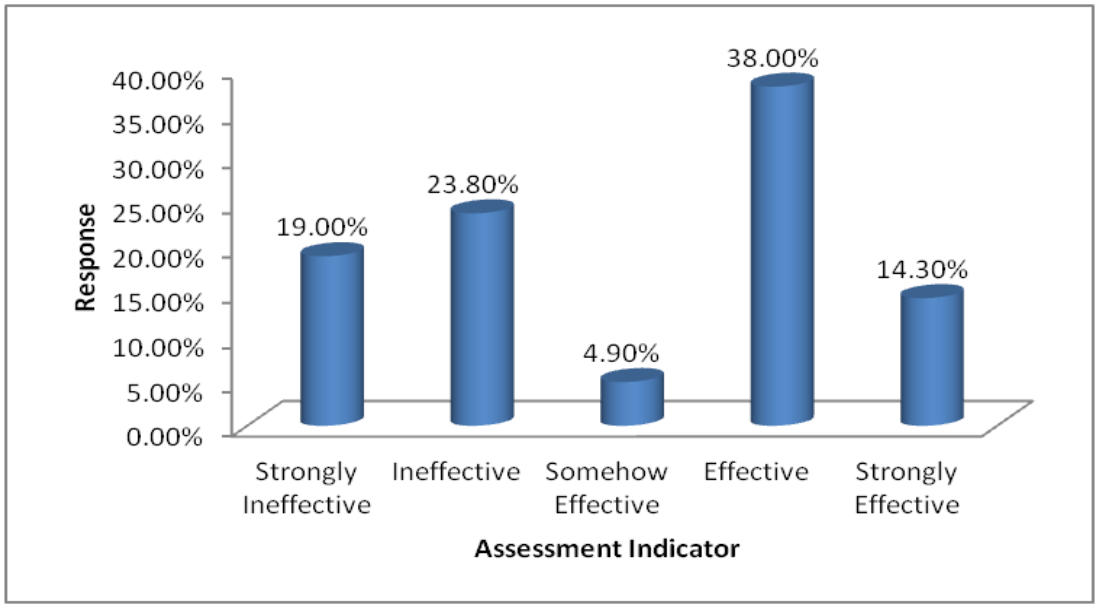


Figure 4.5: Response on the Level of Stakeholders Participation in M&E of Water and Sanitation Projects

Source: Field Survey, 2016

However, about 38% of tem mentioned that their participation in the M&E of water and sanitation projects was effective 23.8% and strongly effective 14.3%. In addition, 19 percent of them were mentioned that they their participation in the M&E of water and sanitation projects was somehow effective.

4.4.4 Quantitative Analysis of Factors that Influenced Stakeholders' Participation in the M & E of Water and Sanitation Projects in the two Municipalities.

The participation of stakeholders in the monitoring and evaluation of water and sanitation projects may be influenced by the demographic characteristics of the respondents. As indicated in Figure 4.13, the Spearman Rank Order Correlation was performed to assess the strength and direction of the relationship between the

demographic characteristics of stakeholders and their level of participation in the M&E of water and sanitation projects.

Table 4.13: Correlation Analysis to Assess the Factors that have Influenced Participation of Stakeholders in the M&E of Water and Sanitation Projects

		Participation	Sex	Age	Education	Years in business
Participation	Correlation Coefficient	1.000	.118	.108	-.095	.417**
	Sig. (2-tailed)	.	.357	.400	.461	.001
	N	63	63	63	63	63
Aex	Correlation Coefficient	.118	1.000	.055	-.027	.055
	Sig. (2-tailed)	.357	.	.667	.835	.669
	N	63	63	63	63	63
Age	Correlation Coefficient	.108	.055	1.000	-.023	.139
	Sig. (2-tailed)	.400	.667	.	.857	.278
	N	63	63	63	63	63
Education	Correlation Coefficient	-.095	-.027	-.023	1.000	-.173
	Sig. (2-tailed)	.461	.835	.857	.	.175
	N	63	63	63	63	63
years in business	Correlation Coefficient	.417**	.055	.139	-.173	1.000
	Sig. (2-tailed)	.001	.669	.278	.175	.
	N	63	63	63	63	63

**. Correlation is significant at the 0.01 level (2-tailed).

The two variables that were used to perform the correlation analysis include the following; the dependent variable was participation in M&E of water and sanitation projects while the independent variable include gender, age, education and number of years of being in the current employment. As indicated in Table 4.13, a significant value of .001 means that the null hypothesis that there was no relationship between the number of years one has spent in the current job and participation in the monitoring and evaluation of water and sanitation projects is rejected. This is because the significant value of .001 is less than the alpha value of .005. It can be therefore concluded in this study that there is a statistical significant relationship between the number of years stakeholders had been in the current job and participation in the M&E of water and sanitation projects.

The correlation coefficient value of .417** showed that there was a positive relationship between the number of years stakeholders had been in their current job and their level of participation in the monitoring and evaluation of water and sanitation projects in the two Assemblies. The Cohen's (1988:79-81) guidelines for determining the strength of the relationships (small, r=.10-.29; medium, r=.30-.49; large, r=.50-1.0) was used and the result was that there was a satisfactory relationship between the number of years stakeholders had been in their current job and their level of participation in the monitoring and evaluation of water and sanitation projects. The positive relationship means that the more years stakeholders have spent in their current job, the more they are given the opportunity to engage in the monitoring and evaluation of water and sanitation projects.

4.5 Factors that have influenced the Capacity of Stakeholders in M&E of Water and Sanitation Projects

An assessment was made on the financial, resource and logistical capacity that affect the capacity of the Water and Sanitation Management Team (WSMT) in the two Municipalities. The WSMT was selected because it is the principal monitoring and evaluation agency in the municipalities. As discussed earlier, the logical framework are the human resources (ideas, experience, and time), financial resources (funds or money being it internal or external funding), and logistics resourced (available vehicles, computers, printing materials etc.) all which helps to make the implementation and monitoring and evaluation of a project a success (Kaplan and Garent, 2005).

4.5.1 Financial Capacity of WSMT in the Ejisu-Juaben Municipal Assembly

It was identified that monitoring and evaluation of water and sanitation projects is mostly financed through the District Assembly Common Fund (DACF). As indicated in Table 4.14, a total amount of GH¢62,500.00 was estimated to be spent on monitoring and evaluation exercises from 2010 to 2015. Out of that amount, GH¢ 28,500.00 was received by the WSMT to embark on monitoring and sanitation exercises. This means that less than 50% of the estimated amount of funds was received by the team.

