Judicial Service of Ghana

ICT Unit Ashanti Region

Monitoring and Evaluation Report (M&E), Ashanti Region

Transitional Challenges Confronting Monitoring and Evaluation (M&E) Program in Judicial Service of Ghana: The Case of Some Selected Courts in Ashanti Region

(Mini Research)

By

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**TABLE OF CONTENTS**

Page

LIST OF TABLES i

LIST OF FIGURES ii

CHAPTER

ONE INTRODUCTION 1

Background to the Study 1

Statement of the Problem 5

Purpose of the Study 6

Research Questions 6

Significance of the Study 6

Delimitation of the Study 7

Limitations of the Study 7

TWO REVIEW OF RELATED LITERATURE 8

Monitoring and Evaluation Roles 8

Importance of Monitoring and Evaluation 9

Challenges Establishing Monitoring and 11

Evaluation Systems in Africa

Monitoring and Evaluation Program 13

In Judicial Service of Ghana

Conceptual Framework of M&E Program in Ashanti Region14

THREE METHODOLOGY Research Design 16

Population 16

Sample and Sampling Procedure 17

Research Instruments 17

Data Collection Procedure 18

Data Analysis 19

FOUR RESULTS AND DISCUSSION 78

Quantitative Results: Background Information of the Respondents 20

Research Question One 23

Research Question Two 28

Research Question Three 33

Qualitative Results

The Case of Court Registrars 37 The Case of ICT Staff 43

Discussions 44

FIVE FINDINGS, SUMMARY, AND RECOMMENDATIONS 47

Summary of the Study 47

Key Findings 48 Recommendations 49

Suggestions for Further Research 50

REFERENCES 51

APPENDICES

A Questionnaire for court Administrators 52

B Letter of Introduction 53

**LIST OF TABLES**

Tables Page

1. Responds on categories of court in Ashanti Region 20
2. Responds to who handles M&E Program 21
3. Period Spent on the M&E Program 22
4. Responds to respondents’ status 24
5. Responds to Courts with M&E Laptop 22
6. Responds to current Location of M&E Laptops 25
7. Responds to Courts with Functioning M&E laptop 26
8. Responds to officers who need training on the M&E program 27
9. Responds to court having M&E MIFI/USB Modem 28
10. Responds to Current Location of M&E MIFI/USB Modem 29
11. Courts with Functioning M&E MiFi/Modem 30
12. Courts Suitable Network31
13. Responds to the amount of data consumed monthly. 32
14. Responds to how often records are uploaded 33
15. Responds to level of responsiveness to M&E

Operational challenges 34

1. Responds to general description of M&E program

In Ashanti Region 36

**CHAPTER ONE**

**INTRODUCTION**

**Background to the Study**

Monitoring according to Kariuki (2014) in Kabonga (2019) is observed as a continuous assessment of the function of project activities in the context of implementation schedules and the use of project inputs. World Bank (2011) also states that monitoring is a continuous function that uses the orderly or systematic collection of data on specified indicators to provide for the management and primary stakeholders, an ongoing development intervention, with indications of the extent of progress, and achievement of objectives and progress in the use of allocated funds.

Monitoring determines the cause of anomaly, and what can be done to address the anomaly. Literature gives evidence to different conceptualizations on typologies of monitoring. This article therefore delves holistically, more into monitoring and evaluation as a program run on a project. In view of this, monitoring involves collection and analysis of data/information on a routine basis to identify patterns, changes and progress within the ongoing development intervention, against predetermined targets, indicators and objectives. It also helps them to track how the outputs. Moreover, monitoring allows the team to identify gaps in implementation and formulate solutions to fix them as they arise. (Kariuki, 2014 in Kabonga, 2019)

**Evaluation**

The concept of evaluation according to Rossi, Lipsey & Freeman (1999) shows that evaluation is the use of social research procedures and processes to systematically interrogate the effectiveness of social intervention programs that are adapted to their political and organizational conditions. Evaluation seeks to answer the effectiveness, efficiency, impact, efficacy, relevance, and sustainability of a development intervention United Nations Children Fund (UNICEF) (2003) refers to the above as evaluation criteria. Often than not, evaluations are conducted by external evaluators or independent evaluators. This allows for more objectivity. Moreover, evaluation seeks to understand how and why the intervention has worked so well or why it failed and suggests solutions for its improvements.

Evaluation thus paints a much thorough picture and provides credible information and recommendations to enable organizations to incorporate lessons learned into their decision-making process for their long-term growth and success. Evaluation, takes place at specific intervals of a project life-cycle. Unlike monitoring, evaluation looks at the bigger picture and delves deeper into project outcomes, impact and the overall goal and investigates their significance.

**Monitoring and Evaluation**

Monitoring and evaluation go hand-in-hand and are implemented continuously throughout the life of a project. However, it is helpful to understand each term on its own, so that you can have a thorough understanding of the functions, how they are interconnected and how they fit into the realm of a project. International organizations have monitoring and evaluation frameworks that are usually unique and incongruent with the supported interventions. Practitioners argue that frameworks are just a means to an end and not an end in themselves. Therefore, what is important is not the structure of the framework but results that are produced from using whatever framework. Monitoring and evaluation are different but balance each other. For instance, monitoring offers info on where project or Programme is in relation to project and Programme targets. If targets are not met, evaluation provides evidence why targets are not met. Causality is a function of evaluation. When monitoring sends information, perhaps of going off track or models not working as envisaged, evaluation then clarifies the realities bringing to the fore the broader project context.

**Challenges Establishing Monitoring and Evaluation Systems in Africa**

Challenges faced by Africa in designing M and E systems are similar to those faced by developed countries, even though they differ in magnitude (Kusek & Rist 2010). Significant challenges faced by African states relating to the design of their M and E systems are demand and ownership of such systems. The lack of an evaluative culture (Schacter, 2000) contributes to the lack of demand for M and E capacity-building, particularly in the public sector. Even, in the NGO sector, access to M and E systems and the related activities is a function of donor requirements than the demand for such systems. (Kabonga, 2019)

In Zimbabwe, public sector M and E systems can best be described as weak, scant and absent. This is because of the lack of highly-placed champions, who actively advocate for the establishment of such systems. Kusek & Rist (2010) elaborate on the presence of highly-placed officials championing for the establishment of M and E systems, in spite of associated political risks in countries such as Egypt (Minister of Finance), Zambia (Secretary to the Cabinet), and the Kyrgyz Republic (Minister of Health). The presence of a national champion can go a long way towards helping a country develop and sustain M and E systems. Some of the African countries lack strong and effective institutions for governance and administration. (Kabonga, 2019)

**Monitoring and Evaluation Program in Judicial Service of Ghana**

Under the Danish support program to the justice sector of Ghana (2014-2018), Monitoring and Evaluation System was recommended and its design, development and implementation to effectively track and report progress under the 5-Year Strategic Plan and to strengthen the capacity of the Judicial Reforms and the Monitoring and Evaluation Directorate, of the Judicial Service to effectively plan, implement, monitor and report on activities under the 5 Year Strategic Plan.The role of the M& E System was to aid Technical Assistance to the Judicial Service, assist in achieving its transition targets as defined in its logical framework

In an effort to support the Judicial Reforms, Project Directorate, and the Monitoring and Evaluation (M&E) Directorate to deliver on activities of the Strategic Plan, the M&E System was instituted to play essential role in linking the objectives within the logical framework, with the primary processes to support the M&E at the Judicial Service, know what to measure and how to measure it. The scope was to develop an M&E system for the Judicial Service that will enable effective tracking and reporting of progress under the 5-year strategic plan in relations to M&E. Practically, The M&E System was operated in two parallel modalities, namely: Manually and Web-based, to track progress of both court and administrative activities. The System was installed in all courts and tribunals and capacity training was developed for M&E, ICT and Judicial Reforms and Projects Directorates including Registrars and, where relevant, Court Clerks, to operationalize the system.

