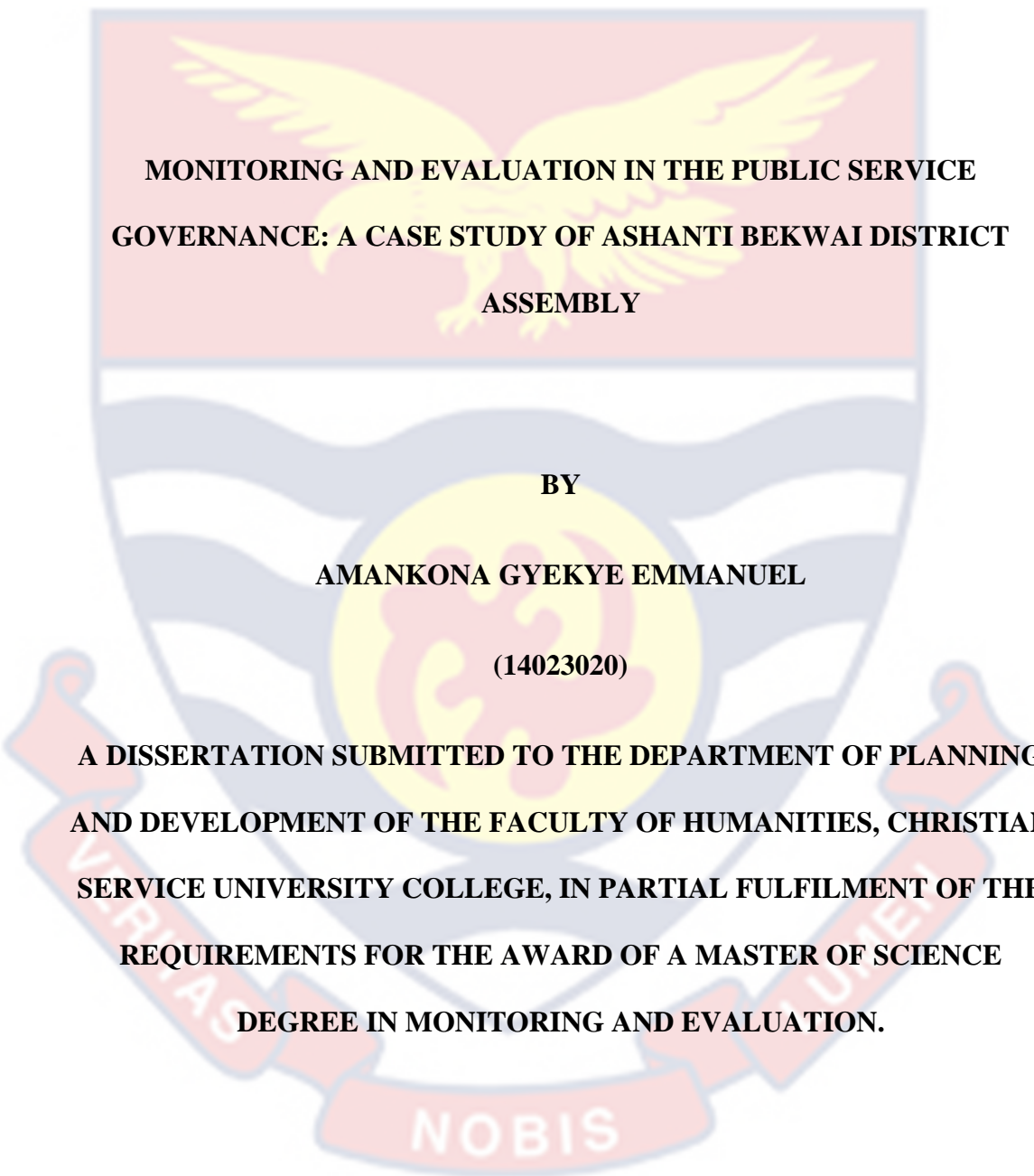**CHRISTIAN SERVICE UNIVERSITY COLLEGE**

MONITORING AND EVALUATION IN THE PUBLIC SERVICE GOVERNANCE: A CASE STUDY OF ASHANTI BEKWAI DISTRICT ASSEMBLY

BY

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(14023020)

A DISSERTATION SUBMITTED TO THE DEPARTMENT OF PLANNING AND DEVELOPMENT OF THE FACULTY OF HUMANITIES, CHRISTIAN SERVICE UNIVERSITY COLLEGE, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF SCIENCE DEGREE IN MONITORING AND EVALUATION.

AUGUST, 2023

DECLARATION

I hereby declare that this thesis submitted to the Christian Service University College, is my own work towards the Master of Science in Monitoring & Evaluation and to the best of my knowledge, it's not another person's nor material which has been accepted for the award of any degree or diploma at any institution or university, except where due acknowledgement has been made in the text.

Amankona Diawuo   ………………………….   ………………

Signature   Date

Certified By

Joseph Kofi Nkuah (DBA)   ……………………….   ……………………….

**(Supervisor)**   Signature   Date

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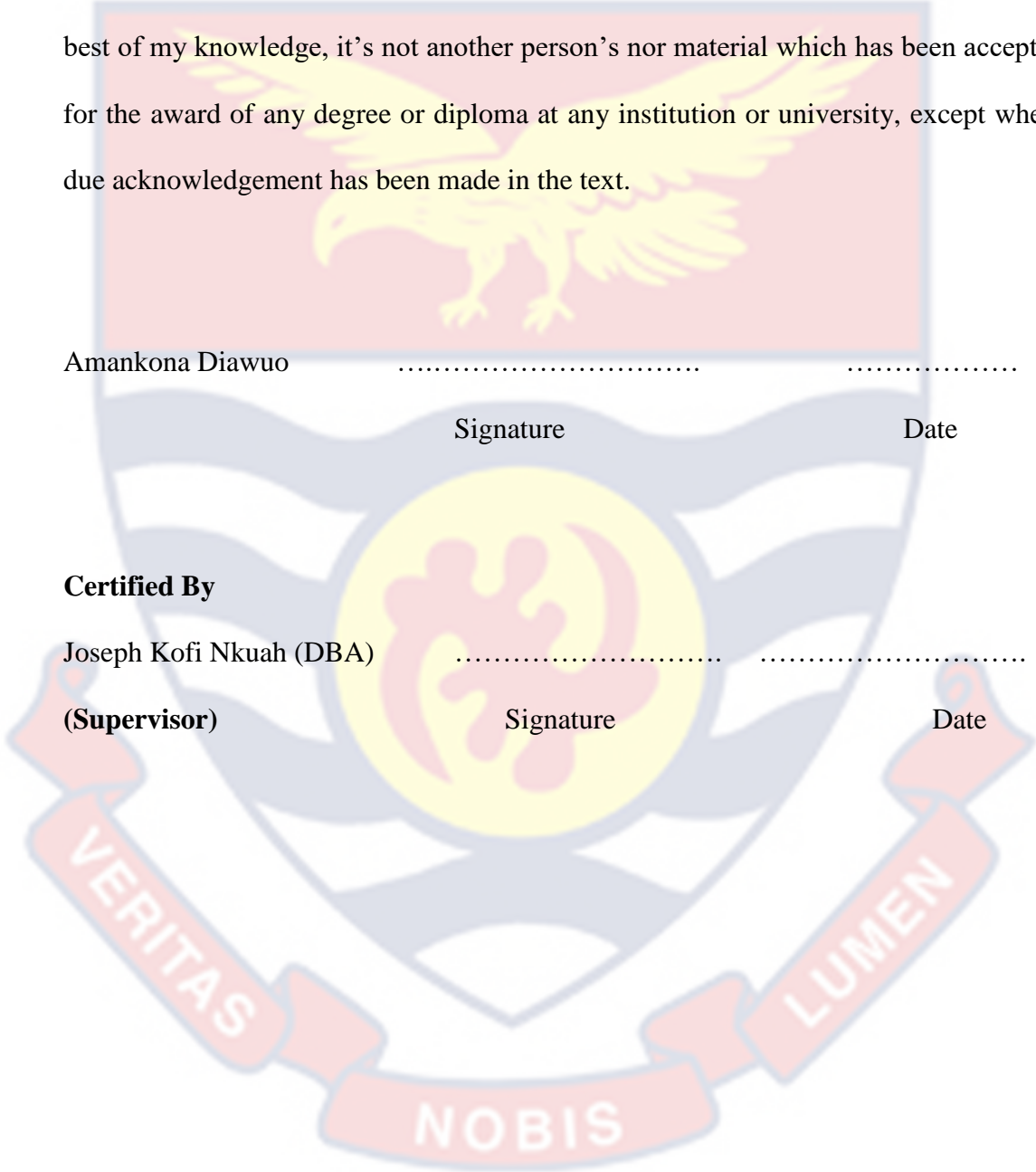
ABSTRACT

The importance of monitoring and evaluation is increasingly being realized as its application has grown beyond the initial conceptions in ensuring project quality. Governments all over the world have adopted monitoring and evaluation procedures in ensuring projects' quality in delivering infrastructure projects and services to their citizens. As a result, monitoring and evaluation has been a tool for good corporate governance. This study investigates how monitoring and evaluation can be used to improve corporate governance in the Bekwai Municipal Assembly using the Department of Parks and Gardens as the case study. The study used both quantitative and qualitative research methods in the collection and analysis of the data. Among other measures used, regression analysis was used to the quantitative variables in understating how monitoring and evaluation can help improve governance in the Department of Parks and Gardens in Bekwai. Findings suggest that corporate good governance can be promoted through effective implementation of monitoring and evaluation frameworks. However, some workers of social welfare argue that monitoring and evaluations are bureaucratic frameworks that will overwhelm the system of governance instead of promoting accountability and transparency. It was revealed that social annual targets at the Department of Parks and Gardens is not always achieved. This drew the people's attention to the role of monitoring and evaluation in promoting good corporate governance. Monitoring and evaluation promotes participation of the general citizenry in the development process. The study therefore revealed that monitoring and evaluation frameworks be promoted in Department of Parks and Gardens. Citizen participation should be encouraged as it helps to promote

monitoring and evaluation. Lastly, there is the need for education for people to appreciate the role of monitoring and evaluation in promoting good governance.

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I am grateful to my family also for their encouragements and supports. First of all, to my wife and my children, I appreciate their love and care. I am grateful to my dad and my mum who nurtured my since my infancy. Lastly, to all who helped me in various ways to ensure the successful completion of this project, I am grateful. I pray for God's blessings on them all.
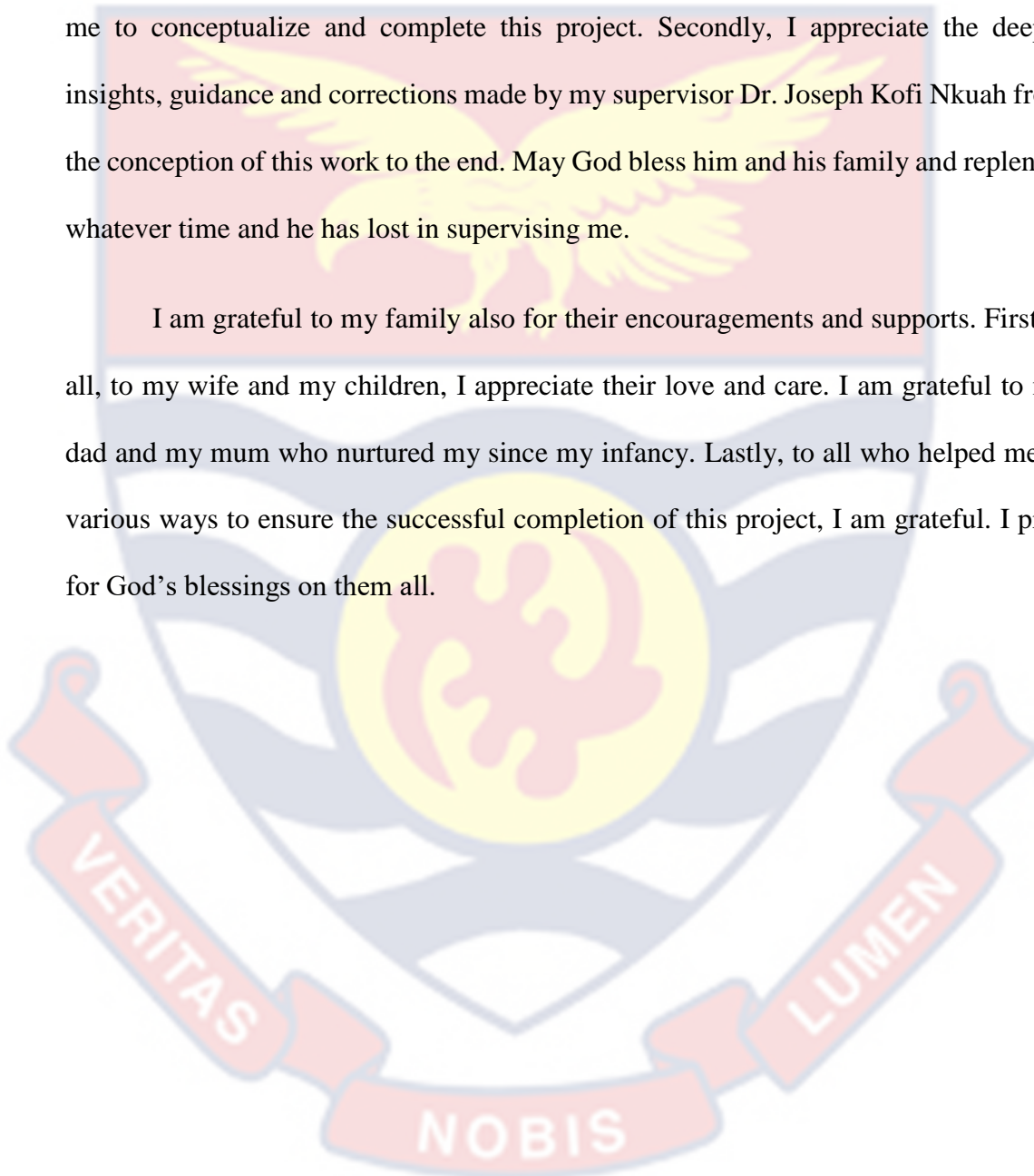
LIST OF ABBREVIATIONS