Table 4.14: Allocated amount from the DACF for Monitoring and Evaluation in the EJMA

Year	Estimated Amount (GH¢)	Actual Amount (GH¢)	Achievement (%)
2010	10,000.00	3,000.00	30
2011	9,000.00	2,500.00	27.8
2012	11,000.00	8,000.00	72.7
2013	12,500.00	5,000.00	40
2014	10,000.00	5,500.00	55
2015	10,000.00	4,500.00	45
Total	62,500.00	28,500.00	-

Source: Field Survey, 2016

The highest estimated amount of amount of money allocated for monitoring and evaluation exercise was GH¢ 12,500.00 in 2013. The reason was that projects in that year were many in such a way that they required huge amount of money to embark of monitoring and evaluation activities. However, 40 percent of the estimated funds were received. It can be deduced from Table 4.8 that apart from 2012 and 2013, the actual amount of money received by the Monitoring and Evaluation Team was less than 50 percent. It can therefore be argued that the Assembly could not embark on effective monitoring and evaluation of water and sanitation projects in the Municipality. That is, the expected number of times they needed to monitor and evaluate water and sanitation project may be achieved in all the years. It can be explained that the financial

capacity of the WSMT in the Ejisu-Juaben Municipal Assembly is weak. This is because they could not achieve their estimated amount of allocated funds for the monitoring and evaluation of water and sanitation projects. The Planning Officer complained that:

> *"The money allocated for the monitoring and evaluation of water and sanitation projects is inadequate. This has led to the weak capacity of the monitoring and evaluation team to conduct quarterly supervision for the year. He further stated that oftentimes, money to fuel a vehicle for supervision is inadequate. Sometimes, I use my private vehicle to conduct monitoring and evaluation activities.*

4.5.2 Financial Capacity of WSMT in the Birim Central Municipal Assembly

As indicated in Table 4.15, a total amount of GH¢ 56,000.00 was estimated to be received for the monitoring and evaluation of projects in the Birim Central Municipality from 2010 to 2015.

Table 4.15: Allocated amount from the DACF for Monitoring and Evaluation in the BCMA

Year	Estimated Amount (GH¢)	Actual Amount (GH¢)	Achievement (%)
2010	7,500.00	2,500.00	33.3
2011	8,000.00	6,000.00	75
2012	10,000.00	6,500.00	65%
2013	11,000.00	7,000.00	63.6
2014	9,500.00	5,500.00	57.9
2015	10,000.00	5,000.00	50
Total	56,000.00	32,500.00	-

Source: Field Survey, 2016

However, GH¢ 32,500.00 was received by the Assembly from 2010 to 2015. In 2010, the assembly received only one-third (33.3%) of the estimated revenue for monitoring and evaluation. In 2011, the Assembly received 75% of the estimated amount of funds. In 2012, closer to two-thirds (65 percent) of the estimated amount of funds was received by the Assembly. In, 2013, 63.6 percent of the estimated funs was received. In addition, in 2014, 57.9 percent of the estimated funds were received while in 2015, half of the amount was received from the DACF for the monitoring and evaluation of projects. It can be deduced from Table 4.15 that in each of the years, the assembly could not receive all the estimated amount of funds allocated for the monitoring of projects. In total, the assembly received 58 percent of the estimated amount of funds from the DACF from 2010 to 2015.

The implication is that the Assembly could not embark on successful monitoring and evaluation. This is because the estimated amount of money for the planned periodic (2010-2015) was not achieved. The number of monitoring and evaluation activities that was supposed to be embarked by the WSMT in the Birim Central Municipal Assembly was not achieved. Interview with Members from the WSMT revealed that out of the minimum of four monitoring and evaluation exercise for the years, only two was achieved. Therefore, it can be argued that majority of water and sanitation projects in the Birim Central Municipality were not supervised which is likely to affect the sustainability of the projects. A statement made by Members of the WSMT confirmed that:

"We estimate amount of funds to be allocated for the monitoring of water and sanitation every year based on the number of projects for that particular year. The unfortunate situation is that, we do not receive the entire amount that is estimated. When it happens like this, we are restrained from embarking on more monitoring and evaluation exercises. The implication is that, oftentimes, the contractor has to be paid after we have gone to the project site to supervise the project. The delay or inability to visit the site also delays the payment of contract sum to the contractor"

4.5.3 Comparison of Financial Capacity of the WSMT in the EJMA and BCMA

Comparison was made to ascertain the financial capacity of the Water and Sanitation Team in the Ejisu-Juaben and Birim Central Municipal Assembly. The paired sample t-test was used to examine the significant mean difference between the amounts of funds EJMA received what the BCMA also received from 2010 to 2015. As indicated

in Table 4.15, the significant value as was is 0.408, which is greater than the specified alpha value of 0.05. Therefore, it can be concluded that there is no significant difference for money received by the WSMT in the EJMA and BCMA. The mean score for funds received by the EJMA was GH¢ 4,750.00 and that of the BCMA was GH¢5,416.67 that shows a difference of GH¢ 666.57.

Table 4.16: Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	EJMA	4750.00	6	1968.502	803.638
	BCMA	5416.67	6	1594.261	650.854

Source: Field Survey, 2016

Though the results presented above tell us that the difference obtained in the two sets of scores was unlikely to occur by chance, it does not tell us much about the magnitude of the intervention's effect. The effective size was calculated to examine the magnitude of the interventions effect using the results from Table 4.17as shown below.

$$\text{Eta squared} = \frac{t2}{t2+(N-1)}$$

$$\text{Eta squared} = \frac{(-.904)2}{(-.904)2+(5-1)}$$

$$\text{Eta squared} = \frac{0.817216}{4.816216}$$

Eta squared = 0.170

Table 4.17: Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	EJMA - BCMA	-666.667	1807.392	737.865	-2563.408	1230.075	-.904	5	.408

Source: Field Survey, 2016

Using the guidelines proposed by Cohen (1998:284) for interpreting this value for (.01=small effect; .06=moderate effect; .14=large effect), Eta squared value of 0.170 implies that the model has a very small effect.