**Statement of the Problem**

In recent times, operations of the M&E program in Ashanti Region have seen varying dimensions of different facets of challenges. Generally, the primary objective of the M&E program is to aid technical assistance to Judicial Service and assist achieve its transitional targets as defined in its logical framework. Over the years, it appears stakeholders (Court Clerks, Court Registrars, and ICT Staff) who are mandated to ensure effective, and continues day-to-day running of the program seemingly do not give the needed attention to the program. gathered complaints from court administrators and registrars, observations and remarks from judges and ICT officers have revealed that, the primary challenges with M&E program and its user operations in the region emanates from four key areas namely: internet and network inaccessibility, lack of intermittent staff capacity training, lapses in supervisory responsibilities and lack of adequate professional ICT staff.

Moreover, they feel unwilling to upload records onto the program, simply because they feel the program somewhat lacks essence, and some kind of operational cohesion factor. However, McGregor 1960 states that, human beings are naturally indolent and weak. And further recommended reinforcement and cohesion to elicit desired work output. It is for this reason that, the researcher seeks to explore into perspectives, challenges confronting effective operations of monitoring and evaluation program in all the courts in Ashanti Region.

**Objectives of the Study**

The overall objective of the study is to unveil key challenges affecting operationalization of the Monitoring and Evaluation program in Ashanti Region. Specifically, it sought to:

* Ascertain key challenges affecting the M&E Laptops/Machines in courts in Ashanti Region.
* Find out the internet and networking challenges confronting the M&E System in Ashanti Region.
* Review the efficacy of the M&E System in Ashanti Region.

**Research Questions**

The following research questions are relevant guides for the study:

* What are some of the key operational challenges affecting day-to-day running of the M&E program in Ashanti Region?
* What is the internet and networking challenges militating against M&E program in Ashanti Region?
* How effective is the M&E program in Ashanti Region?

**Significant of the Study**

Findings of the study will assist M&E System Managers to rely on evidence-based intervention strategies to monitor, plan, and implement decisions to improve M&E operations in Ashanti Region. Moreover, the study will unearth transitional challenges facing the M&E system in all the court in Ashanti Region. Findings of this study will help restore primary objectives of the system. Thus, to strengthen the capacity of the Judicial Reforms and Projects Monitoring and Evaluation Directorates of the Judicial Service. And to effectively plan, implement, monitor and report on activities under the 5-year strategic plan.

Stakeholders of the system will be delineated of their responsibilities to effectively and efficiently ensure day to day running of the program. Again, the material will help ignite user operators (Court Administrators) in and outside the region of the role and importance of the program. The research report would be published to make available to stakeholders of the service to access the findings and recommendations for adoption. Seminars would also be organized at various vantage areas to disseminate information from the research to the public for consideration and adoption.

**Delimitation**

According to Central Washington University, delimitation and limitation can only be minimized, rather than blocked. They further suggested researchers to maintain credibility when conducting experiment. This study is restricted to courts in Ashanti Region. Henceforth, outcomes cannot be generalized to all courts in the country.

**Limitations**

The main limitation to this study was reachability of the respondents outside the region, resulting from restrictions of Covid-19 Pandemic, which eventually affected the qualitative aspect of the study. Moreover, the issue of scoring errors became a drawback even though, open-ended self-administered questionnaire was the instrument for the data collection. Scores in terms of interpretation could not be ruled out.

**CHAPTER TWO**

**LITERATURE REVIEW**

This chapter reviews literature related to challenges establishing monitoring and evaluation programs, particularly in Africa. Several sources of literature have been sourced for the review. Roles of Monitoring and Evaluation program, Importance of Monitoring and Evaluation M&E program in judicial service of Ghana, and conceptual framework of M&E program in Judicial Service.

**Monitoring and Evaluation Roles**

**Monitoring** is the constant assessment of a Programme or project in relation to the established schedule. It is a management tool that provides continuous feedback on the project implementation as it identifies potential successes and constraints that may guide in timely decisions. Monitoring assesses Physical and financial progress of project activities against established schedules and indicators of success; it assess Process which account for progress of activities or success of output production. It also assesses the Impact by Measuring the initial responses and reactions to project activities and their immediate short-term effects. Projects are monitored to ensure; stakeholders understand the project; to minimize the risk of project failure; to promote systematic and professional management; and to assess progress in implementation (Zweekhorst, 2004; Cartland et al., 2008)

**Evaluation** is a process which determines systematically and objectively the relevance, effectiveness, efficiency, sustainability and impact of activities in the light of a project / Programme performance, focusing on the analysis of the progress made towards the achievement of the stated objectives (Burke, 1989; Cabrera, Colosi & Lobdell, 2008) Evaluation assists in determining the degree of achievement of the objectives; determining and identifying the problems associated with Programme planning and implementation; generating data that allows for cumulative learning which, in turn, contributes to better designed programs, improved management and a better assessment of their impact; assists in the reformulation of objectives, policies, and strategies in projects / programs. Evaluation therefore is a process that determines the viability of programs / projects and facilitates decisions on further resource commitment. Evaluation may be mid- term (interim evaluation), may be terminal or Ex-post (Haag 2007; Guba 1989).

**Importance of Monitoring and Evaluation**

Studies conducted by Biwott, T, et al., (2017). On the importance of Monitoring and Evaluation and The Sustainability of Constituency Development Fund (CDF) Projects in Kenya revealed that:

“Monitoring and Evaluation helps project managers in keeping track the implementation of the projects and its prudence in the utilization of the resources. It provides decision makers with a strategy to plan for sustainability of the projects and guidance for future endeavors. Sustainability is key to stakeholders who in real sense need to be involved throughout the project and program cycles. This study evaluates the role of monitoring and evaluation on the sustainability of Kenya Government Constituency Development Fund (CDF) projects in Kenya. Literature review was used to collect information which was peer reviewed by a team of four. Findings show a great influence of monitoring and evaluation on the utility and sustainability of the projects implemented through CDF funding. It is therefore, prudent to embed Monitoring and Evaluation in all the Projects funded by the Kenya Government through constituency development fund (CDF)”

Moreover, Biwott, T, et. al (2017). Further recommended that**:**

“…Monitoring and evaluation when carried out correctly and at the right time and place are two of the most important aspects of ensuring the success of many projects. Unfortunately, these two although known to many project developers tend to be given little priority and as a result they are done simply for the sake of fulfilling the requirements of most funding agencies without the intention of using them as a mechanism of ensuring the success of the projects. Findings and recommendations from the assessment are often used to decide whether or not to stop the project or when a new phase is under consideration. Sometimes external consultants are used to carry out evaluation however the internal mechanisms should be established to enable continuity of evaluations even when the external ones are not available especially for the Government which should take the lead in promoting this aspect. It should also be noted that each project may have unique requirements for this and that in such circumstances, project managers and developers should attempt to develop suitable monitoring and evaluation mechanisms. It is recommended that further training be given to many CDF project managers in aspects of monitoring and evaluation so as to encourage them to use these tools often and correctly to inculcate sustainability of the intention of the projects implemented…”

**Challenges Establishing Monitoring and Evaluation Systems in Africa**

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Moreover, the challenges developing countries are facing regarding establishing M and E systems is the lack of capacity among the workforce; capacity to develop, support and sustain M and E systems. This is worsened by the emigration of well-qualified people to other regions, particularly in Zimbabwe, where it is estimated that over 2 million human capital emigrated during the period of the “Zimbabwean Crisis” (Murisa 2010). However, Kusek and Rist (2004) recommend that officials be trained to collect the data, monitor and analyze data

Kabonga (2019) Principles and Practice of Monitoring and Evaluation: A Paraphernalia for Effective Development. Zimbabwe Ezekiel Guti University. This article discusses the principles and practice of monitoring and evaluation and emphasizes that monitoring and evaluation (M and E) is paraphernalia for effective development. The discourse of monitoring and evaluation in development practice and theory has gained prominence over the years. It is uncontested that the purveyors of development are increasingly prioritizing monitoring and evaluation as a platform for learning and accountability. This growing importance has been caused by the growing voice of the civil society’s scrutiny on good governance, and a demand for efficient public administration.