DACF   District Assembly Common Fund

DMEP   District Monitoring and Evaluation Plans

GSS   Ghana Statistical Services

KMA   Bekwai Municipal Assembly

MMDAs   Metropolitan, Municipal and District Assemblies

MMDAs   Metropolitan, Municipal and District Assembly's

MTDP   Medium Term Development Plans

OECD   Organization of European Cooperation for Development

PERT   Program Evaluation Review Technique

SCs   State Corporations

SDGs   Sustainable Development Goals

SPSS   Statistical Package for Social Sciences

UNDP   United Nations Development Programme

UNDP   United Nations Development Programme

WBS   Work Breakdown Structures

WHO   World Health Organization

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Background of the Study

Lack of monitoring and evaluation can stall project success (Nyabuto, 2010). According to the Organization of European Cooperation for Development (2002), monitoring can be defined as all efforts made by project managers to ensure that project activities are regulated and controlled to maintain transparency and effectiveness. In evaluation, the state of ongoing projects are assessed to ascertain whether the project plan is being followed or otherwise. To achieve project success, there is the need for managers to develop effective strategies in ensuring that project activities are well managed and monitored, with the aim of ensuring consistency, effectiveness and sustainability.

The United Nations Development Programme (UNDP) (2009), defined monitoring as the process whereby managers put measures and processes in place to make sure that all activities relating to an ongoing project are regulated and controlled to ensure transparency and accuracy in all project performances. Over the years, monitoring and evaluation has attracted many scholarly attention as explorations continue to uncover the impact of M&E on project performance. Wholey and Hatry (2010) noted that evaluation is conducted in most public institutions with the aim of ensuring that there is consistency, transparency and effectiveness towards the achievement of goals and objectives.

Corporate governance which is fast gaining popularity has been argued to do better in achieving operational goals and objectives. Monitoring and evaluation are very crucial in public institutions since their main goal is to utilize the publics' fund to achieve the interest of the citizens (Eresia-Eke & Boadu, 2019). More so, monitoring and evaluation helps corporate entities and managers to identify the challenges affecting

corporate performance in order to undertake the best practices that promote good governance. According to Kamunga (2000), due to mismanagement, bureaucracy, wastage, pilfering, incompetence, and irresponsibility by directors and employees, most State Corporations (SCs) are unable to achieve their goals.

On the other hand, evaluation is a scientific approach used by managers to assess the strengths and weaknesses of both employees and the ongoing project (Hunter, 2009). Simply, it is the process of determining the outcome of project performance to the original plan of the project. More so, evaluation is the act of examining the efficiency and effectiveness of a project. Basically, evaluation comes in two forms and these are evaluation done before and after a project is completed. The kind of evaluation done at the completion of a project is known as summative evaluation. Again, evaluation is any assessment conducted to make sure that project activities are in line with project goals and objectives hence reaching the target of the project. Project success however demands proper use of resources as well as effective management and supervision of project activities (Hunter, 2009 and Shapiro, 2011).

In the broader perspective, monitoring and evaluation is conducted with the major reason to communicate to stakeholders and managers the state of project performance so that assertion can be made as to whether project objectives have been achieved or not. Monitoring and evaluation is also conducted to help ensure transparency and accountability in project activities especially when it comes to resource utilization. Monitoring and evaluation again help managers to equip staff with the working abilities and skills to achieve job performance and this is done by ensuring that weaknesses faced by workers are addressed and also provide the necessary tools to help them increase their strengths in achieving project objectives.

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Concurrently, organizations are exploring some effective strategies that can be used to maintain consistency and efficiency in their internal operations especially in their project activities (World Bank, 2009). M&E allows organizations to determine the performance level of their activities and denote the best approach that can be used to achieve quality and improved performance (Chaplowe, 2008). According to history, the first planning and controlling tool was developed by Karol Admiecki in 1896 – 1910 which was known as the Ghant chart. Du Pont also in the 1950s developed Program Evaluation Review Technique (PERT), Critical Path Management or Work Breakdown Structures (WBS) as a tool to help in the management and monitoring of projects.

UNECAP, ADB, UNDP (2009) indicated that a good governance is a term that denotes how public institutions are controlled and managed in terms of affairs and resource usage. Governance refers to the process of regulating, managing and ensuring democratic environment to help in the formation of policies and principles to regulate bodies such as the public sector and other civil sectors. Corporate governance specifically deals with the process whereby corporate entities ensure that all internal laws and regulations are adhered to by all internal actors with the aim of promoting business performance. According to the former UN Secretary General Kofi Annan, (2004), good governance is the act of engaging the people into a country's activities such as decision-making processes to promote transparency and respect for human right and beliefs.

Although, governments have undertaken several measures in promoting transparency in public institutions, state corporations still face several challenges, affecting growth and development of the public sector (Kamunga, 2000). According to the UNDP (2009), monitoring deals with the formation of systems and processes

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which are meant to help ensure that corporate activities are checked and controlled to maintain accuracy and consistency. Evaluation assesses how efficient and effective a firm is and the level of achievement when it comes to business goals and objectives. The concern that arises therefore is "how can monitoring and evaluation promote good corporate governance"? The problem statement and the research objects will be tailored towards describing and addressing this lacuna.

Statement of the Problem

Ghana, like other African countries, has been grappling with the challenge of ensuring increased efficiency and effectiveness in the delivery of services. The fundamental cause of this challenge has been attributed, among others, to weak M&E systems (Hauge, 2003). To respond to this challenge, government developed and implemented the Public Sector M&E Strategy in the MMDAs with the view of enhancing accountability, transparency, management decision, organizational learning and promoting good governance (Public Sector M&E Policy, 2017). However, there has been a contention that a number of MMDAs, including the Ministry of Local Government, have not been able to achieve the objectives of the national M&E arrangement (National Evaluation Study, 2017). The consequences of project failure can be attributed to poor application of track and assess improvement models by the organization (Bedi et al, 2006).

The Ministerial Policy Statement of Financial Year 2017/18, the Government Performance Report 2017/18 and the Auditor General's Report 2018/2019 all confirmed the fact that the Ministry still continued to post bad governance results in the areas of accountability and budget performance.

A number of studies have been undertaken to understand the effectiveness of Public Sector M&E in Ghana, Gyimah-Boadi, (2012); Boadu, 2019 and they all agreed with the fact that Public Sector M&E System is not geared towards understanding causality and attribution between the stages of development change; while Hauge (2003) in studying the Development of Monitoring and Evaluation Capacities to Improve Government Performance in Ghana established that the quality of public service delivery is less than desirable and the M&E system has remained overly centered on compliance with government requirements and regulations rather than end-results of policy, programme and project efforts. However, none of these focused on the effective role of M&E in promoting good governance within the Ministry of Local Government (BMA, MLGRD, 2018; NDPC, 2017) This study was undertaken to contribute to addressing this gap.

This study is therefore focused on assessing how monitoring and evaluation can promote good corporate governance using the Department of Parks and Gardens in Bekwai as the case study.

Objectives of the Study

General Objective

The main aim of the study was to examine thoroughly, how the staff of Department of Parks and Gardens perceive the role of Monitoring and Evaluation in promoting good governance in Bekwai. The research also pursued the following specific objectives:

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Specific Objectives

The specific objectives are outlined below;

1. To investigate the regulatory frameworks for M&E system and its application in the Department of Parks and Gardens.

2. To examine the role of M&E in the promotion of good governance of Department of Parks and Gardens.

3. To assess the role of M&E in promoting citizens participation in the Department of Parks and Gardens in Bekwai.

Research Questions

The following research questions guided the study:

1. What are the regulatory framework for M&E systems and its application in the Department of Parks and Gardens?

2. To what extent does M&E systems promote participation in good governance?

3. What is the the role of M&E in promoting citizens participation in the Department of Parks and Gardens in Bekwai?

Significance of the Study

The significance of the study is timely and appropriate in assessing how M&E promotes good governance in MMDAs. As it relates to an organization such as the Department of Parks and Gardens and Good Governance, it is expected to make specific contributions to the knowledge domain in terms of policy making, strategy formulation and implementation. In addition, the commitment to information sharing is primarily important for good governance. This can provide useful insights to the Department of

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Parks and Gardens in practices towards good governance, through M&E systems and policies. Again, the study would contribute to knowledge as it serves as the springboard for further research.

Limitations of the Study

This work has faced limitations in the areas of limited information, limited research time and financial constraints. Secondary data was also limited as there was not much research on the subject in Ghana. The above limitations, however, do not make the results of this study inaccurate and replicable as the author carefully managed these limitations to achieve project success.

Delimitation of the Study

The study only concentrated on formally established organizations with their focus on the public interest. Again, since the term Public Sector organizations basically refer to those organizations that provide public goods, and ensures the quality of life of people especially the vulnerable, the understanding of Public Sector applied in this study excludes such associations as businesses, professionals, and other firms that do not have social development or the public interest as their focus.

Outline of the Study

This study comprises of chapter one to chapter five. The introductory section of the work has been explained the First Chapter. The Second Chapter consist of the review of related works. Chapter three also showed the methodological approach used by the researcher. The Fourth Chapter consist of the interpretation of the field data and the Fifth chapter summarizes the key findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents the theoretical review by explaining the different theories employed by the researcher in carrying out the study. Based on the review, the study developed a conceptual framework which has been also discussed in this section.

Theoretical Review

A successful work should be focused theoretically, according to Defee et al. (2010). The theories employed in this study comprise the force theory of state origin, natural theory of origin, state and resource-based theory of social contracts.

Agency Theory

A major activity for organizations is supervising management in support of investors as emphasized by the theory of agency. The impact of supervising can promote firm performance through the reduction of agency expenses (Brugha and Walt, 2001). Control role is another term given to monitoring function of organizations under this theory (Boyd, 1990).

The monitoring function signifies the duty of directors to supervise administrators in support of investors (Bainbidge, 1993). The investors are principals and the managers are agents in speculations of agency theory and there is an organizational deficit which is the extent to which agency backs the investors, which depends on what they would be if the investors managed the firm directly (Jensen and Meckling, 1976). Agency theorists perceive investors to have interest in the main function of the organizations (Bainbidge, 1993). Monitoring by the organization is to

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therefore be conducted in eminent regard since it is critical to ensure that the interest of investors is pursued. To supervise the CEO, monitor policy implementation, setting up successor of CEO and assessing and rewarding the top managers, directors monitoring function is employed (Brugha and Walt, 2001).