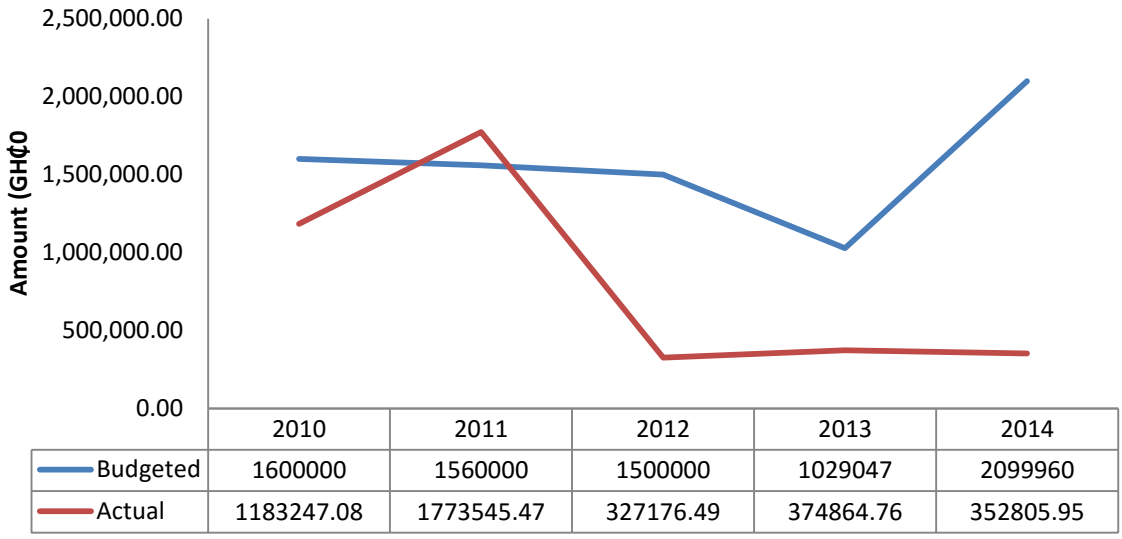
It can therefore be concluded that there was very small difference in the amount of funds received by the EJMA and BCMA for the monitoring and supervision of water and sanitation projects. The amount of funds received by the BCMA from 2010 to 2015 was 14.03 percent higher than the amount received by the EJMA. Though the BCMA received more from their expected amount for M&E activities, it is not much different from the amount received by the EJMA. This may be depended on some factors that include the number of projects that was implemented from 2010 to 2015 and the total amount of the estimated funds for the conduct of M&E activities. Interview with Members from the WSMT of EJMA revealed that they implemented more than 50 water and sanitation projects from 2010 to 2015 in the Municipality. This figure is higher than what was mentioned by the Planning Officer in the BCMA. Again, the estimated amount of revenue made by the EJMA (GH¢62,500.00) was higher than the estimated amount made by the BCMA (GH¢56,000.00). This

accounted for the difference in the actual amount of funds that was received by the two Assemblies from 2010 to 2015. Yet, the capacity of the assembly to achieve greater proportion of its estimated amount of funds for conducting M&E activities is very important.

It can be deciphered that Members from the WSMT in the BCMA have made more effort to accrue substantial amount of funds to embark of monitoring and evaluation of water and sanitation projects in the Municipality compared with effort made by the EJMA. However, this may depend on the flow of DACF from the Central Government to the two Assemblies and the effort of supporting the monitoring and evaluation activities with other source of funding. The Municipal Budget Officer and the Municipal Finance Officer shared the same view that:

> *"The problem is that the Central Government fails to disburse the DACF to the assembly for some specific years. Another problem is that, there is always delay in the disbursement of the DACF to the Assembly. Aside from this, the assembly does not receive the full estimated amount for the particular year. This has contributed to the inability of the Assembly to allocate all the estimated amount of funds for monitoring and evaluation activities in the Municipality".*

As shown in Figure 4.4, information was collected from the Municipal Finance Officer in the EJMA to ascertain the trend of disbursement of the DACF from 2010 to 2014.



	2010	2011	2012	2013	2014
Budgeted	1600000	1560000	1500000	1029047	2099960
Actual	1183247.08	1773545.47	327176.49	374864.76	352805.95

Figure 4.6: Trend in DACF (2010-2014) of the EJMA

Source: Survey data, 2015

The total amount of DACF received by the Assembly for years was GH₵4,011,639.75. The Assembly was expecting a DACF amount of GH₵7,789,007.00. This shows differences of GH₵3,777,367.25 representing 48.5 percent. This means that Assembly was able to retrieve 51.5 percent of its budgeted DACF. A critical look at Figure 4.3 depicts that the gap between the budgeted and actual DACF received for the year 2012 and 2014 were very large representing 75.2 percent and 83.2 percent respectively.

The above-mentioned problem does not pertain to only the EJMA rather; the BCMA faced a similar problem. Interview with the Municipal Finance Officer in the BCMA revealed similar reasons why they have not been performing well in terms of allocating all the estimated funds for the monitoring and evaluation of projects in the Municipality.

4.5.4 Logistical Capacity of the WSMT in EJMA

It was revealed in this study that there is a gap in the logistical capacity of the Water and Sanitation Monitoring Team of Ejisu-Juaben Municipal Assembly as indicated in Table 4.18. The WSMT in the EJMA had inadequate logistics to facilitate effective monitoring and evaluation of projects.

Table 4.18: Logistical Capacity of the WSMT in the EJMA

Logistics		Number		Differences		Condition	
		Required	Available	Backlog	Surplus	No. operational	No. De-functional
Office Infrastructure							
1	Computers	4	2	2	-	2	-
2	Desks	4	3	1	-	2	1
3	Air condition	1	1	-	-	-	1
4	Cabinets	2	1	1	-	1	-
5	Printer	2	1	1	-	1	-
Mode of Transport							
6	Vehicles	2	1	1	-	1	-
7	Motor Bikes	6	4	2	-	2	2
Communication Devices							
8	Telephones	1	-	1	-	-	-
9	Radio Transmitters	1	-	1	-	-	-
10	Internet	1	-	1	-	-	-
	Total	24	13	11	-	9	4

Source: Field Survey, 2016

The data obtained from the field indicated that the WSMT in the EJMA was facing logistical difficulties in their operations. The Assembly has only one vehicle for monitoring and evaluation of projects. According to the District Planning Officer, he sometimes uses his personal vehicle for monitoring and evaluation of projects. This is not favourable for effective monitoring activities in the Municipality. It was further revealed that the office of the MWST has no internet access, no telephones, inadequate printers, inadequate cabinets, and inadequate chairs. Also, the air condition is not functioning. This could disrupt the attention of officers in the department and thus affects their performance in the monitoring and evaluation activities. The inadequate computers could lead to delay in the preparation quarterly and annual monitoring and evaluation reports of water and sanitation projects. This may also delay the submission of the quarterly reports to the regional office for forwarding to the national headquarters for decision to be taken.

4.5.5 Logistical Capacity of the WSMT in BCMA

The WSMT in the BCMA also faces the same logistical challenges the EJMA was facing. The activities of the WSMT in the BCMA is a routine and demands movements to project site and beneficiary communities and the documentation of observations made. Thus, movement and knowledge in Information Communication and Technology thereof are paramount if they are to perform their functions effectively and efficiently. Table 4.19 shows the logistical capacity of the WSMT in the BCMA.

Table 4.19: Logistical Capacity of the WSMT in the BCMA

Logistics		Number		Differences		Condition	
		Required	Available	Backlog	Surplus	No. operational	No. De-functional
Office Infrastructure							
1	Computers	2	1	1	-	-	-
2	Desks	3	2	1	-	2	1
3	Air condition	1	-	-	-	-	-
4	Cabinets	2	1	1	-	1	-
5	Printer	1	-	1	-	-	-
Mode of Transport							
6	Vehicles	1	-	1	-	-	-
7	Motor Bikes	4	1	3	-	1	-
Communication Devices							
8	Telephones	1	-	1	-	-	-
9	Radio Transmitters	1	-	1	-	-	-
10	Internet	1	-	1	-	-	-

Source: Field Survey, 2016

It can therefore be concluded based on the data from Table 4.19 that the WSMT in the BCMA was logistically constrained in terms of computers, desks, air condition, printers, vehicles, motor bicycles, telephones, internet and radio transmitters and these have affected their performance in the monitoring and evaluation of water and sanitation projects. The side effect is that contractors may take the advantage of the loopholes and provide poor services since they would not be frequently monitored. It was further revealed that the office of the MWST has no internet access, no telephones, inadequate printers, inadequate cabinets, and inadequate chairs. In addition, the air condition is not functioning. This could disrupt the attention of officers in the department and thus affects their performance in the monitoring and evaluation activities. The inadequate computers could lead to delay in the preparation quarterly and annual monitoring and evaluation reports of water and sanitation projects.