At the same time, a plethora of development funders’ demand that M and E be implemented as a platform for learning and accountability. Despite growing importance of M and E, there seems to be a lack of clarity on the principles of M and E. The article finds its value in locating how M and E, augmented by appropriate principles, leads to effective development. Underlined by qualitative data collection methods, the article discusses relevant principles such as learning, accountability, participatory approaches, quality assurance, and reporting in monitoring and evaluation.

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**Conceptual Framework of M&E Program in Ashanti Region**

The monitoring and evaluation program requires swift response to its needs, and easy channel of communication between actors of the program (Court Administrators., IT professionals, judges, and System Administrators). This implies that, for the program to run effectively to meet its defined objective. Thus, to aid technical assistance to Judicial Service and assist achieving transitional targets as outlined in its logical framework,response to certain supervisory roles and operational responsibilities must be swiftly provided on time. With this background, the framework shown in figure 1.0 depicts the work-flow of the program a typical courtroom setting.

M&E Officer, Head Office

Judge

Communication

Court Admi

Court Registrar

Server

*Source: ICT Department, Judicial Service, Ashanti Region*.

As illustrated in fig. 1.0, it shows the typical work-flow of the M&E program in the courtroom setting. Below are roles of the various stakeholders:

**Roles of M&E Officer, Head Office**

* Ensures continuous accessible internet connection in the courtrooms
* Open and manage user accounts for system users (Court Admins. Judges, and Registrars)
* Ensures court administrators are well trained to handle or operate the M&E system.
* Makes necessary software configurations and updates on the M&E Machine/Laptops.
* Embark on periodic or routine maintenance exercise to ensure day-to-day running of the program in the courtrooms.

**Court Administrators (Clerk, Recorder, Interpreter)**

* Enter case docket and upload records onto the M&E server

**Court Registrar**

* Verify and upload records onto the server.

**Judge**

* Approve and upload Records onto the server.

**CHAPTER THREE**

**METHODOLOGY**

**Introduction**

This chapter discusses the methodology for the study. This comprises the research design, population, sample and sampling procedure, instruments, data collection procedure and data analysis.

**Research Design**

Mixed method design (Descriptive survey and case study technique) was adopted for the study. This involves the use of both quantitative and qualitative data collection, separate quantitative and qualitative analysis .The design is perceived as haven the advantage of helping the researchers to gain deeper understanding of certain issues pertaining to the problem under investigation (Best & Kahn, 2005; Cohen, Manion, & Morrison, 2007; Taylor, 2004. Cited in Buabeng 2015). Moreover, Survey Design according to Gall and Gall (2003) describes research that involves administering questionnaires or interviews. The design is appropriate for the study as the study reports on the situation as it is. It is also considered useful for this study because in the view of Osuala (1993), it is oriented towards the administration of the status of a given phenomenon and not isolating factors and dealing with them as separate entities.

**Population**

Population in research according to Gray, (1992), refers to the group the researcher is interested in, that will enable him or her find responses to the research questions. The population for this study comprises of all the 56 courts in Ashanti Region. In other words, every court administrator responsible for M&E operations in Ashanti Region.

**Sample and Sampling Procedure**

Simple Random Sampling Technique was adopted for the study. This means each member court in the region has equal chance of being selected. This helps the researcher to avoid unconscious bias that may be reflected in the data. In other words, because the whole process is randomized, the random sample reflects the entire population and this allows the data to provide accurate insight into specific subject matter. For the purpose of this study 48 out of 56 courts administrators were randomly selected. This is because a study with population size of 56 requires sample size of 48 (Krecjie and Morgan, 1970)

**Data Collection Instrument**

The research instrument used for data the collection were: survey questionnaires for court administrators and interview protocols for some selected court registrars and ICT staff.

**Survey Questionnaire:** Open ended questionnaire was used for the data collection. That is the questionnaire for court administrators. It’s been noted that open-ended questionnaire elicit both qualitative and quantitative data (Best & Kahn, 2005; Fraenkel et al.., 2012 as cited in Buabeng, 2015). Also Man people’s opinions can be elicited through questionnaires.

**Interview Protocols**: Semi - structured interview protocols were designed for court registrars and ICT staff. The interview is suitable for probing views and opinions, and it permits respondents to develop and expand their own responses. The semi-structured method also allows the researcher to raise issues of particular concern to the study (Fraenkel et al., 2012). Moreover, further questions which were not expected at the commencement of the interview, could be also be asked as new issues arose (Gray, 2009).

**Data Collection Procedure**

**Administration of Questionnaires**

Copies of the introductory letter were obtained from the Reginal Administrator, Kumasi. The introductory letter helped the researcher to get the needed assistance and co-operation from both Registrars and the Court Administrators. Data was collected by means of self-administered questionnaire. ICT staff were deployed to assist distribution of the questionnaires to close-reaching respondents. Also, the questionnaire was designed in a google form which was sent via WhatsApp platform of all court Registrar’s in the region. The respondents were allowed three weeks to fill the questionnaires.

Answering of the questionnaire was preceded by an introductory discussion explaining the purpose of the study to the respondents as well as assurance of confidentiality and anonymity of the whole project. The researcher visited some of the courts twice before the questionnaires could be retrieved. In some circumstances respondents claimed the questionnaires were missing and new ones were issued out because the researcher wanted to capture every respondent selected for the study. In the end, the researcher managed to retrieve the questionnaires given out and the data collection lasted one month. The completed questionnaires were assigned numerical codes to each question.

**Collecting the Interviews**

With adherence to all the Covid-19 protocols, face–to-face interviews were conducted with the participants via Skype. The Skype interviews were designed for three court registrars and two ICT staff, including the Fr. Agt. Unit head. All the interviews were conducted at dates and times convenient to the respondent. I started each interview with an exchange of greetings, a note of thanks for acceptance, and a brief introduction of myself, I reviewed the purpose of the research and how the information is going to be used. Interviewees were reminded of being audio recorded and that they could request for recordings to be stopped if uncomfortable. Each interview closed with an expression of appreciation to the interviewee for their time and their contribution made to the study.

**Data analysis**

The objective of the statistical analysis was to ascertain meaningful information about barriers of M&E and its user operations in Ashanti Region. Data from the survey questionnaires were analyzed using computer programs such as Statistical Product for Social Sciences (SPSS version. 26) and Business Intelligence (Power BI), Measurable data were sorted, coded. The completed questionnaires were analyzed via descriptive statistical methods (percentages, mean, standard deviation, and graphs where appropriate). Qualitative data collected during interviews were used to support findings from the survey data. Audio recordings from the interviews were manually transcribed. The purpose of this was to determine whether similar or contrasting outcomes would be produced

**CHAPTER FOUR**

**RESULTS AND DISCUSSION**

The chapter presents results and analyses of data collected for the study. The findings are presented base on objectives, and the research questions designed to guide the data collection. In presentation of the results, each research question constituted a sub-section from which all responses were discussed combined with support from relevant literature.