Agency theory therefore has a direct link with the performance of firms. The theory was designed to solve issues in agency problem and has made strides in the monitoring and evaluation functions of owners and agents (Bonazzi and Islam, 2007). Joint stock companies came with the evolution of agency problems. Through agency theory, the governance of firms is strengthened, performance monitored and service delivery improved (Panda Leepsa, 2017). Since the owners of firms perform more of managerial functions, the day-to-day supervision of workers to ensure the efficient use of resources and the achievement of maximum productivity is delegated to agents within the next rank who carry out such functions on behalf of the owners of the businesses (Panda Leepsa, 2017). The appointed or delegated agents usually act in the interests of the owner of the business, although some other writers suggest that these agents may be acting in favour of their selfish interests to the neglect of the development of the firm or business (Brugha and Walt, 2001).

The Concept of Monitoring and Evaluation

The fundamental education and management means for promoting current and possible agenda planning implementation and management process is termed as concept of Monitoring and Evaluation (Brugha and Walt, 2001). Managements and organizations should be vigilant in desiring for good governance, responsibility, clearness, better efficiency of development and acquisition of better solutions from internal and external shareholders and using this desires and concerns well attains the

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acquisition of useful and useable outcomes based monitoring and evaluation measures to sustain the organization of policies, agendas, and projects (Gorgen and Kusek, 2009). The distributions of funds are usually managed by donors and development institutions for instance the NGOs, since they are the source of financial support for such programs. Moreover, it is important for these contributors executing to evaluate the stage to which they are generating a disparity as to the program interventions. This attitude of ensuring responsibility and clearness as well as assessing development concerning establish objectives is performed through the formation of good Monitoring and Evaluation systems (Hunters, 2009). Therefore, M and E system that approves fulfilling agencies mobilize appropriate information that is suitable for measuring development on involvements and assists managers and other stakeholders entails to monitor, obtain result and get important experiences (IFRC, 2011).

It is important for project directors to have much understanding on the theory and acknowledge the disparity involving the two management theories corresponding to when and how they are utilized in the management projects. The explanation as regards to M&E as the source for defining monitoring (Organization for Economic Cooperation and Development (OECD), 2002) was particularly utilized in the study. According to the OECD, monitoring is the process of controlling and managing the activities of an ongoing project to determine the level of performance of the particular project. Monitoring involves activities such as collecting, analyzing and communicating formation to managers to aid in the decision-making process (Shapiro, 2006). Rhodes, (2000) further indicated that monitoring is the act of taking control over the day to day activities to ensure that all practices and activities are in accordance with the goals and objectives of the organization hence achieve project success.

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Moreover, the OECD defined evaluation as systematic process of assessing the performance of ongoing project to denote whether intended results have been achieved or not OECD (2003), The UNFPA (2004) also explained that evaluation is the process of determining the progress level of a project in relation to its success and completion level. According to the UNFPA (2004), evaluation is basically used as a management tool to assess the quality of a project in terms of its features. It therefore shows that evaluation is undertaken with the aim of assessing key areas such as relevance, efficiency, effectiveness, impact and sustainability (UNFPA, 2004).

Relevance of Monitoring and Evaluation

Monitoring and Evaluation have significant impact on project performance. For this reason, managers are admonished to ensure that project activities are monitored and evaluated so that desirable outcomes can be achieved to help promote and enhance overall performance of public institutions. As revealed in literature, there are different actors in project activities and these actors include donors, project managers, field workers, local communities, partners and the broader public. As a result of the different bodies involved in the activities of project initiatives, M&E systems ought to be established to help ensure that transparency, efficiency and effectiveness are achieved in all activities so that goals and objectives can be achieved to ensure project success.

Research posits that M&E systems are very essential because it helps to maintain efficiency, accountability, legitimacy, effectiveness and other factors that promotes project performance and sustainability (Rhodes, 2000). Siraj-Blatchford, et al. (2005) further identified that, monitoring and evaluation systems enable organizational managers to determine the strengths and weaknesses of a particular

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activity including staffs' performance level (Siraj-Blatchford, et al., 2005). Again, Siraj-Blatchford, et al. (2005) pointed that, effective M&E systems helps to promote project activities since it allows managers to get access to relevant information which would enable them make informed decisions towards project activities and resources utilization.

Livenson (1999) moreover added that with M&E systems in place, decision making process would be easy since managers can easily get access to information concerning business activities and operations. M&E systems provide clear insight to managers in relation to weaknesses and best ways through which better performance can be achieved to ensure project success and sustainability (Livenson 1999). Monitoring and evaluation also makes it possible for managers to comprehend the best approaches that can be used to facilitate and equip project actors to improve individual performances to achieve project mission (Connelly, 2004).

M&E systems provide accurate information concerning job activities and this helps managers to focus on the actual project and important areas needed to be improved to achieve project performance (Connelly, 2004). The system also supports project activities by providing the best solutions to identified challenges through appraisals and evaluations (IFRC, 2011). Managers must note that, monitoring of project activities plays a vital role in the decision making process regarding project activities. Without monitoring, the possibility for deviation from project plan might be very high which may result to projects failure and ineffectiveness (Connelly, 2004).

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Relationship between Monitoring and Evaluation

As noted from previous assertions, monitoring and evaluation are two different activities all together but they are interlinked with each other in terms of their functions and roles in organizational affairs. This is because both activities are geared towards an assessment of project performance level and its progress state (UNWFP, 2002). Specifically, both actions seek to collect and capture information regarding the progress of project initiatives to help managers make informed decisions (NGO Connect, 2012). Monitoring specifically deems to help ensure that day to day activities are improved and assured to achieve desirable outcomes whereas evaluation records and assesses the progress level of a project and also determining whether the actual course is being taken or not (Levinson, 1999).

Table 1 below offers some key distinguishing features between the two definitions that are focused on factors such as duration, intent, concentration, games, etc. In addition, monitoring usually takes place during system interventions, while assessment is an occasional exercise. The general objective of the assessment may be conducted at regular intervals. Therefore, monitoring is generally a day to day assignment engaged to ensure that the goal of project is successful (UNAIDS, 2004). Mostly, an accurate evaluation is not appropriate without a proper monitoring (Hempel and Fiala, 2012), thus based on the results of motoring, evaluation can be conducted.

Table 1 Distinguishing Features of Monitoring and Evaluation

Item	Monitoring	Evaluation
Frequency	Regularly (e.g. by progress reports and regular monitoring)	Episodic, mid-term or final (or ex-post, i.e. at least two years after the completion of the project)
Action	Records tracing/omission	Evaluating
Purpose	Improve efficiency and, if necessary, adjust the work plan	Improve efficiency, future programming and effect
Focus	Inputs, outputs, outcomes, plans of research	Efficiency, significance, effect and cost-efficiency, long-term outcomes, impact
Information sources	Routine or sentinel systems, field observation, progress reports, rapid assessment	Same as for monitoring, plus external evaluation and interactive evaluation, surveys, studies
Undertaken by	Program managers, community workers, community (beneficiaries) supervisors, funders	Same as for monitoring, plus external evaluators (commissioned by donor agencies)
Reporting to	Program managers, community workers, community (beneficiaries) supervisors, funders	Program managers, supervisors, funders, policy makers community (beneficiaries)

Adopted from: UNICEF, 1991; UNFPA, 2004; Hunters, 2009

According to the Table 1, monitoring triggers on activities set up for staff and mangers to deliver information, whereas evaluations reflect on quality, compliance and policy issues, that is supportive in training staff and be useful to present and potential

agendas and strategies, and also set as the basis to senior management, donors and policy makers in making decisions (Hillman, et al., 2013). Based on the above, it is obvious that the scopes of monitoring and evaluation differ from each other.

Historical Background of Monitoring and Evaluation

Over the past years, M&E has dominantly developed in terms of literature review, it practices and even there are experts in the field who call themselves "evaluators". Though evaluation is not a field that is too old, it was being used in the olden times (Scriven, 1996). The purpose of introducing the M&E into public administration has been enhanced through the increasing of demands of civil society, and it has helped identify the conditions of good governance and very effective public administrations.

Due to globalization, the interest of internal and external stakeholders has become the priority of most governments across the world. Monitoring and evaluation hence offers magnifying assessment on how governments can be more receptive in order to attain good governance, accountability and transparency, and effectiveness in the delivery of tangible results. Because there is an intensified need for better accountability and real results, an improved outcomes based monitoring and evaluation of policies, programs, and projects are relatively required (Kusek & Rist, 2004). M&E reflects on all management active systems and culture of any firm and this makes it very supportive to administration function, and also improves governance when a strong government auditing system is attached with it (Cook, 1997). Therefore, its intensity is to promote administrative management (Davis *et al,* 2006).

According to governments of Africa, M&E is an appropriate tool that provides information on strategic management and it is very essential. To clarify this, Engel and Carlesson, (2002) attested that M&E also magnify the reflective ability of organizations and as well augment transparency, accountability and support a culture of learning. Thus organizations would be more transparent and self- reflective if evaluative information is encountered (Preskill and Russ-Eft, 2005). Components like contextual (political), technical (methodological) and bureaucratic (psychological) may affect the implementation process of evaluative in public sector (Mayne, 2007). Base on how M&E supports learning and reflection these components were examined, and it was identified that the M&E is a tool that contributes to management through promoting the outlook of information established for decision-making (Mayne, 2007).

Empirical Review

Naidoo (2011) explored the purpose of M&E in advancing good governance in Gender Department in South Africa. In this study, it was discovered that evaluative information is not being utilized by managements in M&E systems (Naidoo, 2011). Significantly, effective and good governance leads to improvements in M&E systems and services. Furthermore, Hauge (2003) considered the enlargement of M&E capabilities to promote government performance and it was indicated that M&E is aiding in order to provide greater lucidity to public finances and advancement as well as giving information as the basis for policy, budgeting and operations which are standards of good governance. Additional study conducted by Mackey (2006) on the establishment of M&E systems to promote Public Sector Management in Africa asserts

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that the adoption of M&E systems and capacities in developing countries significantly contributes in sound governance.

Monitoring and Evaluation has therefore served as one of the means of promoting transparency among governments and among public and private organizations (Nelson, 2016). This is because M&E provides a strict framework of compliance through which all actors and collaborators are brought to understanding on the need for M&E in promoting good governance. To this extend, Abrahams (2015) described monitoring and evaluation as a governance tool and a tool for accountability. Similarly, Ojok and Basheka (2016) postulates that proper M&E systems have the capacity to influence not only the style of governance, but also public trust in institutions responsible for managing the affairs of the state.

Abraham (2015) studied the growth of monitoring and evaluation in South Africa in relation to the use of monitoring and evaluation as a tool for ensuring good corporate governance. His studies found that effective monitoring and evaluation promotes good corporate governance. Abraham (2015) then concluded that corporations that effectively apply monitoring and evaluation are often able to perform efficiently than those that do not use such corporate governance tools.

Within the same context, the World Bank (2007) investigated the relevance of monitoring and evaluation as a management tool to track progress. Monitoring and evaluation in this regard was assessed based on its role in promoting accountability and good governance in the development of wellbeing and prosperity for all. Their findings assert that M&E helps as a tool to monitor progress and drew the conclusions that corporations that perform well pay close attention to monitoring and evaluation. This view was similarly expressed by Segone (2008) in the study which explored evidence-

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based policy making through the use of relevant data in M&E activities. These studies argue that effective deployment of M&E helps in promoting good corporate governance.

Elkins (2011), undertook a study to examine the role of monitoring and evaluation management in decision-making towards promoting good governance. The study found that monitoring and evaluation supports evidence-based decision-making through rigorous approaches in collecting and analysing data. The study concluded that monitoring and evaluation helps to make informed decisions. It explores all possibilities through the use of quality data, to achieve the best possible outcomes. The use of M&E has thus gained attention in promoting good corporate governance. However, the role of worker perception better described here as staff assessment of the role of monitoring and evaluation in promoting corporate good governance has received little attention in both research and policy. The question then is; Will governments be able to improve good corporate governance through the same old methods of ensuring accountability and the responsiveness? This question was answered in the staff assessment of the role of M&E in promoting corporate good governance.

In the literature, there is no consensus on how M&E interventions contribute to outcomes or whether outcomes can be attributed to such interventions (Deprez, 2015). Earl et al. (2010) argue that "M&E does not assume a linear relationship between intervention and outcome, it focuses on intervention and behaviour change." Commonly, the successful implementation of projects is attributable to the use of M&E, even though the project manager is unaware or, is not consciously applying a monitoring and evaluation framework. As such, the attention is on the assessment of the project and achievement of outcomes, instead of attributing results to interventions.