4.5.6 Human Resource Capacity of the WSMT in the EJMA

The MWST in the EJMA collaborates with the decentralized departments in the Assembly for effective monitoring and evaluation of development projects. According to the DWST Manual, Membership of the WSMT shall comprise of a minimum of three persons. The Members must come from the Community Development Department, Environmental Health Department and a Technician Engineer. The survey revealed that the Municipality has 10 Members, which make up the WSMT as indicated in Table 4.20. They are the Coordinating Director, Planning Officer, Budget Officer, Finance Officer, Community Development Officer, Municipal Engineer, Technical Officer, Chairman of the Development Planning Sub-Committee, Chairman

of the Finance and Administration Sub-Committee and Chairman of the Social Service Sub-Committee. It can therefore be argued from the above data that the Ejisu-Juaben Municipal Assembly had adequate human resource for monitoring and evaluation activities of water and sanitation projects in the Municipalities.

Table 4.20: Human Resource Capacity of the WSMT in the EJMA

No.	Category of Personnel	Minimum level of Educational Attainment Required	Personnel's level of education
1.	Municipal Environmental Officer	First Degree	First Degree (Environmental Science)
2.	Municipal Planning Officer	First Degree,	First Degree (Sociology)
3.	Municipal Budget Officer	First Degree	First Degree (Finance)
4.	Municipal Finance Officer	First Degree,	Master's Degree (Finance), Chartered Accountant
5.	Municipal Engineer	First Degree	First Degree (Building Technology),
6	Community Development Officer	Diploma	First Degree (Sociology)
7	Technical Officer	Diploma	First Degree (Building Technology),
8	Chairman of the Social Service Sub-Committee	Diploma	Diploma (Marketing)
9	Chairman of the Development Planning Sub-Committee	Diploma	Middle Certificate
10	Chairman of the Finance and Administration Sub-Committee	Diploma	Middle Certificate

Source: Field Survey, 2016

The Membership of the WSMT in the EJMA was asked whether their competence and skills of are adequate or satisfactory for the monitoring and evaluation activities in the

Municipality. As indicated in Figure 4.5, 45% of them mentioned that the competence and skills of the Membership was excellent. This means that their competence is enough to support monitoring and evaluation activities.

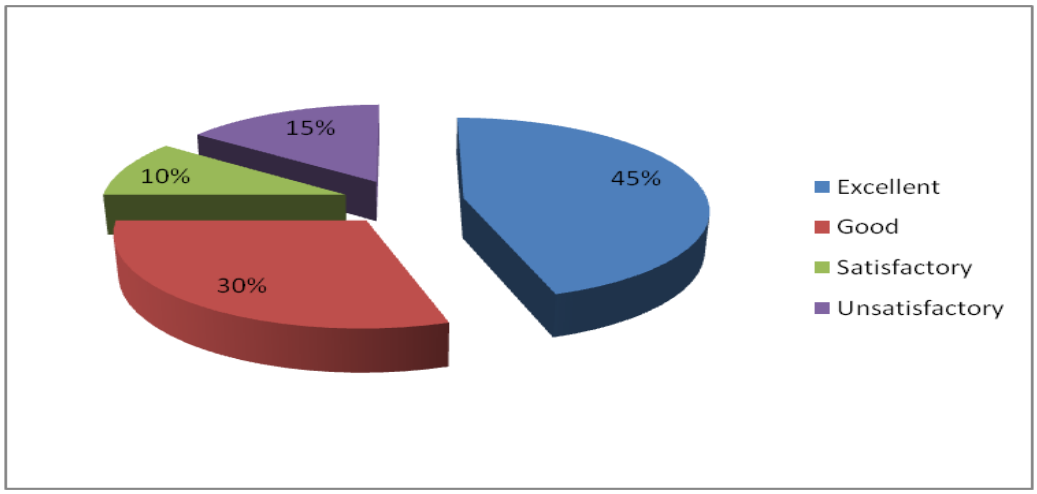


Figure 4.7: Response on the skills and competence of the human resource of the WSMT in the EJMA

Source: Field Survey, 2016

Also, 30% of them mentioned that their competence and skills was unsatisfactory. They gave the reason that though the WSMT in the EJMA has adequate and skilled personnel, in the absence of logistics and inadequate funds, their capacity to execute successful monitoring and evaluation of water and sanitation projects is less.

4.5.6 Human Resource Capacity of the WSMT in the BCMA

As indicated in Table 4.21, the WSMT in the BCMA had a Membership of 8. This was lower than the Membership of the WSMT in the EJMA.

Table 4.21: Human Resource Capacity of the WSMT in the BCMA

No.	Category of Personnel	Minimum Level of Educational Attainment Required	Personnel's Level of Education
1.	Municipal Environmental Officer	First Degree	First Degree (Environmental Science)
2.	Municipal Planning Officer	First Degree,	First Degree (Settlement Planning)
3.	Municipal Budget Officer	First Degree	First Degree (Accounting)
4.	Municipal Finance Officer	First Degree,	First Degree (Finance)
5.	Municipal Engineer	First Degree	First Degree (Mechanical Engineering)
6	Community Development Officer	Diploma	Diploma (Community Development)
7	Technical Officer	Diploma	First Degree (Building Technology)
8	Chairman of the Social Service Sub-Committee	Diploma	Middle Certificate

Source: Field Survey, 2016

This means that the human resource capacity of the EJMA was more than that of the BCMA. Though the Membership of the BCMA was less compared with the EJMA, it is more than the minimum requirement stipulated in the DWST Manual. Also, the educational background of the all the Membership of the WSMT in the BCMA with the exception of the chair of the social service sub-committee meet the minimum requirement.

The Membership of the WSMT in the BCMA was asked whether their competence and skills of are adequate or satisfactory for the monitoring and evaluation activities in the Municipality. As indicated in Figure 4.6, 53 percent of them mentioned that the

competence and skills of the Membership was not satisfactory. This means that their competence was not enough to support monitoring and evaluation activities. They gave the reason that though the WSMT in the EJMA has adequate and skilled personnel, in the absence of logistics and inadequate funds, their capacity to execute successful monitoring and evaluation of water and sanitation projects is very less.