**Quantitative Results**

**Background Information of the Respondents.**

Thru lottery or simple random sampling technique, 48 respondents representing 48 courts were drawn from 56 courts in the Ashanti Region. The data solicited for the categories or types of court in the region, officers handling the M&E program, and period respondents have spent working with the program. These are presented in the charts below. Figure 2.0

***Responses on categories of court***

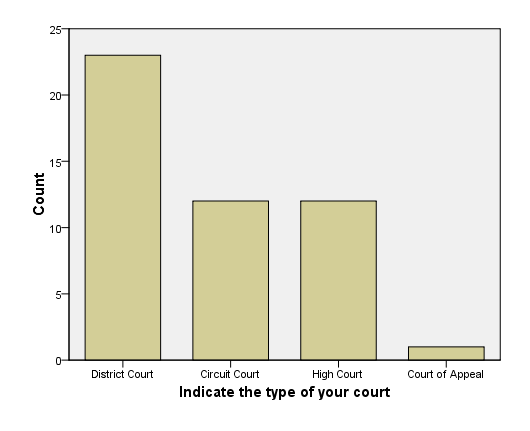


Figure 3.0

***Responses of who handles M&E Program***

|  |
| --- |
|  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 1.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | |  |  |  |  |
| Valid | Clerk | 34 | 70.8 | 73.9 | 73.9 |
|  | Court Recorder | 8 | 16.7 | 17.4 | 91.3 |
| Court Interpreter | 4 | 8.3 | 8.7 | 100.0 |
| Total | 46 | 95.8 | 100.0 |  |
| Missing | System | 2 | 4.2 |  |  |
| Total | | 48 | 100.0 |  |  |

The result in figure 3.0 shows that 34 representing 70.8% of respondents were court clerks, whiles 8(16.7%) and 4 (8.3%) were court recorders and court interpreters respectively. This implies majority of the officers handling the M&E program are court clerks. This however confirms that clerks are really in charge of operating the system as mandated and outlined in the programs’ manual.

Figure 4.0

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **How long have you been working with the M&E program?** | | | | | |
| Table 2.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Past few months | 16 | 33.3 | 34.8 | 34.8 |
| 1- 2 years | 16 | 33.3 | 34.8 | 69.6 |
| Since 2018 | 14 | 29.2 | 30.4 | 100.0 |
| Total | 46 | 95.8 | 100.0 |  |
| Missing | System | 2 | 4.2 |  |  |
| Total | | 48 | 100.0 |  |  |

Table 2.0 shows result from how long respondents have spent working with the M&E program. The result revealed that 16, representing (33.3%) was concurrent result from both “past few months” and “1-2 Years” whereas (29.2%) represented by 14 respondents have been working with the M&E program since 2018. This implies that although a good number 16 (33.3%) of respondents in the region have spent less time “Past few months” with the M&E program, majority of the respondents 30 (62.5%) have more than 1-year experience with the M&E program in the region.

**Operational Challenges**

**Research Question** 1. *What are some of the key challenges affecting M&E Machines/Laptops in courts in Ashanti Region?* The study sought to assess the conditions or state of the Monitoring & Evaluation laptops, and the general operational difficulties most M&E operators go through in the region. Consequently, four key issues were thus added to the questionnaire to elicit responses from the respondents. It sought to find whether most the courts really have the M&E laptops in their possession, the status of the M&E officer handling the program, Laptops’ location, functionality, if faulty, possible cause of the faults. And so on. Below are graphical presentation of the responses.

***Responses of respondents’ status***

**Figure 5.0**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 3.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Newly Recruited Staff | 8 | 16.7 | 17.4 | 17.4 |
| Newly Transferred Staff | 5 | 10.4 | 10.9 | 28.3 |
| Old Staff | 27 | 56.3 | 58.7 | 87.0 |
| National Service Person | 1 | 2.1 | 2.2 | 89.1 |
| NABCO Service Person | 5 | 10.4 | 10.9 | 100.0 |
| Total | 46 | 95.8 | 100.0 |  |
| Missing | System | 2 | 4.2 |  |  |
| Total | | 48 | 100.0 |  |  |

Result from table 10.0 shows that 27 representing 56.3% are old staff, 8 representing 16.7% are newly recruited staff, and 5 representing (10.4%) is a concurrent result for both NABCO Service persons and newly recruited staff. This means majority of the respondent are old staff who have worked with the program for long, it’s however without doubt to say that quiet an appreciable number of them are also new and non-permanent staff who would need training from time to time.

***Responses to Courts with M&E Laptop***

Figure 6.0

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Table 4.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |  |
| Valid | Yes | 38 | 79.2 | 79.2 | 79.2 |  |
| No | 10 | 20.8 | 20.8 | 100.0 |  |
| Total | 48 | 100.0 | 100.0 |  |  |

As seen in Table 2.0 and fig. 4.0. 38 respondents representing 79.2% agreed that yes, they have the M&E laptops in their possession. This means majority of the courts in the Ashanti region have the M&E laptops with them.

***Responses to current location of the M&E Laptop***

Figure 7.0

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 5.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | With the ICT Unit | 5 | 10.4 | 10.4 | 10.4 |
| With the Court Clerk | 17 | 35.4 | 35.4 | 45.8 |
| With the Court Recorder | 5 | 10.4 | 10.4 | 56.3 |
| with the Court Interpreter | 3 | 6.3 | 6.3 | 62.5 |
| With the Registrar | 18 | 37.5 | 37.5 | 100.0 |
| Total | 48 | 100.0 | 100.0 |  |

Responding to where the M&E Laptops could be found in their courts, 18 representing 37.5% and 17 representing 35.4% of the respondents were court registrars and court clerks respectively. Whiles 5 (10.4%) appeared concurrent results from both “with the ICT Unit” and “with the court recorder”. Moreover, 3(6.3%) of the respondents agreed their M&E laptop were with their court interpreter. However, as shown in table 5. None of the courts revealed they could not trace the whereabouts of their M&E laptop. This thus implies that almost all the M&E Laptops in the Ashanti region are in safe hands, and could be accounted for.

***Responses to functioning M&E Laptops***

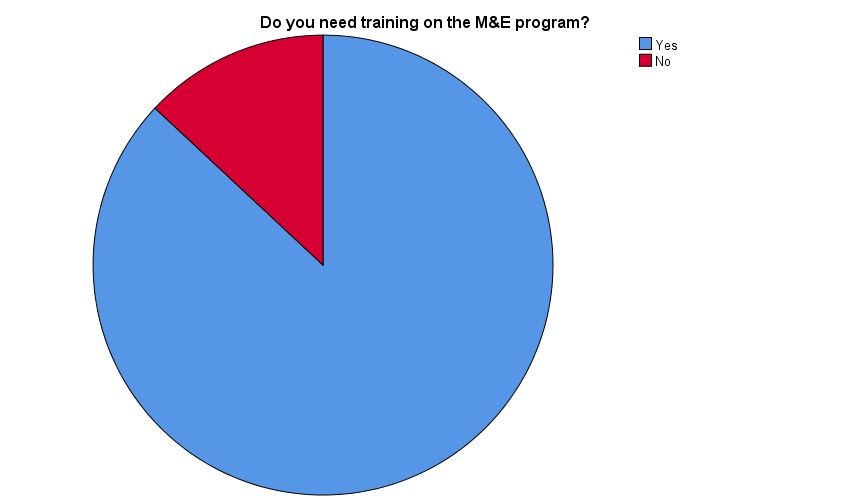
***Figure 8.0***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 6. | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Yes | 35 | 72.9 | 76.1 | 76.1 |
| No | 11 | 22.9 | 23.9 | 100.0 |
| Total | 46 | 95.8 | 100.0 |  |
| Missing | System | 2 | 4.2 |  |  |
| Total | | 48 | 100.0 |  |  |

The result in table 6 shows that majority 35 (72.2%) of the respondents responded “yes “whereas 11, representing (22.9%) responded “No” this implies that most of the M&E laptops in the Ashanti region do not have faults. They are functioning well.