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In the public sector, theories of change are widely used to take a long-term view with emphasis on implementation, knowledge management and impact assessment (DiMaggio and Powell, 2017). The linkage between change management and M&E ensures that "processes are adapted to the situation, and it also signals a shift towards more participatory methods," (Kusek and Rist, 2014). Gildemyn (2013) argues that "it is not enough to only analyse policy and how it is implemented, but it is equally important to understand to what extent it has met its objectives, as well as to know what worked, as this brings about accountability and feedback, as well as knowledge and insight to what has been accomplished.

In the last few decades, there has been a general movement, in developing countries, towards a: "A New Public Management Approach" underpinned by the adoption of vigorous M&E systems (UNDP, 2000). The movement towards public sector reforms was propelled by a growing trend towards democracy, accountability and transparency which has placed substantial emphasis on the M&E of development and tracking of public resources (McNeil and Malena, 2010). In the public sector reform process, there is no single, best approach to a national or sectoral M&E system, and each approach is based on what the system is intended to achieve, which is either to assist in the budgeting process or to support service delivery (Mackay, 1999). Various countries have adopted different approaches to public sector reforms according to their specific requirements, aligned with M&E systems. In Brazil, M&E assumes a comprehensive "whole-of-government approach" from the setting of public program objectives to the creation of a system of performance indicators (Mackay, 2016). While in Colombia, public sector reforms are linked to the processes of public service monitoring impact evaluation of objectives (Mackay, 2016). In Africa however, value

for money in expenditures, quality of budget M&E in Uganda are fragmented, due to conflicting and multiple government and donor reporting formats (Plaatjie and Porter, 2006). In South Africa, public sector reforms and the „institutionalisation" of M&E are linked to both the National Development Plan and other global commitments (Engela and Ajam, 2010)

The Role of M&E Accountability in promoting good governance

Accountability does not only define the account for one's actions, but rather clarifies the account of relationship between individuals. There is poor accountability when the accounting practices is weak, thus without accounting practices there is no accountability (Mulgan, 2000). A general question was whether accomplishing compliance criteria, thus referring to measures of accountability being adequate for providing good governance results, or providing good governance needs a more detailed adoption of M&E (Roper and Petitt, 2002).

According to Gaver (2014), there are different forms of accountability such as; moral, administrative, political, managerial, market, legal/judicial, constituency relation, and professional. Good governance cannot solely depend on accountability and transparency, but also on factors like participation, the rule of law and inclusivity which is more detailed and acceptable in all models. Though Social Welfare can effectively perform based on mandatory compliance, incorporation of monitoring and evaluation ensures accountability and transparency.

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The role of measurement and evaluation in promoting good governance

Several researches have been conducted concerning the function of monitoring and evaluation in enhancing good governance. For instance, Naidoo (2011) conducted a study to probe the function of monitoring and evaluation in enhancing good governance in Gender department in certain Africa countries and found that the results from various forms of M&E systems are not effectively adopted by managements, and it creates clear systems for efficiency. Hauge (2003) explored how the capabilities of M&E can be developed to advance government performance which asserted that M&E is triggering on producing greater lucidity to public finances and improvement as well as producing result-based foundation for policy, budgeting and operations which are standards of good governance.

Additional study conducted by Hillman, et al. (2006) on how the M&E systems were developed to support Public Sector Management in Africa revealed that the implementing M&E systems and it capabilities in developing countries significantly contributes in enhancing and supporting good governance.

Monitoring and Evaluation Systems

Monitoring and Evaluation Systems can be referred to as toolkits designed to help managers in identifying improvement as well as to describe the importance of a certain program. As a result, organizations are supported by these toolkits in making judgment on their programs in terms of success, failure, relevance, efficiency and effectiveness (Kusek, *et al*, 2004).

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Even if only one of the above dimensions is being misplaced, it will obstruct the flow of running programs and projects. Relevant information is obtained on the proceeding programs/projects through Monitoring and Evaluation Systems; specifically, the achievement or otherwise of projects, programs and policies during the implementation periods. A dominant, consistent management tool is provided by these systems that managers can employ to promote performance and express outcomes. Monitoring and Evaluation Systems hence contribute to education and training, because through producing consistent information to managers, they enhance their knowledge through evidences in learning (Kusek, *et al,* 2004). This could lead to significant reforms and transformations that ensures efficiency and effectiveness of projects. Feedback provided through M&E systems, which display the level of progress, performance and problems, is employed as a decisive management tool in gaining results and attaining certain intents. In fact, these mechanisms are also the methods for program/project management, since they frequently alert project managers on potential or actual obstructions. More so, inquiries concerning suppositions and strategy behind a certain project may be developed when obstructions are detected. Due to this, they help decision makers to make choices and decision for managing project/program. Monitoring and Evaluation Systems can as well help improve transparency and accountability in organizations and government.

Concept of M&E System

Monitoring and Evaluation systems provide tools which are used to measure the relationship between intentions and actions, and between actions and outcomes which ultimately produces impact. Feedback is the most essential and the most ignored feature

of M&E. It is through the feedback given by the M&E systems that help detect present errors, to be rectified to promote imminent decisions (Khan, 1998). For M&E system to give proper feedback, it must be results oriented. It thus function as a management tool to track and assess consequences, supplying governance and management with information (Edmunds & Marchant, 2008).

Edmunds & Marchant (2008), attest that quality M&E systems designed to facilitate societal programs are usually dynamic, encourages participation, reflects on cherished social values and evolve over time. Such vibrant social systems nurture pragmatic learning, hence improving project performances. Insightful systems often urge partners, staff and other stakes to regularly analyze information and consider established 'theories' of change which strengthen the projects. Progressing systems therefore thrives on adapting and changing to supply needs and prompt feedback to notify other about the proceeding development of the program.

Usefulness of Monitoring and Evaluation

Monitoring and Evaluation can be utilized for several purposes, and it purpose for adopting ascertains the specific course of each evaluation. The following are imperative purposes for employing M&E services:

Management decision-making

Systems designed for Monitoring and Evaluation enhance management processes as well as supply information necessary for decision-making. Therefore, this raises questions on whether the quality of feedback generated by M&E services is accurate and efficient in promoting the management processes of organizations.

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Monitoring and Evaluation promotes and complements management, and it is not tantamount to good management practices. The following; decisions based on resource allocation, selections among competing strategies to complete the similar objective, policy decisions, and decisions on program intend and implementation, are some instances that M&E can be employed in this framework. How effective information is and the way it was provided become supportive to management in their decision-making processes.

Organization learning

This is the most problematic consequence for M&E, because it assumes that M&E results and findings must contribute in developing learning organizations (Lopez-Acevedo & Krause, 2012). But, even the most educated organizations found it difficult when transforming outcomes into learning materials (Zall Kusek & Rist, 2004).

Monitoring and Evaluation is an analytical tool which is used to probe programs, plans or projects designed to solve societal issues. Monitoring and Evaluation should produce the analysis and results to perform the trade-offs among various choices of strategy. Feedback must be transformed into analytical, action-oriented information that promote planning process. Learning is a consistent dynamic process of analysis, and its major components are experience, knowledge, access and relevance which demands a culture of research and study, instead of a mere solution and testifying (Zall Kusek and Rist, 2004). Therefore, fresh knowledge is provided by M&E. Knowledge management implies obtaining results, entrenching learning, and preparing the value of information consistently provided by the M&E system (Zall Kusek and Rist, 2004).

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Accountability

Public officials are legally mandated to make interpretations on how they use public money that was issued for a certain purpose, and whether they are able to complete that goal. M&E generates feedback, in a well-defined approach, which all the sectors in public service activities are permitted for inspections.

This purpose of M&E confirmed the view that it is policing. In terms of public funds, accountability is extremely significant, though it brings about mistrust and fear when M&E is merely adopted for accountability purposes. Accountability is administered to the Constitution and legislation, like the Public Finance Management Act, with the assistance from institutions like the Auditor General and the Public Service Commission, and most often the punishment is given to those who failed to complete their accountability demands. Aside these purposes of M&E, its results are employed by many individuals in various activities (Kusek and Rist, 2004).

The following shows how M&E results are employed by many people. Firstly, seeking for programs' supporters; because if through evaluation feedbacks the achievement of a program can be determined, it is simple to acquire assistance for the intervention, for instance the continuous or augmenting allocation of budgets for a certain project or political sponsorship when there is the needs to implement important policy decisions that can have influence on the intervention. Secondly, assisting advocacy; the findings generated by the M&E help to determine whether a program should proceed, adapt or terminate. In this case, M&E help to provide support or disapprove the claims been made, identify challenges, enhance more understanding of objectives and underlying logic of policies, support program application and more so producing institutional memory, which more expertise is required to develop and

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execute the program. Based on this, M&E significantly contributes to activism. Thirdly, transparency enhancement; because the outcomes of M&E are made friendly to many people, transparency is enhanced, and this also promotes decision making and accountability. M&E must be a solution to inquiry, because its outcomes may be issued to the public for it to be easily accessed.

Good Governance

There are various perceptions concerning the meaning and scope of good governance (Rhodes, 2000; Santiso, 2000), which is somewhat as a result of several literatures on the responsibilities of management in enhancing good governance. Hence the term governance must be defined to get more understanding on the clarification of good governance. Governance designates the ability of governments, their impressions as political authority, to utilize resources to design and implement effective, efficient and equitable policies (Cooper and Smith, 2017).

In the perspectives of Graham, Amos and Plumptre (2003), governance incorporates various issues vis-à-vis public policies, institutions and not only the impressions of government. It also supports economic related issues and also the role of nongovernmental sector across the country (Smith, 2007; European Commission, 2001). Governance is the running of a nation's affairs in order to acquire progress (UNDP, 2007; Schneider, 1999). It must incorporate the actions of all players (both state and non-state) in the course of governing to attain development, because it involves each institution and organization in the society from the family to the state (UNDP, 1997). Hence, development can be achieved efficiently by the contribution of all institutions at various levels of governance, be it local, national or international. As

a result, any active society was developed through governance (European Commission, 2003).

The United Nations Development Program ([UNDP], 2007) claims that there are four kinds of governance, namely; Economic Governance: deals with how a country's economic is influenced by decisions made; Political Governance: considers the interest of people; Administrative Governance: deals with the execution of policies; Systemic Governance: deals with the attitude of people (UNDP, 2007). Governance is perceived in a variety of ideas. For example, Paul Wolfoitz, the former president of the World Bank, 2006, attested that the World Bank has introduced a decisive way of analyzing factors that manipulate government to operate well and attain development, which is perceived as good governance. So, the various means concerning how transparency, accountability are able to ensure the effective deployment of resources by a state is term as good governance (Wolfowitz, 2006). The World Bank, a key promoter of the good governance agenda, expresses it as the idea in which sovereignty is exerted on how a country's resources are managed for progress. he World Bank (2003) suggested effectiveness, efficiency, accountability, good responsiveness, transparency, rule of law and public accessibility as the major elements of good governance. Good governance is the means whereby interests, tights and responsibilities are respectively defined, exerted, and performed by citizens as well as reconciling their distinctions (The World Development Report, 2004), thus terminating the wide gap that occurred between the rich and poor especially in the developing countries.

Diamond (1999) suggested that, there are certain criteria that good governance should follow. First, it must embrace effectively and efficiently on the interest of the

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public, and second, it must be devoted to ensure that the people's interests are met. Obviously, transparency is needed for government to be open in their activities such as decision making, business transactions and allocations of public funds. Warren (1999) viewed good governance in three forms under which all the duties of civil society are involved. They are:

- Promoting individuals' self-governance capabilities.

- Providing information, proceeding agenda and provides voice through developing state infrastructures.

- Reinforcing democratic governance institutions.

Therefore, good governance means a system of transparency, accountability, effectiveness, participatory and equitability that supports the rule of law. Section 2.2 of the constitution indicates certain features of good governance.