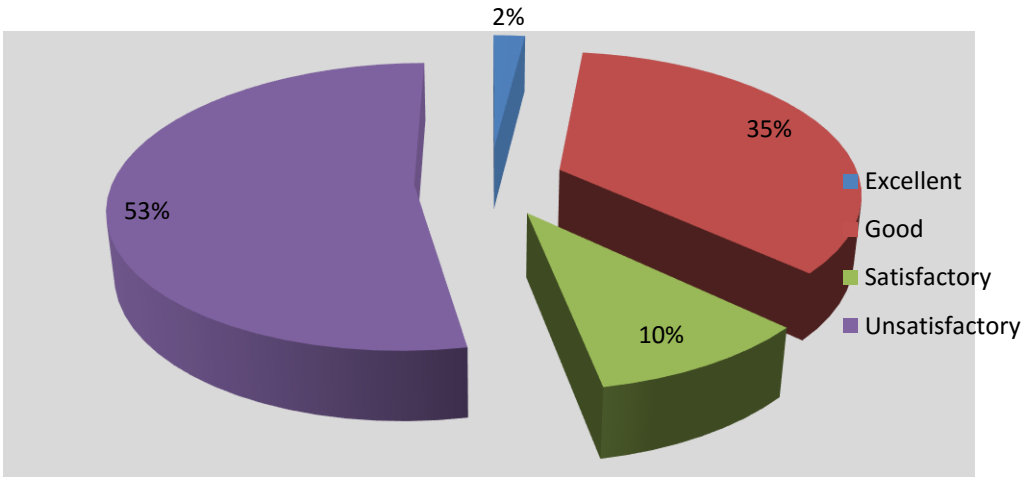


Figure 4.8: Response on the skills and competence of the human resource of the WSMT in the BCMA

Source: Field Survey, 2016

It can be argued from the above results that the outputs from the WSMT in the two Assemblies on the monitoring and evaluation activities were monitoring reports of the conditions of water and sanitation facilities. Performance monitoring reports and benefit as well as sustainability reports by the WSMT are included their reports. The WSMT in both Assemblies has no comprehensive database as to the state of facilities in the various beneficiary communities; a flaw in the outputs of their monitoring activities.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the summary of results and discussions has been given. Also, the conclusions of the entire study have been made. Recommendations have been given to address problems that affect the capacity of the Ejisu-Juaben Municipal Assembly and the Birim Central Municipal Assembly in the monitoring and evaluation of water and sanitation projects.

5.2 Summary of Major Findings

5.2.1 Monitoring and Evaluation Strategies in the EJMA and BCMA

The EJMA and BCMA have developed some strategies for the monitoring and evaluation of water and sanitation projects. These strategies included the collaborations between the Water and Sanitation Management Team WSMT and other stakeholders, development of indicators for assessing M&E activity, monitoring the achievement in the M&E of water and sanitation projects, fixing meeting schedules for discussing issues on M&E and the preparations of M&E plans. There were collaborations between the Water and Sanitation Management Team (WSMT) in the two Assemblies and decentralized departments in the monitoring of water and sanitation projects. The WSMT collaborated with the Information Service Department to provide them their vehicles for the conduct of monitoring and evaluation activities.

The WSMT also collaborated with the National Culture for Civic Education for their service in the monitoring and evaluation exercise. Aside these decentralized departments, the WSMT collaborated with the Community Water and Sanitation Agency (CWSA) at the regional level for technical advice on water and sanitation projects. Despite the fact that they engaged the services of other stakeholders in the monitoring and evaluation of water and sanitation projects, it was found that the collaboration between them was moderate in the EJMA and weak in the BCMA. This was attributed to the reason that the decentralized department often fail to provide their vehicles to the WSMT to conduct monitoring and evaluation activities in the Municipality.

Apart from the collaboration as a means for enhancing monitoring and evaluation, certain indicators were developed by the WSMT in the two Assemblies. In the EJMA, the indicators for assessing monitoring and evaluation included number of times M&E activities are conducted and whether the Assembly has been able to cover the required areas of monitoring and evaluation. These strategies were different from that of the BCMA. Indicators such as number of water projects in the communities, number of people that have easy access to the facility and the conditions of the facilities were used by the WSMT in the BCMA for assessing monitoring and evaluation of water and sanitation projects. Through such strategy, they are able to identify lapses in the provisions of water and sanitation projects in the Municipality. This strategy influences their decisions to provide water and sanitation projects to the needed communities. Therefore, optimum allocation and utilization of scarce resource can be achieved through this strategy developed by the WSMT of the BCMA.

Another strategy developed by the WSMT in the two Assemblies was the use of Stage Completion Forms. These forms were filled by Members of the WSMT. The forms were prepared by the Community Water and Sanitation Agency. As such, after completing the forms, they are submitted to the Agency for analysis and feedback. The feedback from the Agency determined the performance of the WSMT in the two Assemblies. On the forms, the level of project implementation, the contractor assigned to the project, the cost involved, the number of times monitoring and evaluation have been undertaken and the type of monitoring and evaluation activities have been stated.

Further, schedule of meetings were used by the WSMT in the two Assemblies as a strategic means of improving on their monitoring and evaluation activities. However, there were problems in the required number of meetings that is supposed to be done by the WSMT in the two Assemblies. It was found that none of the Assemblies achieved the minimum meetings of four in a year. In the EJMA, the average number of meetings held in the year was two and that of the BCMA was 1. It can therefore be argued that the two Assemblies have failed to utilize this strategy as a conduit to enhance monitoring and evaluation activities.

Again, the two Assemblies prepared monitoring and evaluation plans to facilitate the implementations of monitoring and evaluation activities in the Municipality. The plan spanned from 2013 to 2014, a period of 5 years. In the plan the various monitoring and evaluation activities for a particular year and the cost involved in undertaken those activities were stated. From the plan, annual action plans were prepared by the WSMT for incorporation into the Medium Term Development Plan and the Budget Plan. It was found that the implementations of activities in the monitoring and evaluation

plans were ineffective for EJMA and BCMA. The contribution factor to the ineffectiveness of the plan included political influence, lack of funds and inadequate logistics.

5.2.2 Participation of Stakeholders in the M&E of Water and Sanitation Projects in EJMA and BCMA

Stakeholders such as the Community Water and Sanitation Agency (CSWA), Private Companies and NGOs, World Bank, Water and Sanitation Management Board (WSMB), Assembly Members, Unit Committee, WATSAN Committee, and Community Members played their role in the monitoring and evaluation of water and sanitation projects in the two Municipalities. It was found that about 57 percent of stakeholders in the EJMA mentioned they had been engaged in monitoring and evaluation of water and sanitation projects in the community before. In the BCMA, it was found that about 43percent of them had engaged in the monitoring and evaluation of water and sanitation projects in the community before. Each of the stakeholders had different roles they played in the monitoring and evaluation of water and sanitation projects in the two Assemblies. The CWSA supervises the monitoring and evaluation activities of the WSMT in the EJMA and BCMA. The Private Companies such as the Zoom lion Company assisted the WSMT in the two Assemblies in ensuring cleanliness around and inside the water and sanitation projects to achieve sustainability of the projects. The Water and Sanitation Management Board (WSMB) supervise water and sanitation projects such as the boreholes and public toilet facilities. They also renovate projects that are in bad conditions.