***Responses to officers who need training on the M&E program***

***Figure 9.0***



|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 7.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Yes | 40 | 83.3 | 87.0 | 87.0 |
| No | 6 | 12.5 | 13.0 | 100.0 |
| Total | 46 | 95.8 | 100.0 |  |
| Missing | System | 2 | 4.2 |  |  |
| Total | | 48 | 100.0 |  |  |

Respondents were asked to respond by “yes” or “No” to whether they need training on the M&E program. The findings revealed from table 13.0 that, 40 of the respondents, representing (83.3%) responded “Yes “whiles 6 (12.5) responded “No”. This implies that majority of the respondent in Ashanti Region need training on the M&E program.

**Internet and Networking**

**Research Question Two:** *What Is the Internet and Networking Challenges Militating Against the M&E Program in Ashanti Region?* This research question was formulated to elicit responses in relation to possible internet and networking challenges bedeviling the day-to day-running of the program. Couple of key issues raised were to seek information about MiFi/USB modem used for the program, undeserving amount of data, data bundle challenges, and suitable network location.

***Responses of court having M&E MIFI/USB Modem***

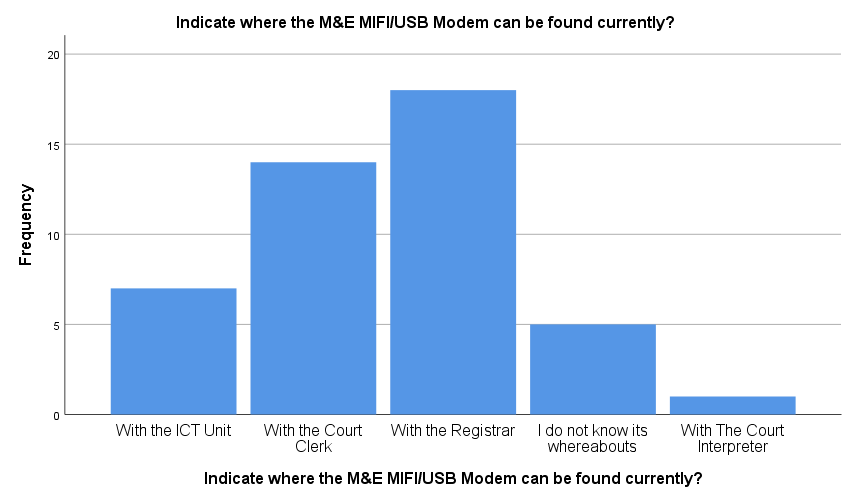
Figure 10.0

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 9.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Yes | 37 | 77.1 | 80.4 | 80.4 |
| No | 9 | 18.8 | 19.6 | 100.0 |
| Total | 46 | 95.8 | 100.0 |  |
| Missing | System | 2 | 4.2 |  |  |
| Total | | 48 | 100.0 |  |  |

Table 9.0 shows results from responds to question “does your court have M&E MiFi/USB Modem?” 37 representing (77.1%) of the respondents responded “yes” whiles 9 representing (18.8%) of the respondents say “No”. this implies that majority of the court answered that yes, they have the M&E MiFi/USB Modem with them.

***Responses to Current Location of M&E MIFI/USB Modem***

**Figure 11.0**



|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Indicate where the M&E MIFI/USB Modem can be found currently?** | | | | | |
| Table 10.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | With the ICT Unit | 7 | 14.6 | 15.6 | 15.6 |
| With the Court Clerk | 14 | 29.2 | 31.1 | 46.7 |
| With the Registrar | 18 | 37.5 | 40.0 | 86.7 |
| I do not know its whereabouts | 5 | 10.4 | 11.1 | 97.8 |
| With the Court Interpreter | 1 | 2.1 | 2.2 | 100.0 |
| Total | 45 | 93.8 | 100.0 |  |
| Missing | System | 3 | 6.3 |  |  |
| Total | | 48 | 100.0 |  |  |

Respondents were asked to respond to question of the whereabouts or the current location of their M&E MiFi/USB Modem. Findings from table 10.0 shows that only 5 courts representing 11.1 % responded “I don’t know its whereabouts” this means majority of the respondent know where to find their MiFi/USB Modem. In other words, majority of the courts in Ashanti Region can give trace of their MiFi/USB Modem.

Figure 12.0

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Is the M&E MIFI/USB Modem functioning?** | | | | | |
| Table 11.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Yes | 25 | 52.1 | 55.6 | 55.6 |
| No | 20 | 41.7 | 44.4 | 100.0 |
| Total | 45 | 93.8 | 100.0 |  |
| Missing | System | 3 | 6.3 |  |  |
| Total | | 48 | 100.0 |  |  |

Table 11.0 present results from responses to question about M&E MiFi/USB Modem functionality. Although the findings revealed 25 representing (52.1%) of the respondents says “yes”, meaning majority of the respondent agree that their MiFi/USB modem is well or they are not faulty. A good number of the respondents 20 (41.7%) also responded “No”. indicating their M&E MiFi/USB Modem are not functioning. This implies that almost halve of the courts in Ashanti region have their M&E MiFi/USB Modem not functioning.

***Responses to suitable network for the respondents***

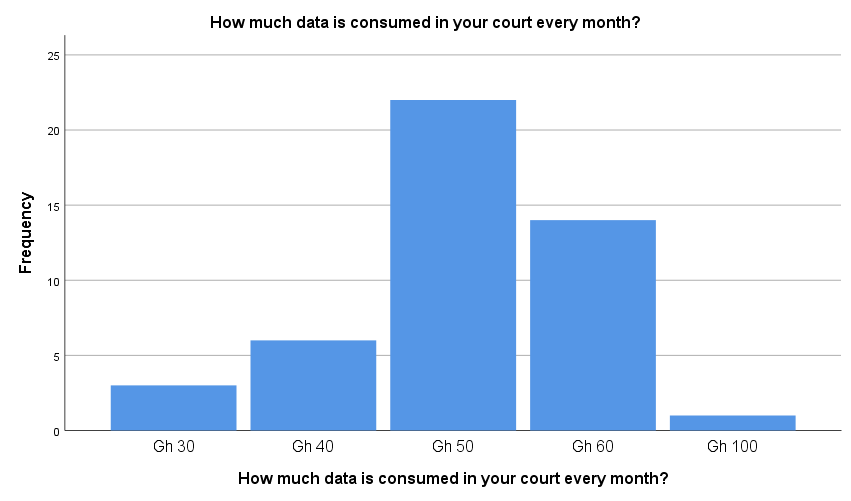
*Figure 13.0*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 12.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | MTN | 17 | 35.4 | 37.8 | 37.8 |
| VODAFONE | 13 | 27.1 | 28.9 | 66.7 |
| MTN/VODAFONE | 15 | 31.3 | 33.3 | 100.0 |
| Total | 45 | 93.8 | 100.0 |  |
| Missing | System | 3 | 6.3 |  |  |
| Total | | 48 | 100.0 |  |  |

Table 12.0 represent result from responses to question about suitable internet and network accessibility, peculiar to location of each of the courts in the region. The findings revealed that only 13, representing (27.1%) responded VODAFONE. whereas 17 (35.4%) and 15 (31.3%) were represented by MTN and MTN/VODAFONE respectively. This implies that, per the location of each court, MTN only, and both MTN and VODAFONE are the suitable network preferred by majority of the courts in Ashanti Region.

***Responses to the amount of data consumed monthly.***

*Figure 14.0*



|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 13.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Gh 30 | 3 | 6.3 | 6.5 | 6.5 |
|  | Gh 40 | 6 | 12.5 | 13.0 | 19.6 |
| Gh 50 | 22 | 45.8 | 47.8 | 67.4 |
| Gh 60 | 14 | 29.2 | 30.4 | 97.8 |
| Gh 100 | 1 | 2.1 | 2.2 | 100.0 |
| Total | 46 | 95.8 | 100.0 |  |
| Missing | System | 2 | 4.2 |  |  |
| Total | | 48 | 100.0 |  |  |

As seen in table 13.0. 22 of the respondents representing (45.8%) indicated that their courts consume GH 50 worth of data every month. This implies that averagely, half of the courts in Ashanti Region consume GH 50 worth of data every month.