According to these explanations and attributes of good governance, it can be indicated that good governance executes certain essential degrees of superiority and performance in every society. Poor governance in this case refers to the subjective decision making, unaccountable governments, and undue legal mechanisms, autocratic administrative, which ignores the interest of citizens and are highly corrupted (World Bank, 2009). Hence the impression of good governance can be expressed as the functions of all players (state and non-state) in enactment of the betterment of public (World Bank, 2009)
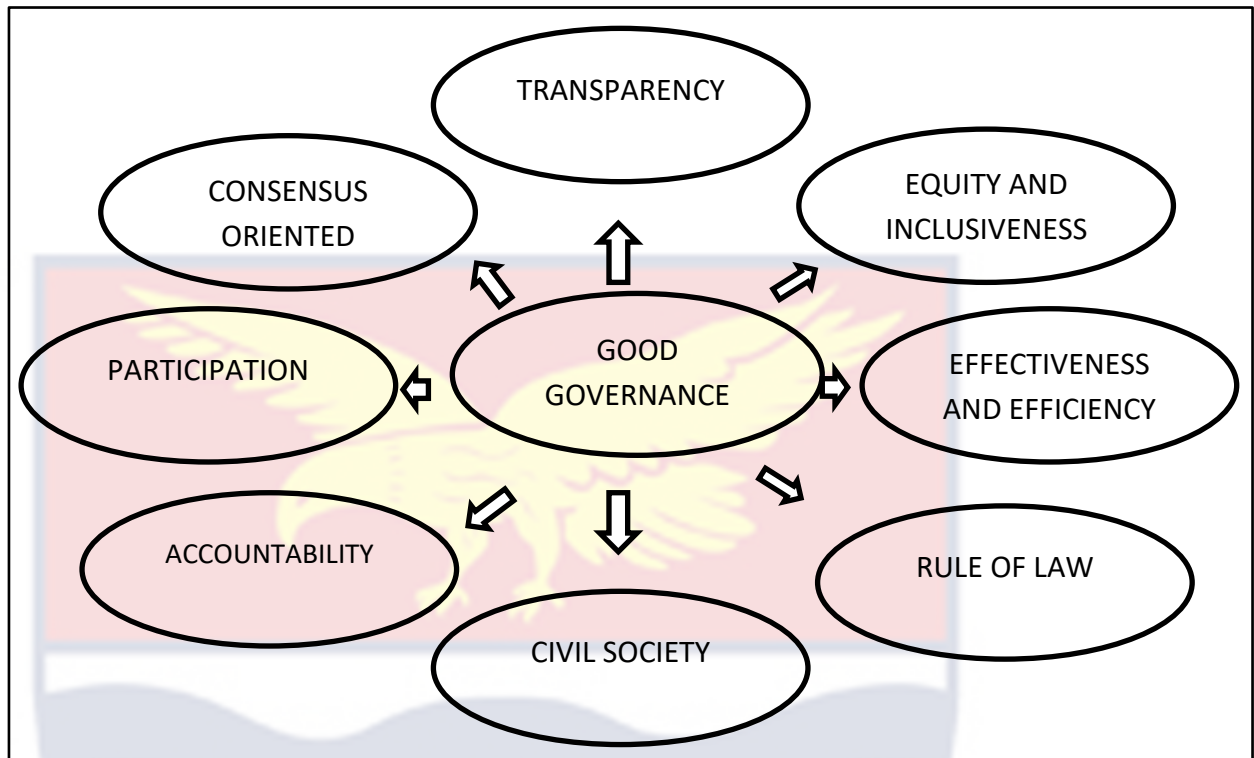
Fig. 1 Good governance and monitoring and evaluation linkages

Source: Adopted from Noueihed (2010).

Conceptual Framework

The conceptual framework is informed by literature and observation of what has pertained in the field of M&E and good governance. The study specifically looked at the relationship between the effective role M&E and good governance arising from a global sentiment that governments need to adhere to certain norms and standards which seek to improve government practice by ensuring higher levels of transparency and accountability (World Bank, 2014).

The study adopted the role of M&E as promoting accountability, enhancing management decisions and promoting organizational learning (Public Sector M&E Policy, 2013). The study measured the role of M&E accountability, management decision and organizational learning as an independent variable.

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Good governance was a dependent variable and measured in terms of transparency, efficiency, effectiveness in governance. This was adopted from the international framework for good governance in the public sector (IFAC,2014) which looks at good governance in the public sectoras behaving with integrity, demonstrating strong commitment to ethical values, ensuring openness and comprehensive stakeholder engagement, managing risk and performance through robust internal control and strong public financial management, implementing good practices necessary to optimize the achievement of intended outcomes, and developing the of leadership of the entityand individuals.

The study argued that M&E in pursuit of good governance should lead to discernible changes in the manner in which government is managed, and services accessed by citizens. It should yield the three-pronged purpose of improving transparency, accountability and promoting learning. The study further considers that M&E is a tool to achieve the ideal output while good governance is anideal outcome. The study also considered that M&E alone does not promote good governance since there are other factors that contribute to good governance. But the study focused only on M&E role accountability, management decision and organisational learning as contributors to good governance.

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Independent Variables   **Dependent Variables**

Accountability

Level of Feedback

Acceptable Accounting standards and procedures

Management Decisions

Extent decisions based on M&E results

Quality of Information for decision making

Policy Statements

Transparency

Effectiveness

Efficiency

Ethical Compliance

Organisational Learning

Performance Management Systems

Team Learning

Level of use of M&E Systems

Figure 2 Conceptual Framework

Source: Adopted and modified from Armstrong, 2006

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Gaps in the literature review

Countries the world over have been grappling with the challenge of increasing efficiency and effectiveness in the delivery of services. The fundamental cause of these challenges has been attributed, among other things, to weak M&E systems (Hauge, 2003). Governments and other stakeholders have been responding to this plight through institutionalization of effective M&E systems. Governments have also put in efforts to improve transparency and build a performance culture to support better management and policy-making and to strengthen accountability relationships. However, there has been a contention that a number of governments and institutions have not been able to achieve the objectives of the M&E arrangement. The effectiveness of the M&E systems in achieving good governance has been an area of contention. From the review of literature, not much research has been done to establish the effectiveness of M&E in promoting good governance in Ghana. Much of the research done has been on the role of M&E in project management. This is attributed to the fact that M&E is still a new phenomenon especially in the public sector.

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CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter provides information about the methods used by the researcher in carrying out the study. Components of this chapter include the research design, types and sources of data, sampling methods, techniques of data collection, data management and analysis.

Research Design and Study Area

Burns and Grove (2003) explained that a research design is simply the approach used by the researcher in conducting a study. In this study, the researcher used a survey as the research method in gathering data for analysis. Flick (2009) opined that surveys are used as research instruments to collect and analyze data. Particularly, descriptive survey design approach was used. The descriptive research was used because it enabled the researcher to give deeper meaning to how staff of Department of Parks and Gardens perceive the importance of M&E services in corporate social governance. The reasons behind the figures in quantitative tables, were better described through qualitative research (Ghauri and Gronhang, 2010).

Profile of Bekwai Municipal Assembly

Bekwai Municipal Assembly is one of the forty-three districts in Ashanti Region, Ghana. Originally created as an ordinary district assembly in 1988 when it was known as **Amansie East District**, which it was created from the former **Amansie District** Council. Later, the western part of the district was split off by a decree of president John Agyekum Kufuor on 12 November 2003 (effectively 18 February 2004) to create **Amansie Central District**; thus the remaining part has retained as **Amansie East District**. Then the eastern part of the district was later split off to create **Bosome Freho District** on 29 February 2008; while the remaining part was elevated to municipal district asssembly status on the same year to

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become and has since been renamed as **Bekwai Municipal District**. The municipality is located in the southern part of Ashanti Region and has Bekwai as its capital town. The Municipality was established under Legislative Instrument (L.I. 1906, 2007).

Politically and administratively, the municipality covered the entire Bekwai constituency. Some of the major settlements are Bekwai, Kokofu, Essumeja, Anwiankwanta, Dominase, Poano, Ofoase- Kokoben, Bogyawe, Senfi, Huntado, Abodom, Amoaful, Dadease, Kensere, Akyeremade, Dotom, Koniyaw and Kokotro.

Physical and Natural Environment

Bekwai Municipal is located in the southern part of Ashanti Region. It shares boundaries with Bosomtwe District in the north, Adansi –North in the south, Bosome-Freho District to the East and Amansie-Central and Amansie-West to the west. The Municipal Assembly lies within latitude 6° 00"N 6° 03 "N and Longitudes 1°00 W and 1° 35W. It covers a total land area of about 624sqkm representing 2.64 percent of the total land area of the region (Ashanti).

Municipal Governance

The Bekwai Municipality has 34 electoral areas. The electoral areas include the following Adankraja, Amoaful ,Adjemasu, Anwiankwanta, Essumeja, Dominase, Bogyawe, Sanfo –Aduam, Ankaase, Poano, Ntinanko, Huntado, Ofoase-Kokoben, Senfi, , Kokofu, Akyeremade, Kensere, Pampaso, Dwumakro, Asanso/Feyiase, Amoaful, New/Zongo, Asokwa/Tunsuom, Brofoyedu, Nampansa, Abodom, Dadease, Dotom, Kokotro, Asamang, Asanso-Feyiase, Asokore, Dwoamin, Kwamang, Huntado, Pepedan/Akwabeteso, Pramaso Nyameduase .

Objectives of the Municipality

To fulfill its mission, the Municipal Assembly has set itself the following objectives:

1. To facilitate the effective functioning of local government administration in the Municipality

2. To ensure efficiency and effectiveness in the use of resources of the Assembly and Decentralized Department in the Municipality

3. To monitor, co-ordinate and harmonize the implementation of development Plans and activities in the Municipality

4. To facilitate the provision of basic social and economic infrastructure and services in the Municipality.

5. To facilitate community based and Private Sector Development in the Municipality.

Map of Ghana, Insert Bekwai District

Source: MLGRD, 2021

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Map of Ashanti Region; Insert Bekwai District

Source: MLGRD, 2021

Target Population

Population simply defines all objects, events, individual or places based on which the study is carried as opined by Kombo and Tromp (2006) that population is a group of people, organizations, segments or other related groups that share common characteristics and are used as the study's population. In this study, the researcher targeted all the Department of Parks and Gardens staff in Bekwai. Overall, the study population was 155 staff in Department of Parks and Gardens in Bekwai.

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Sampling Technique and Sampling Size

Kothari (1985) defined sample as a group chosen out of the entire population to represent that larger group. Naoum (2006) added that survey sampling is the act of selecting part of the whole population to focus study on. In this study, the researcher used the convenience sampling technique in the selection of the sample. The researcher selected the respondents based on their availability and their readiness to partake in the study. The researcher ensured that staffs with M&E were selected based on their free will. This research used the Slovin's Sampling Formula to determine the sample size for the household survey. This formula creates room for margin of error and makes sampling scientific. The Yamani formula stated by Slovin's as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where   n   -   Sample size

N   -   Sample frame

e   -   Margin of error

The sample frame (N) shows the total population in each of the case study community. With a margin of error of 0.05, the sample (n) was calculated out of the sample frame (N). At the end, the sample size was calculated to be 105 participants, which included staff members of the Department of Parks and Gardens.

Methods of Data Collection

The study employed both primary data and secondary data in the collection and analysis of data. Primary data sort to respond to the research questions while secondary data were used to justify and give deeper understanding to the topic under study.

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Primary Data

With the primary data, the researcher structured questionnaires and self-administered same to the selected participants in the Department of Parks and Gardens for their responses. The responses were taken through a survey approach. According to Kothari (1985), questionnaires are structured statements that look into social issues to inform the minds and perceptions of the respondents. Naoum (2006) asserted that survey research approach ensures reliability and also improves replications. Based on these, the researcher used the structured questionnaires to source the primary data for the study.

Secondary Data and Information

The secondary data were taken from an existing database source through interviews and review of standardized data from reliable sources such as books and journals. Besides, the secondary data enabled the researcher to acquire insight about the phenomena through examinations of the various suggestions and related works from other searchers.

Data Validity and Reliability

Reliability and validity tests were undertaken to determine whether the data taken was accurate and sound to aid in the achievement of the research objective. According to Kothari (2004), validity shows the degree to which an instrument is able to measure that which is intended to measure while the reliability shows the level of consistency in the results produced from the measurement. The testing was done using the Pilot testing instrument. Notwithstanding, the researcher disclosed relevant information to respondents for the purpose of maintaining consistency and accuracy.