The Assembly and Unit Committee Members organized community Members for cleaning around the projects and fixing of small repairs. The types of monitoring stakeholder engaged in were classified as performance, financial, ongoing, benefit and sustainability monitoring. The types of monitoring stakeholder engaged in were classified as terminal, midterm and ex-post evaluations. An assessment of stakeholders in both Assemblies on their level of participation indicated that about 30.2 percent of the stakeholders interviewed said there were not satisfied and highly unsatisfied was 22.2% about how they are not involved in the monitoring and evaluation of water and sanitation projects. Concerning the level of stakeholder's participation in monitoring and evaluation, about 43% of them mentioned that their participation in the M&E of water and sanitation projects was strongly ineffective (19.0%) and ineffective (23.8%).

As discussed earlier, the Theory-Based Monitoring Evaluation and Evaluation explains the external factors that affect the success of stakeholder's participation in the monitoring and evaluation of projects (Davidson, 2000).The correlation analysis was therefore performed to assess the strength and direction of the relationship between the demographic characteristics of stakeholders and their level of participation in the M&E of water and sanitation projects. The correlation coefficient value of .417** showed that there was a positive relationship between the number of years stakeholders had been in their current job and their level of participation in the monitoring and evaluation of water and sanitation projects in the two Assemblies. The Cohen's (1988:79-81) guidelines for determining the strength of the relationships (small, r=.10-.29; medium, r=.30-.49; large, r=.50-1.0) was used and the result was that there was a satisfactory relationship between the number of years stakeholders

had been in their current job and their level of participation in the monitoring and evaluation of water and sanitation projects. The positive relationship means that the more years stakeholders have spent in their current job, the more they are given the opportunity to engage in the monitoring and evaluation of water and sanitation projects.

5.2.3 Factors that Influenced the Capacity of Stakeholders in M&E of Water and Sanitation Projects.

Three factors were identified in the EJMA and BCMA as challenges confronting the WSMTs in the monitoring and evaluation of water and sanitation projects. These factors were financial, logistics and human resource challenges. In the EJMA, it was found that Out of GH¢ 62500 estimated, GH¢ 28,500.00 was received by the WSMT to embark on monitoring and evaluation exercises. This means that the Team received less than 50 percent of the estimated amount of funds. In the BCMA, a total amount of GH¢ 56,000.00 was estimated to be received for the monitoring and evaluation of projects from 2010 to 2015. However, GH¢ 32,500.00 was received by the Assembly from 2010 to 2015. It can therefore be argued that the two Assemblies have failed to receive all the estimated funds for conducting monitoring and evaluation activities. The implication is that there would be delay in conducting monitoring and evaluation. The paired sample t-test was used to examine the significant mean difference between the amounts of funds EJMA received what the BCMA also received from 2010 to 2015. The mean score for funds received by the EJMA was GH¢ 4,750.00 and that of the BCMA was GH¢5,416.67 that shows a difference of GH¢ 666.57. The Eta Squared

value of 0.170 means that there were very small differences for funds received by the EJMA and BCMA for the monitoring and supervision of water and sanitation projects.

It was further revealed in this study that there is a gap in the logistical capacity of the Water and Sanitation Monitoring Team of Ejisu-Juaben Municipal Assembly and Birim Central Municipal Assembly. The WSMT in the EJMA and BCMA had inadequate logistics to facilitate effective monitoring and evaluation of projects. The WSMTs in the EJMA and BCMA had no internet access, no telephones, inadequate printers, inadequate cabinets, and inadequate chairs. Also, the air condition was not functioning. This could disrupt the attention of officers in the department and thus affects their performance in the monitoring and evaluation activities. The inadequate computers could lead to delay in the preparation quarterly and annual monitoring and evaluation reports of water and sanitation projects. This may also delay the submission of the quarterly reports to the regional office for forwarding to the national headquarters for decision to be taken. The number of personnel that constituted the WSMT in the two Municipalities was adequate compared with the minimum Membership of three as stipulated in the Water and Sanitation Manual.

5.3 Conclusions

This study was conducted in the Ejisu-Juaben and Birim Central Municipalities. The specific objective of this study were to compare the monitoring an evaluation strategies of the two municipal Assemblies, the participation of stakeholders in monitoring and evaluation of water and sanitation projects and to assess the factors that affect the capacity of the two Assemblies in monitoring and evaluation. The result

was that the two Assemblies developed some strategies for monitoring and evaluation of water and sanitation projects. These strategies included collaborations, developing indicators, monitoring achievements, fixing meetings and the preparations of monitoring and evaluation plans. The capacity of the two Assemblies in ensuring collaboration with other stakeholders and ensuring effectiveness of the plan was weak. The stakeholders that were identified in the monitoring and evaluation of water and sanitation projects included the Community Water and Sanitation Agency (CSWA), Private Companies and NGOs, World Bank, Water and Sanitation Management Board (WSMB), Assembly Members, Unit Committee, WATSAN Committee. It was also found that the number of years one has been in the profession determined the level of participation in the monitoring and evaluation of water and sanitation projects. This means that experience is a factor in determining the level of participation in monitoring and evaluation. Three important factors were identified to have influenced monitoring and evaluation of water and sanitation projects. These included financial and logistic problems. It is recommended in this study that, the Municipal Planning Coordinating Units of the Assemblies should ensure adequate and timely release of funds from the DACF for the monitoring and evaluation of projects in the Ejisu-Juaben and Birim Central Municipality.

5.4 Recommendations

5.4.1Timely and Adequate Release of Funds by the MPCU

Although funds are allocated to the WSMT, they are not enough and are normally delayed due to the financial bureaucracies in the release of funds. To ensure an

effective monitoring and evaluation, it is recommended that adequate funds should be allocated to organize meetings, implement the activities in the Waste Management Plan, conduct more monitoring and evaluation activities. This is because monitoring and evaluation are important component for project sustainability. It is also recommended that the District Assembly should put measures in place to generate enough internal funds to support monitoring and evaluation activities. This will help to reduce the over-dependence on the external source of funds. It will also help to organize regular monitoring meetings and conduct regular site meetings to the various communities with water and sanitation and educational projects. The provision of adequate funds would help the Assembly to conduct all the types of evaluation identified in the study.

5.4.2 Provision of Adequate Logistics

Adequate human resource capacity without the provision of enough of logistics could not help to achieve the stated objectives of the Assemblies. The study revealed that the WSMT in the EJMA and BCMA faced challenges with inadequate logistics. It is therefore recommended that enough logistics such as chairs, computers, printers e.t.c should be catered for in the external sources of funds received by the Assembly. This will help to facilitate the preparation of Annual Action Plans, Monitoring and Evaluation Reports among others.