**Administrative Roles and Program’s Effectiveness**

**Research Question Three:** *How effective is the M&E program in Ashanti Region?* The purpose of this research question two was to ascertain how respondents perceive the M&E program in the region and also provide information on administrative responsibilities of the program. In the light of this, statements relating to how often court administrators upload records onto the program, the level of responsiveness to operational challenges and how respondent perceive the program in their own Perspective were formulated. Below are findings of the responses.

***Responses to how often records are uploaded***

*Figure 15.0*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 14.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Everyday | 6 | 12.5 | 13.3 | 13.3 |
| Sometimes | 12 | 25.0 | 26.7 | 40.0 |
| Stopped | 27 | 56.3 | 60.0 | 100.0 |
| Total | 45 | 93.8 | 100.0 |  |
| Missing | System | 3 | 6.3 |  |  |
| Total | | 48 | 100.0 |  |  |

Result from Table 14.0 shows how often respondents upload records onto the M&E programs’ server on daily bases. As seen in the table, 27 of the respondents representing (56.3%) have “Stopped”. 12, representing (25.0%) responded that they “Sometimes” do upload, whiles only 6, representing (12.5%) responded that they upload records onto the server “Everyday”. This implies that majority of the courts in Ashanti Region have stopped uploading records onto the M&E server.

***Responses to level of responsiveness to M&E operational challenges***

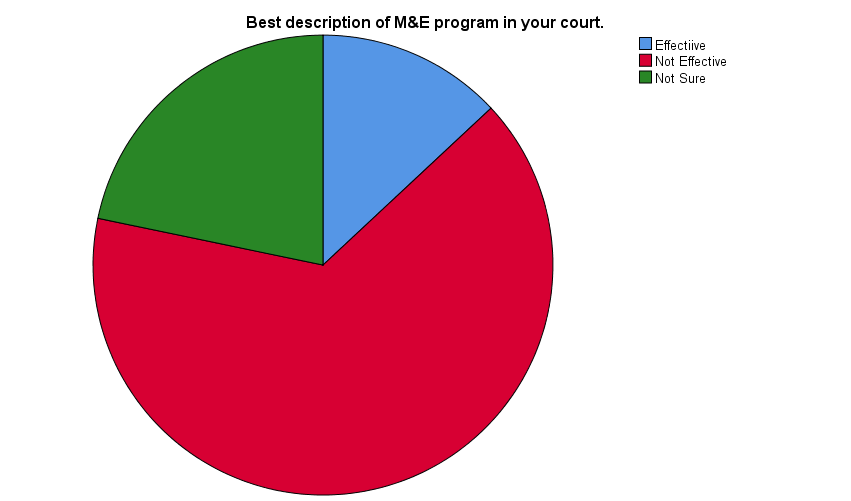
*Figure 15.0*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 15.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Hurriedly responded to and resolved | 6 | 12.5 | 13.0 | 13.0 |
| Takes a longer time before responded to and resolved | 18 | 37.5 | 39.1 | 52.2 |
| Sometimes unresolved | 22 | 45.8 | 47.8 | 100.0 |
| Total | 46 | 95.8 | 100.0 |  |
| Missing | System | 2 | 4.2 |  |  |
| Total | | 48 | 100.0 |  |  |

Respondents were asked to respond to how fast their operational challenges are responded to by ICT officers on daily bases. Table 15.0 present the findings after the study. The findings revealed that 22, representing (45.8%) responded that sometimes their issues are left unresolved. Whiles 18, representing (37.5%) of the respondent says their operational challenges takes a longer time before responded to before resolved. However, only 6, representing (12.5%) out of the sample 48 respondents say their operational challenges are hurriedly responded to and resolved. This gives clear indication that majority of the respondents in Ashanti Region do not receive the needed responds to their operational challenges.

***Responses to general description of M&E program in Ashanti Region***

***Figure 16.0***



|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 16.0 | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Effective | 6 | 12.5 | 13.0 | 13.0 |
| Not Effective | 30 | 62.5 | 65.2 | 78.3 |
| Not Sure | 10 | 20.8 | 21.7 | 100.0 |
| Total | 46 | 95.8 | 100.0 |  |
| Missing | System | 2 | 4.2 |  |  |
| Total | | 48 | 100.0 |  |  |

Table 16.0 presents findings from how respondents’ best describe the M&E program in their court. The result shows that 30 respondents, representing (62.5%) responded “not effective” and 10 respondents, representing (20.8%) responded “Not Sure”. However, only 6 respondents, representing (12.5%) responded “effective”. This implies that majority of the respondents believe the M&E program in Ashanti Region is not effective

**Qualitative Result**

At this section, findings gathered from the interviews are presented. The results are presented in relation to the research questions formulated to guide the study. The discussions and implications of the findings are presented in chapter 5.

**The Case of Court Registrars**

The purpose of the case study was to gain more insights into challenges confronting operations of monitoring and evaluation program in the Ashanti region, particularly, with courts registers point of view since they perform overall administrative responsibilities and ensure successful court proceedings in the region. Interview with court registrars allows the researcher to ask questions that could not be easily put into numbers to understand human experience. In other words, it allows the researcher to gain a more realistic view which cannot be adequately articulated through numerical data and statistical analysis (Yauch and Steudal, *2003*). Findings are presented below.

***Explaining how often M&E officers report issues regarding operational challenges, faulty laptops, password failure, failed uploads, and configuration issues.***Most of the registrars responded that along the line ICT officers from head office informed them to hold on with the operations because management is doing update on the system so they will be called for training when management is done with the updates.

Registrar M remarks:

“…The M&E when we were working on it appeared on the laptop for system updates, I called Mr Esuman (Fr. Agt ICT Unit Head) and he told me they are doing some updates on it so we shouldn’t worry they will call us again for training when they finish. Since then we are waiting for them to call us to come for the training I haven’t heard from him again and the laptop is there …..”

Moreover, respondents were asked of their primary difficulties with the program, majority bemoaned issues of failed password “Get us a workable password” MiFi Not Functioning” “The interface cannot open after password is entered” Similarly, the situation of why respondents have stopped uploading records onto the server, some remarked: “He could not login, you know this is the work of the ICT people” “Difficulty in downloading and updating” Similar to that, some of the registrars revealed that since they returned from the M&E training, their Judges who are mandated to be approving the records after verification from their registrars, the judges mostly do not do it, and this has promulgated into different problems with the operations of the program. Some recount:

“…..For my courts as and when they have issues. Then they report but I remember when we went for the training and we came, they did uploads, and I verified, waiting for my lady (judge) to do it (approve). But I don’t think he did it. So ever since there has been one problem or the other….”

***Responding to how fast ICT officers respond to the M&E operational challenges.***

According to registrar X, issues regarding challenges with M&E operations in his court have been difficult to deal with by the ICT unit. He bemoaned that when it comes to software, keyboard or issues with printers, they are quickly responded to and resolved. However, that is not the case of challenges with M&E program. He attributed this flaws to incapacity of the ICT unit. He said:

“…I think the ICT thing, in fact their response have been very lousy. Its rather either beyond their control or they simply could not help, because with the other guys when it about the computer hardware or printers especially me when I call them Joe and Emma and the other guy even Henry himself when I say it’s about the computer, maybe keyboard and others they quickly come, but if it has to do with the M&E and internet. Their response is not welcome…”

Moreover, most of the registrars revealed that they are already not computer literate, and the fact that they were given tablets to be used for verification of records, and never bothered to train or teach them how to use it also contributes to failure of the program in the region.