Methods of Data analysis

The data were coded into an analytical tool for better analysis. Also, correctness and completeness of the survey was checked. The questionnaire data was also grouped into themes based on the objective of the study. Therefore, the researcher used the Microsoft spread sheets and the Statistical packages for sciences (SPSS) to process the primary data. Results were presented using frequency distributions and other pictorial presentations. Both quantitative and qualitative data were involved in the data interpretation. Thus, the qualitative data were analyzed and explained since the study sought to assess staff assessment of M&E in promoting good corporate governance.

Data Analysis Model

The researcher used multiple regression analysis to establish the strength of the relationship between the dependent and independent variables.

The regression equation is:

$$\gamma = \beta o + \beta_1 A_1 + \beta_2 T_2 + \beta_3 SRF_3 + \beta_4 CP_4 + \beta_5 CA_5 + \varepsilon$$

Where:

γ = Represents good governance (dependent variable),

$\beta 0$ = Represents the regression coefficient/constant/Y-intercept,

$\beta 1$, $\beta 2$, $\beta 3$, and $\beta 4$ = Represents the slopes of the regression equation,

A_1 = Represents accountability

T_2 = Represents transparency,

SRF_3 = Represents statutory and regulatory frameworks,

CP_4 = Represents citizens participation,

ε = is the error term representing variations in the model not explained by the independent variables (Model error).

Test of Significance

The researcher employed the regression coefficient (coefficient of determination) to determine the strength of the association between good governance and (quantified dependent variable) and statutory and regulatory frameworks, accountability, transparency and citizens participation (quantifiable independent variables) at 95% level of confidence. Besides, the models' prediction would be measured using R square. The value of R. squared ranges from 0 to 1. The close the value is to 1, the better the regression equation fit to the data. Beta value (β) was used to measure the strength of the relationship between good governance and statutory and regulatory frameworks, accountability, transparency, citizens participation and inhibit staff. The close β is to 1, the stronger is the relationship.
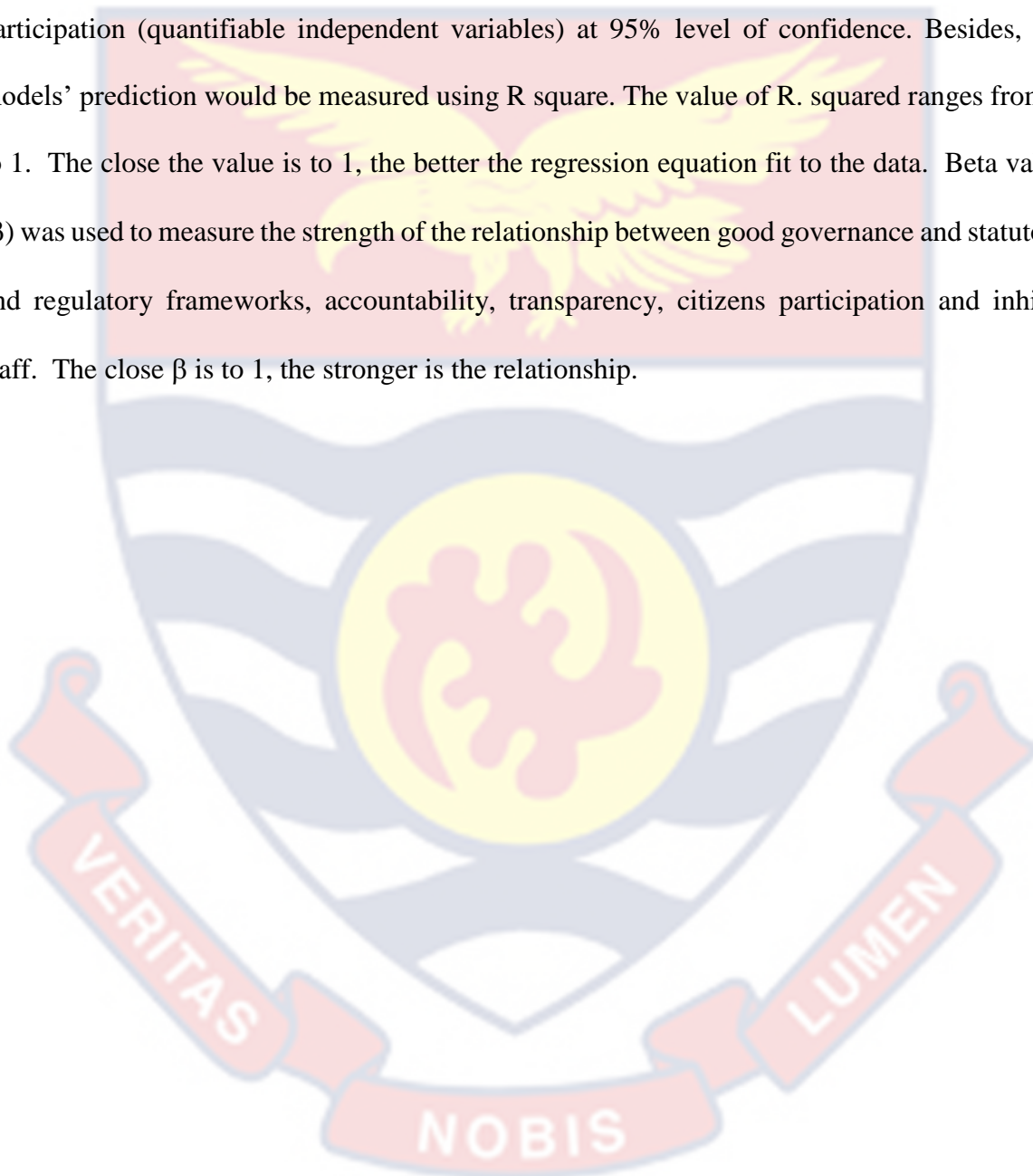
CHAPTER FOUR

PRESENTATION OF DATA, ANALYSIS AND DISCUSSION

Introduction

This chapter provides the data presentation, analysis and interpretation. The areas covered in the study were assessment on statutory and regulatory framework for Department of Parks and Gardens, role of monitoring and evaluating in improving good corporate governance, relationship between citizen participation and good governance, factors which enhance staff in promoting good corporate governance in the Department of Parks and Gardens and transparency in monitoring and evaluation from the view-point of staff affects good governance at the Department of Parks and Gardens. Overall, the data were collected from 105 respondents in the different departments. The data were presented using charts, tables and figures in describing the phenomenon under investigation.

Demographic Information

The demographic information discussed the background information of the respondents which includes gender, marital status, age and level of education.

Table 2 Demographic Characteristics of the respondents

Variables		Frequency	Percentage
Gender	Male	55	52.3%
	Female	60	57.7%
Age	20 – 30	45	43
	31 – 40	25	24
	41 – 50	20	19
	51 – 60	15	14

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Marital status	Single	25	23`
	Married	50	48
	Divorced	30	29
Level of education	HND	30	29
	Degree	45	47
	Postgraduate	30	29
Years of working experience	Less than 1 year	24	20.7
	2 – 3 years	20	52.0
	3 – 4 years	26	18.0
	Above 5 years	35	4.7

Source: Field study (2023)

With the background one, majority of the respondents (57.7%) of the participants were females and the rest (52.3%) were males. Again, 43% of the participants were between the ages of 20-30 years, 24% were between 31-40 years, 19% were between 41-50 years and 14% were between 51-60 years of age. More so, 48% of the participants had married, 29% had divorced and 23% were single. Besides, most (47%) of the participants had acquired a degree, 29% were HND holders, another 29% were postgraduates. With regards to working experience, 23% of the participants said they have had less than 1-year experience, 25% said they have had 3-4 years of experience and 19% also said they have had 2-3 years working experience.

Statutory and regulatory frameworks

Respondents responded based on these five-point Likert scale; 1 strongly disagree, 2-disagree, 3-undecide, 4-agree and 5-sgrongly agree.

Table 3 The role of Monitoring and Evaluation in statutory and regulatory frameworks

Statement	Minimum	Maximum	Mean (m)	Standard deviation (SD)
Professional ethnic must be instilled and maintained	1	5	4.3760	.82954
Effective and efficient usage of resource	2	5	4.4240	.86382
Provision of service that are impartial, fair and equitable	1	5	3.8160	1.05022
Maximizing human potential through human resource management	1	5	3.9200	1.38308
Entitlement of social protection benefits of people	1	5	3.4400	1.33441
Supported by sound institutional capacity	1	5	4.0890	0.67810

Source: Field study (2023)

From the study, respondents with mean (m) = 4.3, standard deviation (SD) =0.829 agreed that to promote corporate governance through monitoring and evaluation systems, professional ethics must be instilled and maintained in offices and corporations. A mean score of 4.42, (SD=0.863) also revealed that participants had agreed to the item "effective and efficient usage of resource". More so, respondents somewhat agreed to the items; "Department of Parks and Gardens provides service is impartial, fair and equitable to the general public" (m=3.81, SD=1.050), "entitlement of social protection benefit of people" (m=3.92, SD=1.38) and participants agreed to the item; "welfare department comply with oversight institutions"

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(m=4.19, SD=0.989). Furthermore, participants agreed to the items; "Department of Parks and Gardens does not achieve it annual set target" (m=4.41, SD=0.709), "Department of Parks and Gardens is rated high in performance in the annual performance assessment" (m=4.56, SD=0.702) "an increase sanctions by finance and operational management of government over accountability" (m=4.52, SD=0.702) and "Department of Parks and Gardens complies with annual report stipulations and other policy and regular framework" (m=4.48, SD0.661).

Effective role of Monitoring and Evaluation in promoting accountability

The respondents were to indicate their level of agreement to the following statement that measures accountability in the Department of Parks and Gardens. The scale includes; 1 strongly disagree, 2 – disagree, 3 – undecided, 4 – agree and 5 – strongly agree.

Table 4 Effective role of Monitoring and Evaluation in promoting accountability

Variables
"The Department of Parks and Gardens has put in place acceptable accountability standards"
"The Department of Parks and Gardens adheres to accountability procedures"
"There is compliance to oversight institutions"
"The Department of Parks and Gardens does not achieve it set annual target"
The Department of Parks and Gardens is rated high in performance in the annual performance assessment
There is increase sanctions by finance and operational management of government over accountability
The Department of Parks and Gardens complies to annual report stipulations and other policy and regular framework

Source: Field study (2023)

The study showed that participants had agreed to the items; "Department of Parks and Gardens has put in place acceptable accountability standards" (=4.28, SD=0.88), "Department of Parks and Gardens adheres to accountability procedures in the organization" (m=4.24, SD=1.01), "welfare department comply to oversight institutions" (m=4.19, SD=0.98), "Department of Parks and Gardens does not achieve it annual set target" (m=4.41, SD=0.79), "Department of Parks and Gardens is rated high in performance in the annual performance assessment" (m=4.56, SD=0.82), "increase sanctions by finance and operational management of government over accountability" (m=4.52, SD=0.70) and "Department of Parks and Gardens complies to annual report stipulations and other policy and regular framework" (m=4.48, SD=0.66).

Table 5 Role that staff play to promote citizen participation in Department of Parks and Gardens

Variables	Mini	Maxi	Mean	Std. deviation
"Information management in the welfare department to contributes to transparency and accountability"	2.00	5.00	4.1360	1.10966
"Decision making are made arising from monitoring reports includes citizen participation"	2.00	5.00	3.6880	1.05812
"The Department of Parks and Gardens take proactive stance when it comes to engaging citizen participation"	1.00	5.00	3.7440	1.03100
Monitoring and Evaluation information are used for accountability purpose to engage citizen participation	2.00	5.00	3.7440	.93243
I feel part of management process and contribute in citizen participation	2.00	5.00	3.9200	1.11876
Monitoring and Evaluation decision guideline improve citizen participation	3.00	5.00	4.2000	.84242

Source: Field study (2023)

From the findings of the study, respondents agreed to the items; "information in the welfare department contributes to transparency and accountability which promote citizen participation" (m=4.13, SD=1.10) and "monitoring and evaluation decision guideline improve citizen participation" (m=4.20). On the other hand, participants were not sure about the items; "decision making is made arising from monitoring reports includes citizen participation" (m=3.68, SD=0.05), "monitoring and evaluation information are used to accountability purpose to engage citizen participation" (m=3.74, SD=1.03) and "management practices contributes to citizens participation" (m=3.93, SD=3.92).

Staff participation in promoting good governance in the Department of Parks and Gardens

The respondents were to indicate their level of agreement to the following statement that measures staff participation in promoting democratic good governance in the Department of Parks and Gardens.