5.4.3 Strengthening the collaborations between the WSMT and other Stakeholders

It was found that the collaborations between the Water and Sanitation Management Team with other stakeholders in the two Assemblies were not strong. It is therefore recommended that Members from the WSMT should strengthen the collaboration between them and other decentralized departments. This can be done through their frequent engagement in meetings to discuss water and sanitation issues. Other means of engaging them is to submit proposals to them for their financial, logistical and technical advice. The capacity of the two Assemblies to ensure strong collaborations would help to make optimum allocation of scarce resource.

5.5 Recommendation for Further Studies

The following recommendations are made for the conduct of further research.

- The linkage between the MTDP, Budget Plans, the Water, Sanitation Plan, and the impact on monitoring and evaluation.
- Collaboration Governance Practices in the Monitoring and Evaluation of Water and Sanitation Projects.
- Credibility in financial provisions for monitoring and evaluation.

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Appendix I: Research Instrument

QUESTIONNAIRE FOR STAKEHOLDERS IN MONITORING AND EVALUATION OF WATER AND SANITATION PROJECTS (MANAGEMENT STAFFS, ASSEMBLY MEMBERS AND MEMBERS FROM THE SUB-COOMMITTEES)

This survey instrument is designed to seek empirical data for the conduct of the above stated purely academic exercise. This will be submitted for the partial fulfillment of a Masters of Philosophy in Development Studies. Your support and co-operation is very much anticipated and your responses will be treated with maximum confidentiality

Research Topic:

MONITORING AND EVALUATION OF WATER AND SANITATION PROJECTS IN MMDAs: A COMPARAIVE STUDY OF BIRIM CENTRAL MUNICIPALITY AND EJISU-JUABEN MUNICIPAL

NAME OF DEPARTMENT:……

NAME OF RESPONDENTS……

1.3 Statement of research objectives

Broad objective

The primary objective of this study is to assess the capacity of Birim Central and Ejisu-Juaben Municipality in monitoring and evaluating water and sanitation development projects.

Specific objectives

The following are the sub-objectives of the study:

(iv) To compare the monitoring and evaluation strategies for water and sanitation projects in Birim Central and Ejisu-Juaben Municipal.

(v) To assess the level of stakeholder participation in monitoring and evaluating water and sanitation projects in Birim Central and Ejisu-Juaben Municipal.

(vi) To compare factors influencing the capacity of the two Municipalities in monitoring and evaluating water and sanitation projects.

Research Questions

The study is guided by the following research questions.

(iv) How do monitoring and evaluation strategies of water and sanitation projects differ among Birim Central and Ejisu-Juaben Municipal?
(v) To what extent are stakeholders' involved in monitoring and evaluating water and sanitation projects in Birim Central and Ejisu-Juaben Municipal?
(vi) What factor(s) influence monitoring and evaluation of water and sanitation among Birim Central and Ejisu-Juaben Municipal?

PART I: MANAGEMENT PRACTICES OF ACTORS/STAKEHOLDER

A: PROFILE/BACKGROUND OF THE DISTRICT ASSEMBLY

1. What is your qualification?……..
2. What is your position in the Institution?.....
3. How many years have you been working in the institution?.....
4. What is your role in the institution?

……
……
……
……
……

B: INSTITUTIONAL COLLABORATION

5. Do you collaborate with any institution or department in monitoring and evaluation of projects? Yes [ ] No [ ]
6. Which institutions/departments do you collaborate in achieving the vision and mission?

……
……
……
……

7. What form of collaboration exists between your institution and other department/institution?

……
……
……
……..

8. How would you rate the effectiveness of the collaboration with other department/institution in M&E?
1. Strongly ineffective [ ]
2. infective [ ]
3. Somehow effective [ ]

4. Ineffective [ ]
5. Strongly Ineffective [ ]

Please provide reasons (if any)

……
……
……
……

PART II: INSTITUTIONAL ENABLING ENVIRONMENT AND PROJECT DELIVERY

A: CAPACITY ASSESSMENT OF STAKEHOLDER PARTICIPATION IN M&E FUNCTIONS

9. Who are the various stakeholders concerned in the implementation and M&E of water, sanitation and education projects from (**2010-2013)**

STAKEHOLDER FOR IMPLEMENTING WATER, SANITATION AND EDUCATIONALPROJECTS		
WATER PROJECTS		
STAKEHOLDER	**Role**	**Interest**
1		
2		
3		
4		
5		
SANITATION PROJECTS		
STAKEHOLDER	**Role**	**Interest**
1		
2		
3		
4		
5		

10. Are there indicators for monitoring and evaluating of the on-going projects/plans? i. Yes [ ] ii. No [ ]

If yes, what are some of the indicators and how were they developed (things taken into consideration)?

□□□□.....
.....
□□□□.....
.....
□□□□□.....
.....

11. What is the minimum and maximum number of M&E activities supposed to be conducted in a year?

i. **Minimum**…… ii. **Maximum**…….

12. How many M&E activities were conducted from 2010-2013

YEAR	NUMBER OF M&E ACTIVITIES UNDERTAKEN
2010	
2011	
2012	
2013	

13. Has there been any achievement with respect to monitoring development projects between 2010 and 2013? i. Yes [ ] ii. No [ ]

14. If yes, how would you assess achievements of targets?

1. Average [ ]
2. Good [ ]
3. Excellent [ ]
4. Poor [ ]

15. If no, what are some of the challenges experienced in the monitoring and evaluation of sector projects?

.....
.....
.....
.....
.....

16. What are the mechanisms used in assessing whether targets of projects are being achieved?

1. Site Visits [ ]
2. Review of monitoring team reports [ ]
3. Community Surveys [ ]
4. Others, (specify)……

17. How are data collected **reported** ***(This question pertains to DPCU and DEOC)?***

.....
.....
.....
.....
.....

(NB: Request for progress reports on the implementation M&E Plan and Project monitoring reports.)

B: PROFILE OF THE AGENT OF MONITORING AND EVALUATION

18. Do you have a monitoring Team in the Institution? i. Yes [ ] ii. No [ ]

If yes, who are the Members?