“…You know me particular am not good in the computer, we were given tablets. Nobody has taught us how to use it and me I have not used it. It is when you are using it and you have difficulties then you know how to go about. But when the machine is there and it’s not being used you don’t know how go about it when you get issues…”

***Describing challenges relative to Internet and network connection****.*

Registrars were interviewed to explain where their internet and networking challenges emanate from, in spite of the fact each court in the region were given MiFi or Modem to be used. Most of them recount of wrong or failed password and dysfunctional MiFi, leading to internet inaccessibility in their courts. Some say, their courts haven’t been able to use the modem since they brought it. Sometimes, funds to purchase bundle on the MiFi also become difficult to get from administration. Registrar Y remarks:

“…The modem that they brought we haven’t been using it, because when they brought it they told us they were going to give us password on the modem. Initially they gave us some password and we reported to them that we cannot access it so they said they will come and give us a new password. Since then we haven’t heard anything from them. And because of that they don’t give us impress to buy bundle…”

Moreover, some courts recount the hustle they go through before they could buy data on the chips in the MiFi/Modem.

“…There were times they went to buy data, and even bundling it on the chip in the modem was also another problem….”

***Responding to question regarding what administration could do to improve the current M&E situation in the region****.* Most of the respondents reiterated their unflinching support for the program and assured their readiness to do their best to sustain the program. However, they suggested if each court could be assign an ICT personnel who would promptly respond to their ICT needs whenever they need their services.

“…..If each court can be assigned an IT officer, because you will call and they have gone to other out station to work on similar situation, so if each court has one IT personnel who will promptly attend to our issues.

“...All those gadget they brought they are all there. In fact the administration should equip us with training and what not. We will be able to use. And I think that will even lessened the workload.

Also intermittent M&E training could be organized for either newly transferred staff or old staff to refresh them on the job would be appropriate. Moreover, some suggest strengthening of the monitoring aspect of the program from administration, thus M&E officers at the head office should device a way to monitor activities of all M&E activities in the region thereby evaluating the ups and downs of the program. Some however, recommend a new website accessible to any device anywhere without limiting it to a program on a laptop. Registrar N suggests:

….Majority of us do need training and some of us who we were trained some have been transferred, so there should be periodic training for us and after the training you have to also monitor us registry by registry to see …. The M&E this registry are they doing the program? What is their problem? So let us contact them to find out. And also compare their performance to other registries, if possible….”

“…A website that, we can access it with any available laptop without limiting ourselves to one program on a computer or laptop...”

**The Case of ICT Staff**

Findings gathered from interview with ICT staff at the head office are presented below. The purpose of the case study was to gain more insights into challenges with monitoring, administration and supervision of the program in the region. The total number of ICT staff in the region were four (4) in number including one National Service Person. The Unit comprises. The Fr. Atg Unit Head, and other two officers

***Explaining how/ what M&E officers report issues regarding operational challenges***

Officer X recounted issues of under staff and difficulty dealing with intermittent mandatory training program for newly recruited staff, transferred staff, National Service Persons. These mostly result in inefficient discharge of responsibility in the unit

|”…I wasn’t having enough staff so I was depending on National Service, and internships and you know they are not yet permanent. Whenever they come I have to train them, they assist me, and the new ones when they come I train them again. So it a very big problem…”

Moreover, the difficulty in operations come in when court clerk have to carry laptop to judges to approve records in the courtroom. One of the ICT staff revealed that even almost 80 % of the judges in the Ashanti region do not know there is a system called monitoring and evaluation program. This revelation seriously raises eyes brows as to how terrible the situation is in the region.

“…For the judges after verification from the registrars, they don’t approve it. In fact 80% of the judges don’t even know there is a system called M&E in the region. Although they received some short training, I believe there should have be refresher training for them…”

***Describing challenges relative to Internet and network connection***

Most of them bemoaned several militating factors affecting successful day-to- day running of the program, Officer Y recounts the difficulty getting funds to purchase data, sometimes the process involved, thus submitting letter to administration before it gets to accounts to release the money and all that are daunting and stressful. Data meant for M &E operations only, are sometimes personalized and mostly finished before time.

“..With data issue, initially we were buying for them thus they bring a letter and then administration minutes the letter to the account, they were giving them 40 Ghana cedis for a month to use on only the M&E. they end up finishing it before time. You know the data is given to them to be used only when they are uploading records, but some of them use it for personal stuff. So it came to a time administrator stopped giving them money for data. That is why we asked them to bring the machines here whenever they have issues…”

**DISCUSSIONS**

In this section, findings from the study into challenges confronting monitoring and evaluation program in Ashanti Region are presented and discussed in relation to questions formulated to guide the study. The findings are discussed base on the quantitative and qualitative data that compared the responses court administrators, court registrars and ICT staff who participated in the study. The qualitative data gathered are used to complement and substantiate the survey findings. Below are the research questions that guided the study and their discussions.

***Research question (1) what are some of the key operational challenges affecting day-to-day running of the M&E program in Ashanti Region?***

Findings in table 6.0 indicated that most of the M&E laptops in Ashanti region are functioning well. However, it is without doubt to say that quite significant number of laptops ((22.9%) are also not functioning. And for many reasons some registrars attribute this delinquencies to the fact that their operational misgivings are mostly not addressed by ICT unit. “...when I say it’s about the computer, maybe keyboard and others they quickly come, but if it has to do with the M&E and internet. Their response is not welcome…” Moreover, Findings from table 10.0 shows that yes, most of the officers operating the M &E program in the region are old staff who base on the result in table 2.0 have at least, a years’ experience working with the program.

There are also some officers operating the program who need training because they are newly recruited staff, newly transferred staff, National services persons and NABCO service persons. For the sake of clarity, the findings found out that 83.3% of the respondents say they need training on the M&E program in the region. Most of the registrars interviewed revealed, they are already not computer literate, and the fact they were given tablets to be used for verification, and were never bothered to be trained or teach them how to use it, also contributed to letdown of the program.

These however implies that, majority of the challenges recounted mostly emanates from lapses in duties from the ICT Unit, resulting from lack of equipped ICT staff in the region. These together in a long run cumulate to diminish trust and importance of the program in the eyes of actors. In an effort to address challenges developing countries are facing regarding establishing M and E systems in Africa, is lack of capacity among the workforce; capacity to develop, support and sustain M and E systems (Kabonga, 2019, cited in Kusek & Rist 2004).

***Research Question (2): What’s the internet and networking challenges militating against M&E program in Ashanti Region?*** Findings from table 8.0 revealed a good number of the respondents 20 (41.7%) responded that, their M&E MiFi/USB Modem are not functioning. This implies that almost halve of the courts in Ashanti region have their M&E MiFi/USB Modem not functioning. Interview with some of the registrars for reasons of this course were issues of unset modem password, lack of knowledge on how to use the MiFi/USB Modem, difficulty in manually bundling data on the chips in the modem every month, problem of enough amount of money to purchase bundle etc. However, as shown in table 10.0 almost half of the courts in Ashanti Region prefer GH 50 worth of data every month. The findings also revealed that, per the location of each court, MTN is most suitable network preferred by majority of the courts. Challenges developing countries are facing regarding establishing M and E systems, according to Kusek and Rist (2004) recommends that officials to be trained to collect data, monitor and analyze data.