Table 6 Staff participation in promoting good governance in the Department of Parks and Gardens

Variables	Mini	Maxi	Mean	Std. deviation
Effective planning and management of resources	1.00	5.00	4.4080	.74158
Staff understand the role of M&E in the Ministry	1.00	5.00	4.3760	.78969
Accountability, decision management and organizational learning	1.00	5.00	3.4640	1.27977
Maintaining superior levels of accountability and transparency	1.00	5.00	4.1440	1.13382
"M&E component adds value to my work since it produces useful management tools and information"	1.00	5.00	4.0320	1.07715
"Staff involved in monitoring and supervision of programme"	1.00	5.00	4.0640	1.09061
"I understand the mission, vision and core values of the Ministry"	1.00	5.00	3.5200	1.23524

Source: Field study (2023)

In the study, participants had agreed to the following items; "effective planning and management of resource enable staff participation in promoting good democratic governance" (m=4.40, SD=0.74), "staff within Department of Parks and Gardens understand the role of monitoring of evaluation" (m=4.37, SD=0.786) and "maintaining superior levels of accountability and transparency ensure staff participation in promoting good democratic governance" (m=4.144, SD=1.23). Meanwhile, respondents were not certain about the item; "accountability, decision making of management and organizational learning influence staff participation in promoting good democratic governance" (m=3.46, SD=1.27). More so, participants agreed to the items; "monitoring and evaluation component adds value to staff work since it produces useful management tools and information" (m=4.03, SD=1.07), "staff involved in monitoring and supervision of programme" (m=4.06, SD=1.09) while respondents somewhat agreed to the item; "understand the mission, vision and score values of Department of Parks and Gardens" (m=3.52, SD=1.22).

The role of monitoring and evaluation in transparency in the Department of Parks and Gardens

The respondents were to indicate transparency in monitoring and evaluation in the Department of Parks and Gardens. The respondents were to indicate their level of agreement to the following statement.

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Table 7 Transparency in monitoring and evaluation

Variables	Mini	Maxi	Mean	Std. deviation
Strong commitment to integrity, ethical values and the rule of law	1.00	5.00	4.2080	1.20011
Open and comprehensive stakeholder engagement	1.00	5.00	3.7760	.98262
"Internal control and strong public financial management system"	1.00	5.00	3.4160	1.29006
"Developing capacity of entity, leadership and staff"	1.00	5.00	3.2320	1.44320
"Implementing good practices in transparency and reporting to deliver effective accountability"	1.00	5.00	3.0560	1.68151
"The Ministry determines interventions necessary to optimize achievement of intended outcome"	1.00	5.00	4.1440	1.13382
"The Ministry has invested in developing the capacity of the entity, including the capability of its leadership and the individuals"	1.00	5.00	4.4080	.74150

Source: Field study (2023)

From the results, most of the respondents were not certain about the items; "open and comprehensive stakeholders' engagement ensure transparency in the Department of Parks and Gardens" (m=3.77, SD=0.98), "internal control and strong financial management system which enable transparency in the Department of Parks and Gardens" (m=3.41, SD=1.29) "developing capacity of entity, leadership and staff increases transparency in the Department of Parks and Gardens" (m=3.23, SD=1.44) and "implementing good practices in transparency and reporting to deliver effective accountability" (m=3.05, SD=1.68). On the other hand, participants agreed to the items; "Department of Parks and Gardens determined intervention necessary to optimize achievement of intended outcomes" (m=4.14, SD=1.13) and "ministry has invested in

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developing the capacity of the entity including the capacity of its leadership and its individuals" (m=4.48, SD=0.74).

Regression Analysis

The study adopted regression analysis to study and explain the variations between the variables used in the study. In the study, the dependent variables are all variables whose explanation or comprehension depends on other variables unlike the independent variables that could make meaning on their own. The variables employed in this study included statutory and regulatory framework, accountability, citizen participation, enhance staff participation, transparency and good governance.

Relationship between statutory regulatory framework and good governance

In table 8, the R^2 value was 0.059 suggesting that statutory regulatory could be used to explain good governance at 59% rate. The R^2 here gives accurate estimate about the exact population value. In this particular study, the adjusted R2 was 0.66 hence showed fitness value of 66.0%. Again, the f-ratio=8.702 and p-value=0.04 implied that the regression model was significant. Therefore, it could be said that regulatory framework and good governance had significant relationship with each other.

Table 8 Relationship between statutory regulatory framework and good governance

Variable	Coefficient	Std. error	t-stat	Sig.
Constant	3.014	.233	12.953	.00
Statutory regulatory framework	.210	.071	8.729	.000
R²0.66	Adj. R²=0.59	F = 8.729	Prob. F	Stat = 0.04

Source: Field study (2023)

Relationship between accountability and good governance

In the analysis, the R^2 was 0.40 showing that the variation (40%) within the dependent variable (good governance) was due to the independent variable (accountability) in the Department of Parks and Gardens. The d.f (R^2) was also 0.33% (33%) thus indicated that the model was moderately fit. Besides, F-statistic=95.180 with p-value=0.02, statistically insignificant at 1% meant that accountability had impact on good governance.

Table 9 Relationship between accountability and good governance

Variable	Coefficient	Std. error	t-stat	Sig.
Constant	2.699	.430	6.285	.000
Accountability	.252	.111	2.276	.002
R^2 0.40.66	Adj. R^2=0.33	F = 98.180	Prob. F	Stat = 0.02

Source: Field study (2023)

Relationship between citizen's participation and good governance

From the analysis, R^2 was 0.66, showing that there was 66% variation in good citizen participation and good governance in the organization. Nonetheless, the F-statistics was 8.631 with p-value=0.004 and therefore implied that citizen participation and good governance had significant and positive relationship with each other. Thus, suggesting that improvement in citizen involvement would affect good governance in the organization.

Table 10 Relationship between citizen's participation and good governance

Variable	Coefficient	Std. error	t-stat	Sig.
Constant	2.711	.333	8.154	.000
Citizens participation	.276	.094	2.938	.004
R^2 0.66	Adj. R^2=0.58	F = 8.631	Prob. F	
			Stat = 0.04	

Source: Field study (2023)

Relationship between transparency and good governance

From the findings, the analysis indicated that transparency had significant impact on good governance. This was because the model summary provided R^2 of 0.49 indicating 49% variation in the explanation between employee performances in the organization. Besides, the F-statistics ratio was 21.543 and p-value of 0.002 which meant that transparency was significant determinants of good governance.

Table 11 Relationship between transparency and good governance

Variable	Coefficient	Std. error	t-stat	Sig.
Constant	4.800	.375	12.808	.000
Transparency	.086	.069	4.242	.002
R^2 0.49	Adj. R^2=0.52	F = 21.631	Prob. F Stat = 0.02	

Source: Field study (2023)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarizes the finding of the study, gives the conclusion remarks and makes recommendation for consideration by both policy and research in strengthening corporate governance through the use of monitoring and evaluation.

Summary of Findings

The study covered variables in data collection and analysis such as respondents' demographic data, statutory and regulatory framework, accountability, citizen participation, transparency and good governance.

Demographic information

From the study, most of the participants were aged between 20-30 years. Others were between the ages of 31-40 years while a few of the participants were aged between 51-60 years. In terms of education, many of the respondents had acquired their first degree, some also had Higher National Diploma (HND) and the rest had achieved their master's degree. With working experience, majority of the respondents have more than 5 years of experience, some had 3-4 years working experience and the least had at least 1 year working experience.

Statutory and regulatory framework capacity in promoting good governance

The study discovered that, majority of the participants agreed to the items; "professional ethnic must be instilled and maintained", "effective and efficient usage of resource", "provision of service that are impartial", "fair and equitable", "maximizing human potential through

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human resource management" and "entitlement of social protection benefits of people and support by institutional capacity".

Accountability

From the study, it was found that most of the participants agreed Department of Parks and Gardens had effective systems to check accountability. Others also affirmed that, the Department of Parks and Gardens had put essential strategies in place to check responsibility. Also, the study discovered that respondents had agreed that Department of Parks and Gardens does not achieve it set annual target and that its performance was higher. Again, respondents showed that the department was able to keep financial laws within the business as compliance to rules and regulations were enforced strictly.

Citizen Participation

Per the results, many of the participants had some level of knowledge and understanding about citizen participatory in the social welfare and the items that indicated that respondents had fair knowledge about the variable were; "communication systems in the Department of Parks and Gardens promote effectiveness", "decision making are made arising from monitoring reports includes citizen participation", "the Department of Parks and Gardens take proactive stance when it comes to engaging citizen participation", "monitoring and evaluation information are used for accountability purpose to engage citizen participation" and "feel part of management process and contribute in citizen participation and monitoring and evaluation decision guideline improve citizen participation".

Staff participation

From the results of the study, participants identified that factors that influence staff participation were; "effective planning and management of resource", "staff understand the role of monitoring and evaluation", "accountability", "decision management and organizational learning", "maintaining superior levels of accountability and transparency and monitoring and evaluation component adds value to my work since it produces useful management tools and information" and staff involved in monitoring and supervision of program and understanding the mission, vision and core values of the Department of Parks and Gardens".

Transparency in monitoring and evaluation

The study discovered that, participants had agreed that the items; "strongly commitment to integrity", "ethical values and rule of law", "open and comprehensive stakeholder engagement,", "internal control and strong public financial management system", "developing capacity of entity", "leadership and staff, implementing good practices in transparency and reporting to deliver effective accountability", "the Department of Parks and Gardens department ensured transparency in monitoring and evaluation.

Finding of regression analysis

The study conducted regression analysis to determine the association between the various variables used in the study. From the results, it was found that statutory and regulatory framework had significant associations, accountability and good governance also had significant relationships, citizen participation and good governance nonetheless had significant relationship and transparency and good governance similarly had significant relationship with each other.

Conclusion

Per the outcome of the study, the study concluded that the following were the stator and regulatory framework observed in Department of Parks and Gardens; fair and equitable, maximizing human potential through human resource management and entitlement of social protection benefits of people, professional ethnic must be instilled and maintained, effective and efficient usage of resource, provision of service that are impartial and support by institutional capacity. The study further concluded that various standards and measures were taken by the Department of Parks and Gardens to ensure that there was effective performance such as the establishment of accountability standards, compliance mechanisms and other significant procedures for better monitoring activities. Also, the study concluded that citizen participatory included items like "effective communication in the Department of Parks and Gardens promotes transparency and accountability", "decision making are made arising from monitoring reports includes citizen participation", "the Department of Parks and Gardens take proactive stance when it comes to engaging citizen participation", "information are used for accountability purpose to engage citizen participation", "feel part of management process and contribute in citizen participation and monitoring" and "feel part of management process and contribute in citizen participation and monitoring".

Again, the researcher concluded that the factor affecting staff participation in the improvement of good governance were; lack of effective planning and management of resources, staff understand the role of monitoring and evaluation, accountability, decision management and organizational learning, maintaining superior levels of accountability and transparency and staff involved in monitoring and supervision of program and understanding the mission, vision and core values of the Department of Parks and Gardens promotes success. The study inclined that factors such as commitment, stakeholder involvement, financial management capabilities and other effective mechanisms could help in the promotion of good

governance in the department. Overall, the study concluded that there was significant relationship between the various variables employed in the study.

Recommendations

Based on the conclusions of the study, the researcher recommended that organizations must promote accountability within their internal activities so that transparency can be achieved in all operational activities. Managers within the social welfare especially must implement appropriate systems and mechanisms to help promote and enhance organizational performance as well as employee productivity. With this, training programs should be introduced to train and impact technical knowledge on subordinates in order to improve their skills and abilities towards efficiency and effectiveness in job performances. Besides, there must be evaluation systems help evaluate all activities to facilitate the decision-making process of the organization.

More so, the study suggest that the government should provide the necessary support to public institutions such as the Department of Parks and Gardens to adopt and practice monitoring and evaluation systems in achieving the goals and objectives of the company. Emphasizes should also be put on education to help the general citizenry understand the role of M&E in enhancing good governance. The exploration on M&E also suggested that establishment of vibrant media, active civil society and effective parliamentary process could also serve as tools to promote good governance within the organization. This would help make sure that there is high pressure on the demand for M&E which would lead to awareness and receive.

Areas for Further Research

After thoroughly analysing the outcome of this work, the study found other interesting themes that could help to enrich the body of literature in monitoring and evaluation as well as contribute to recent discourse in monitoring and evaluation towards development. These were categorized as areas for further studies because they were not part of the measurable indicators captured by this research. The suggested areas for further studies are;

1. The role of monitoring and evaluation in improving corporate governance in private sector in Ghana: The case of Accra.