No	NAME	DEPARTMENT	ROLE
1			
2			
3			
4			
5			
6			
7			
8			
9			

19. Does the team/agent have fixed meeting schedules? i. Yes [ ] ii. No [ ]

20. If yes, how often do the Members meet to deliberate on the progress on the monitoring of development projects?

1. Every month [ ]
2. Every quarter of the year [ ]
3. Every half of the year [ ]
4. Every year of the plan period [ ]

21. If no, how do the Members deliberate on progress?

……
……
……
……

(NB: Request for minutes of meeting of M&E)

22. What do you say about the level of participation of community Members in M&E water and sanitation projects?

1. Strongly ineffective [ ]
2. infective [ ]
3. Somehow effective [ ]
4. Ineffective [ ]
5. Strongly Ineffective [ ]

C: COMPLIANCE TO MONITORING AND EVALUATION PLAN (2010-2013)

23. Is there an approved (Monitoring and Evaluation Plan for DPCU) document for monitoring and evaluation? Yes [ ] No [ ]

24. When was the plan implemented/prepared?

1. Before the implementation of the development plan [ ]

2. After implementation started [ ]
3. Others, specify…….

25. If no, what do you use for M&E of development projects in the District?

……
……

26. What are the guidelines stipulated in the M&E Plan?

……
……
……
……
……
……
……

27. How is the M&E Plan used in Monitoring and Evaluation of development projects? ***(Request for format of M&E Activities)***

……
……
……
……
……
……
……

28. What challenges is faced in the implementation of the M&E Plan?

……
……
……
……
……
……

(NB: Request for progress a copy of the M&E Plan)

29. What type of monitoring and Evaluation does your department undertake?

TYPE OF MONITORING	STAGES

TYPE OF EVALUATION	

30. What do you say about the M&E in the Municipality?

1. Strongly ineffective [ ]
2. Infective [ ]
3. Somehow effective [ ]
4. Ineffective [ ]
5. Strongly Ineffective [ ]

PART III: INSTITUTIONAL STRUCTURE AND FORMATION

A: ASSESSMENT OF HUMAN RESOURCE CAPACITY OF SECTOR AGENCY

31. Using the table below, please fill in the necessary information relating to the quality of human resources availability of your sector.

No.	Category of Personnel	Minimum level of Educational Attainment Required	Personnel's level of education	Minimum level of Experience Required	Personnel level of Experience
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					

10.					

32. From the information given above, do you think personnel in the department have the necessary skills and expertise to conduct the project monitoring and evaluation?

i. Yes [ ] ii. No [ ]

33. How would you rate the skills and expertise of the personnel in project monitoring and evaluation?

1. Highly dissatisfied [ ]
2. Dissatisfied [ ]
3. Somehow satisfied [ ]
4. Satisfied [ ]
5. Highly satisfied [ ]

34. How would you rate the staff strength in project monitoring and evaluation?

1. dissatisfied [ ]
2. Dissatisfied [ ]
3. Somehow satisfied [ ]
4. Satisfied [ ]
5. Highly satisfied [ ]

35. How many of the personnel have knowledge in the following areas mentioned in the table below:

No.	**AREA**	**NUMBER OF PERSONNEL**
1	Project Monitoring and Evaluation	
2	Database Management	
3	Report Planning	
4	Development Planning	

36. Do you have any capacity programme for these personnel with no or little knowledge in project monitoring and evaluation? i. **Yes [ ]** **ii.** No [ ]

i. If yes, what programmes are in place and who are involved?

.....

.....

B: ASSESSMENT OF LOGISTIC CAPACITY OF SECTOR AGENCY

37. Please fill the form below;

Logistics		Number		Differences		Suitability	Condition	
		Required	Available	Backlog	Surplus		No. operational	No. De-functional
1								
2								
3								
4								
5								

38. What can you say about the logistical capacity of the Assembly in M&E?

1. Strongly inadequate [ ]
2. Inadequate [ ]
3. Somehow adequate [ ]
4. Adequate [ ]
5. Strongly adequate [ ]

C: ASSESSMENT OF FINANCIAL CAPACITY OF SECTOR AGENCY

39. What are the sources of funds for implementing the District Medium Term Plan/District Monitoring Plan; 2010- 2013?

40. What is the budgeted and actual allocation to M&E activities

YEAR	Budgeted	Actual
2010		
2011		
2012		
2013		

41. What do you say about funds allocation to M&E.?

1. Highly inadequate [ ]
2. Inadequate [ ]
3. Indecisive [ ]
4. Adequate [ ]
5. Highly adequate [ ]

42. How does the ***adequacy and inadequacy*** of funds affect project M&E

QUESTIONNAIRES FOR ASSESSING THE PARTICIPATION OF COMMUNITY MEMBERS

PROJECT AWARENESS

1. Are you aware of the above mentioned projects that the District Assembly is/has implementing/implemented? i. Yes [ ] ii. No [ ]

If yes, how were you made aware of the project?

1. Informing [ ]
2. Consultation [ ]
3. Local consultation and surveys [ ]
4. Others (specify)……..

2. Are/were you involve in the M&E of the above mention project(s)? i. Yes [ ] ii. No [ ]

If yes, what was your contribution?

1. Funding [ ]
2. Supervision [ ]
3. Operation and Maintenance [ ]
4. Others, specify_____

MONITORING AND EVALUATION OF PROJECTS

3. What role does/did your agency play/played in the monitoring and evaluation of the above mention project?

_____
_____
_____
_____

4. What aspect of monitoring does your organization embark on?

1. Performance Monitoring [ ]
2. Financial Monitoring [ ]
3. On-going monitoring [ ]
4. Benefit Monitoring [ ]
5. Sustainability Monitoring [ ]

5. What aspect of monitoring does your organization embark on?

1. Terminal Evaluation
2. Mid-Term Evaluation

i. Ex-post Evaluation

6. How does the organization collected of data on monitoring and evaluation of project mention above?

_____
_____
_____

7. Who engaged you in monitoring and evaluation of projects?

8. How are funds provided for M&E of projects?

9. What are some of the observation made so far on your monitoring activities?

10. What do you say about the level of participation of community Members in M&E water and sanitation projects?

6. Strongly ineffective [ ]
7. infective [ ]
8. Somehow effective [ ]
9. Ineffective [ ]
10. Strongly Ineffective [ ]

11. What do you say about the M&E in the Municipality?

6. Strongly ineffective [ ]
7. Infective [ ]
8. Somehow effective [ ]
9. Ineffective [ ]
10. Strongly Ineffective [ ]

PROJECT/ACTIVITY MONITORING BRIEF FORM

1. Sector:.....
2. Project Name:……
3. Status of project completion:

i. Completed [ ]

ii. Not Completed [ ]

4. Date of Commencement:……(Only for completed projects)
5. Date of Completion:…… (Only for completed projects)
6. When would the project end?..... (Ask only when project is uncompleted)
7. Who is/are responsible for the monitoring and evaluation of this project?

_____
_____
_____
_____
_____
_____

8. Do you have guidelines governing M&E of the project? i. Yes [ ] ii. [ ]

If yes, what are the processes outlined in the guidelines?

……
……
……

If no, what guidelines inform the process of monitoring by you department?

……
……
……

CAPACITY ASSESSMENT

7. The table below deals with the project activities and the funds allocated to the project for monitoring and Evaluation of the project?

No.	Type of Activity	Mode of M&E	Number of times per month/Quarter	Amt Estimated	Amt Released	Findings/Output	Action Taken

8. What are some of the challenges experienced during the monitoring and monitoring of this project?

.....
.....
.....
.....