***Research question (3): How effective is the M&E program in Ashanti Region?***

Findings revealed that majority of the courts in Ashanti Region have stopped uploading records onto the M&E server. The findings also revealed that majority of the respondents in Ashanti Region do not receive the needed responds to their operational challenges from the ICT Unit. Moreover, in an effort to describe the effectiveness of the program, the result revealed 30, respondents, representing (62.5%) responded “not effective” and 10 respondents, representing (20.8%) responded “Not Sure”. However, only 6 respondents, representing (12.5%) responded “effective”. This implies that most of the respondents believe the M&E program in Ashanti Region is not effective. In furtherance, interview with registrars revealed recommendation of ICT officer to be assigned to each court in the region, who will promptly attend to their ICT related issues.

**CHAPTER FIVE**

**SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter of the study deals with the summary, main findings of the study, recommendations drawn from the findings. Also, captured in this chapter are the suggested areas for further study.

**Summary of the Study**

The main focus of this study was to ascertain into perspective, challenges threatening the monitoring and evaluation program in Judicial Service of Ghana, particularly, in the Ashanti Region. In view of this, the background to the study highlighted. Challenges establishing Monitoring and Evaluation Systems in Africa, meaning of monitoring and evaluation, a brief historical background of the program was underscored. Based on the purpose of the study, three research questions were formulated to guide the data collection.

Literature was reviewed to cover most of the areas in challenges in monitoring and evaluation in Ghana. For example, some studies done into monitoring and evaluation. Chapter Three presented the methodology for the study. It described the research designed adopted for the study, population, sampling techniques used and data collection instruments. Additionally, how data was collected and analyzed were described in chapter three.

The results of the study were presented in chapter four according to the research questions in mostly tables using descriptive statistical tools such simple frequency tables and percentages. Most of the findings was supported by a perspective from the literature reviewed in chapter two. In this last chapter, the summary of the study is presented. Since it is a summary, every presentation is in brief, for example the findings are presented as concise as possible and the same is applied to the conclusions, recommendations and suggested areas for further study.

**Key Findings**

The findings of the study are presented according to the purpose of the study. Out of the main purpose evolved three specific objectives that culminated in formulation of three research questions, which guided the data collection for the study.

1. The study shows in table 5.0 that none of the courts in Ashanti Region could not trace the whereabouts of their M&E laptop. This thus implies almost all the M&E Laptops in the Ashanti region are in safe hands, and could be accounted for.
2. The study also revealed in figure 15.0 that majority of the courts in Ashanti Region have stopped uploading records onto the M&E server. With this, interview with some of the registrars revealed that most of the court clerks in the region were informed by the ICT Unit to hold on with the program because management was doing updates on the system
3. One significant finding of the study is that almost halve of the courts in Ashanti region have their M&E MiFi/USB Modem not functioning.
4. The findings also shows that some of the officers operating the M &E program in the region are newly recruited staff, newly transferred staff, National services persons and NABCO service persons, who need training on the program
5. As shown in table 7.0, 83.3% of the respondents say they need training on the M&E program.
6. Interview with some of the registrars revealed majority of the respondents do not receive the needed responds/support to their operational challenges from the ICT Unit.
7. Interview with some of the registrars also shows majority of the operational challenges recounted are mostly emanated from lapses in obligations of the ICT Unit, this according to them is as a result of lack of equipped ICT staff in the region.
8. Findings also revealed that some of the judges do not approve records after they have been verified by court registrars.
9. As indicated in figure 15.0 most of the respondents believe the M&E program in Ashanti Region is not effective. And to a large extent do not see the need to do the program.
10. As shown in table 10.0 almost half of the courts in Ashanti Region prefer GH 50 worth of data every month.
11. The findings also revealed that, per the location of each court, MTN is the most suitable network preferred by majority of the courts in Ashanti Region.

**RECOMMENDATION**

From the findings of the study, the following recommendations are offered:

1. For effective day to day running of the program, management in collaboration with relevant telecoms, should make provision for robust, resilient and easy access to internet for all the courts in Ashanti Region. .
2. It is recommended that as a matter of urgency, in consultation with relevant stakeholders, management should embark on a comprehensive training for all M&E offices in the Ashanti Region.
3. Equip the ICT Unit with adequate Monitoring and evaluation professionals to efficiently monitor and offer prompt responds to day-to-day operational difficulties in the region.
4. As a matter of requirement, management should ensure every M&E officer in Ashanti Region is a permanent staff of the Judicial Service, and must be well-read in at least, basic fundamentals of computing.

**SUGGESTIONS FOR FURTHER STUDIES**

Based on the findings from the study, the following suggestions are provided for further studies:

* Interview with the registrars revealed some of the judges do not approve records after they have been verified by court registrars, it is however in the interest of the judicial service to delve into reasons of the course.

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**Appendix 1**

**Transitional Challenges Confronting Monitoring and Evaluation (M&E) Program and its Operations in Courts in Ashanti Region (Mini Research).**

**Questionnaire for Court Administrators*.***

*This form must be filled in consultation with the Court Registrar.*

The study is undertaken to explore into transitional challenges confronting M&E program, and its user operations in all the Courts in Ashanti Region. Respectfully, you are encouraged to be frank with your responses to help achieve success in the study. You are assured of your confidentiality of information in the study. Thank you for your co-operation.

**SECTION A**

**STATE OF M&E LAPTOP/MACHINE**

1. Indicate the type of your court

District Court

Circuit Court

High Court

Court of Appeal

1. Does your Court have M&E Machine/Laptop?

Yes

No

1. Indicate where the laptop/machine can be found currently?

With the ICT Unit

With the Court Clerk

With the Court Recorder

with the Court Interpreter

With the Registrar

1. Is the Machine/Laptop working or functioning?

Yes

No

If no, what is the problem?

………………………………………………………………………………………………………………………………………………………………………………………………………………

**SECTION B**

**STAFF STATUS**

1. Who handles the M&E program?

Clerk

Court Recorder

Court Interpreter

1. Indicate your status.

Newly Recruited Staff

Newly Transferred Staff

Old Staff

National Service Person

NABCO Trainee

1. How long have you been working with the M&E program?

Past few months

1- 2 years

Since 2018

1. How often do you upload records onto the M&E Programs’ server?

Everyday

Sometimes

Stopped

From item 8, if stopped, why?

………………………………………………………………………………………………………

………………………………………………………………………………………………………

1. Do you need training on the M&E program?

Yes

No

**SECTION C**

**INTERNET AND NETWORKING CONDITION**

1. Does your court have M&E MIFI/USB Modem?

Yes

No

1. Indicate where the M&E MIFI/USB Modem can be found currently?

With the ICT Unit

With the Court Clerk

With the Registrar

With the Judge/Magistrate

I do not know its whereabouts

Others

………………………………………………………………………………………………….......

1. Is the M&E MIFI/USB Modem functioning?

Yes

No

If no, why?

………………………………………………………………………………………………………

1. What internet network is suitable for the location of your court?

MTN

VODAFONE

AIRTEL-TIGO

Others

……………………………………………………………………………………………………..

1. Write/Type the contact number of the Sim used in the MIFI/USB Modem.

………………………………………………………………………………………………………

1. Indicate whether it is your personal Sim or Service Sim.

Personal Sim

Service Sim

1. How much data is consumed in your court every month?

Gh 30

Gh 40

Gh 50

Gh 60

Others……………………………………………………………………………………………...

**SECTION D**

**M&E SYSTEM EFFECTIVENESS**

**WE HUMBLY REQUEST YOUR VIEWS TO HELP IMPROVE THE STATE OF THE M&E PROGRAM.**

1. Indicate the level of responsiveness to which problems or challenges regarding M&E user Operations are addressed or resolved in your court.

Hurriedly responded to and resolved

Takes a longer time before responded to and resolved

Sometimes unresolved

1. Select which of the following best describes the M&E program in your court.

Effective

Not Effective

Not Sure



1. State/What are some of the challenges affecting the use of M&E in your court?

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

1. For administrative and supervision purpose, what do you think can be done to improve the current state of the M&E program?

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Thanks for your co-operation.

For Further Clarification.

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