2. Emergence and transformation of monitoring and evaluation frameworks in the developing countries: Systematic analysis of approaches and outcomes in Ghana.

3. Promoting accountable governance through monitoring and evaluation in Ghanaian public sector.

4. Monitoring and evaluation as an institutionalized approach to good corporate governance. A study of the pros and cons.
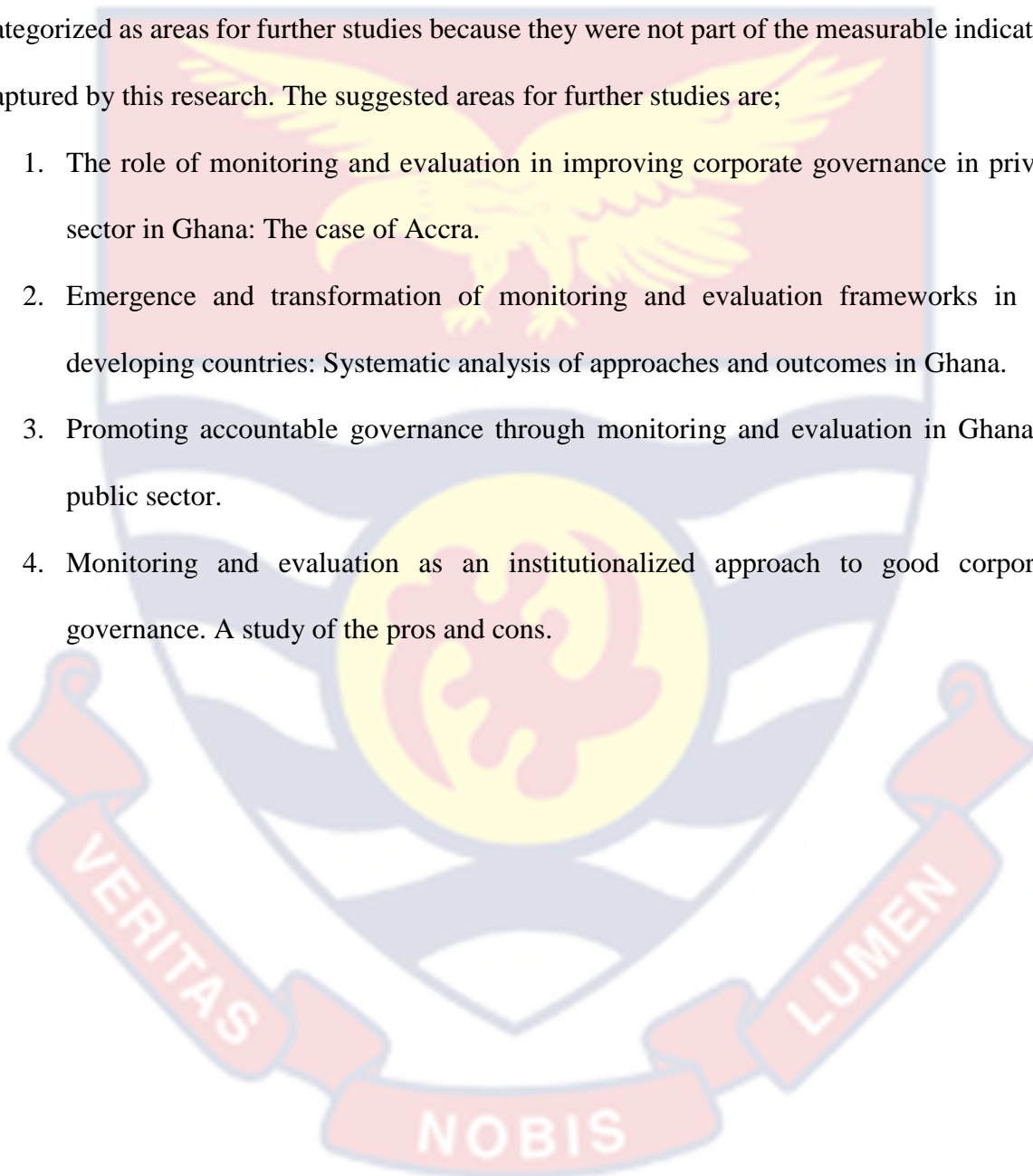
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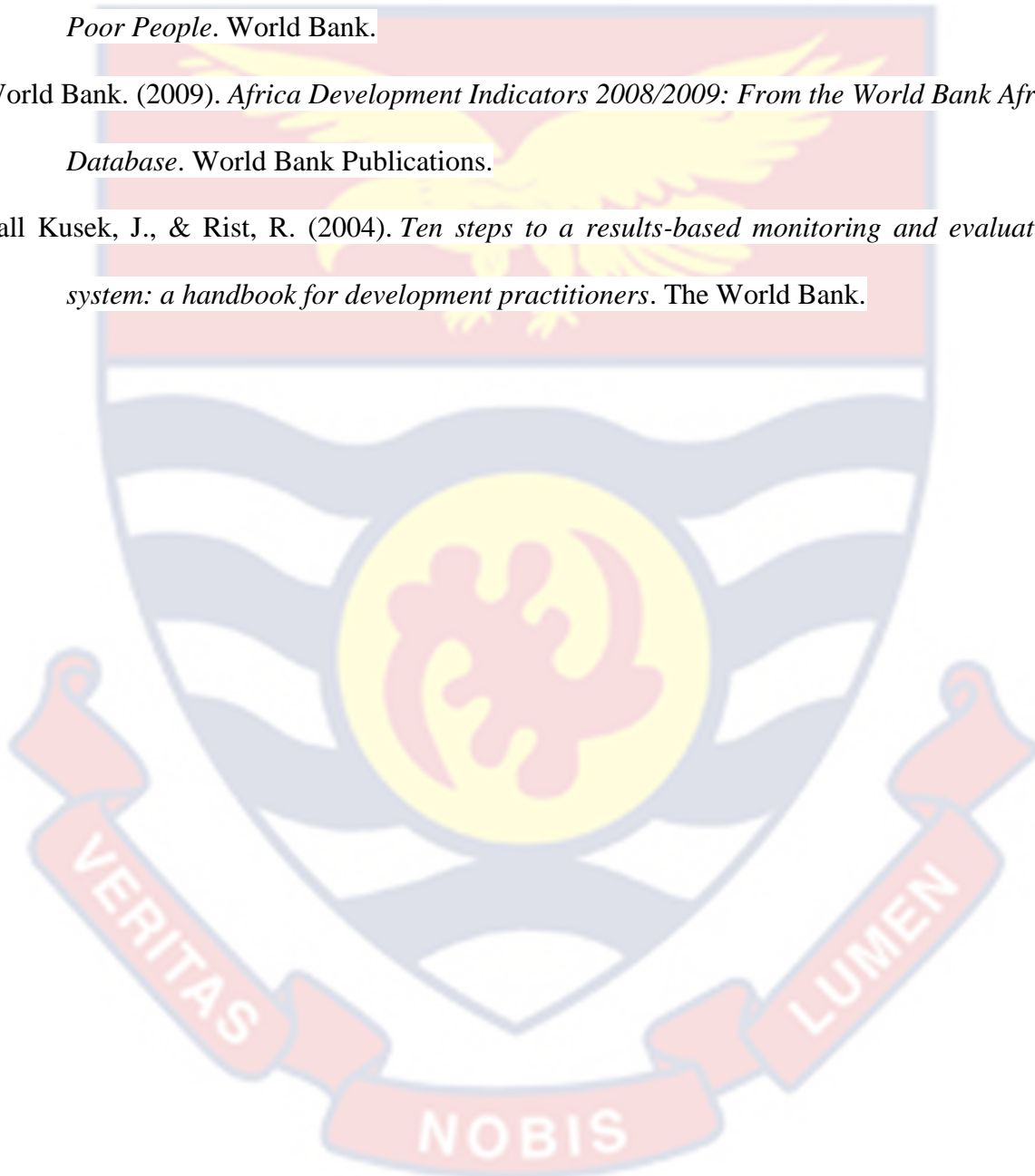
APPENDIX

This research is to assess your opinion on examine thoroughly, the staff assessment of Monitoring and Evaluation in promoting good governance in the Department of Parks and Gardens, Bekwai.

I would be very pleased if you could spare some time and complete this questionnaire. The information provided will be used for academic purpose and would be confidential. Thank you.

In all questions, please tick [√] only unless otherwise indicated.

Demographic Characteristics of the respondents

1.   Please indicate your gender.

        Male [ ]   Female [ ]

2.   What is your age group?

        20-30 years [ ]   31- 40 years [ ]   41-50 years [ ]

        51 – 60 years [ ]

3.   Marital status   Single   [ ]   Marriage [ ]

4.   Level of education

        (a) HND   (b) Degree [ ]   (c) Postgraduate [ ]

5.   Working experience:

        Less than 1 year [ ]   2- 3 [ ]   3-4 [ ]   Above 5 years [   ]

Effective role of Monitoring and Evaluation in measures statutory and regulatory framework

The respondents were to indicate their level of agreement to the following statement that measures statutory and regulatory framework in the Department of Parks and Gardens. The scale includes; 1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree.

1. Professional ethnic must be instilled and maintained

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree.

2. Effective and efficient usage of resource

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree.

3. Provision of service that are impartial, fair and equitable

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree.

4. Maximizing human potential through human resource management.

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree.

5. Entitlement of social protection benefits of people

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree.

6. Supported by sound institutional capacity.

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree.

Effective role of Monitoring and Evaluation in promoting accountability

The respondents were to indicate their level of agreement to the following statement that measures accountability in the Department of Parks and Gardens. The scale includes; 1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree.

1. The Department of Parks and Gardens has put in place acceptable accountability standards

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

2. The Department of Parks and Gardens adheres to accountability procedures

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

3. There is compliance to oversight institutions

    1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

4. The Department of Parks and Gardens does not achieve it set annual target

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

5. The Department of Parks and Gardens is rated high in performance in the annual performance assessment

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

6. There is increase sanctions by finance and operational management of government over accountability

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

7. There is increase sanctions by finance and operational management of government over accountability

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

Role that staff play to promote citizen participation in Department of Parks and Gardens

The respondents were to indicate their level of agreement to the following statement that measures staff promoting citizen participation in the Department of Parks and Gardens. Using a scale of 1-5, 1- strongly disagree, 2-disagree, 3-undecided, 4-agree and 5-strongly agree.

1. Information management in the welfare department to contributes to transparency and accountability

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

2. Decision making are made arising from monitoring reports includes citizen participation

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

3. The Department of Parks and Gardens take proactive stance when it comes to engaging citizen participation

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

4. Monitoring and Evaluation information are used for accountability purpose to engage citizen participation

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

5. I feel part of management process and contribute in citizen participation

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

6. Monitoring and Evaluation decision guideline improve citizen participation

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

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Factors which enhance staff participation in promoting democratic good governance in the Department of Parks and Gardens.

The respondents were to indicate their level of agreement to the following statement that measures staff participation in promoting democratic good governance in the Department of Parks and Gardens. The scale includes; 1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree.

1. Effective planning and management of resources

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

2. Staff understands the role of M&E in the Ministry

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

3. Accountability, decision management, and organizational learning

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

4. Maintaining superior levels of accountability and transparency

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

5. M&E component adds value to my work since it produces useful management tools and information

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

6. Staff involved in monitoring and supervision of programme

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

7. I understand the mission, vision and core values of the Ministry

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

Transparency in monitoring and evaluation

The respondents were to indicate transparency in monitoring and evaluation in the Department of Parks and Gardens. The respondents were to indicate their level of agreement to the following statement. The scale includes; 1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree.

1. Strong commitment to integrity, ethical values and the rule of law

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

2. Open and comprehensive stakeholder engagement

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

3. Internal control and strong public financial management system

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

4. Developing capacity of entity, leadership and staff

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

5. Implementing good practices in transparency and reporting to deliver effective accountability

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

6. The Ministry determines interventions necessary to optimize achievement of intended outcomes

   1-strongly disagree, 2- disagree, 3-undecide, 4-agree and 5-strongly agree

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7. The Ministry has invested in developing the capacity of the entity, including the capability of its leadership and the individuals.

1-strongly disagree, 2- disagree, 3-undecided, 4-agree