ADDIS ABABA UNIVERSITY

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THE SYSTEM AND PRACTICE OF MONITORING AND EVALUATION IN ETHIOPIAN CONSTRUCTION PROJECTS: THE CASE OF GIFT REAL ESTATE PLC

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A Project Work Submitted to Addis Ababa University College of Business and Economics School of Commerce In Partial Fulfilment of the Requirements for the Degree of Master of Arts in Project Management

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DECLARATIONS

I KALEAB DEMSASH ID NO GSE/8158/13, hereby declare that this project work is entirely unique and hasn't been submitted in part or in its entirety by another individual to another university or institution in hopes of receiving a degree.

Declared by KALEAB DEMSASH

Signature_____ Date_____

CERTIFICATE

This is to certify that Kaleab Demsash has carried out his research work on the topic of The system and practice of monitoring and evaluation in Ethiopian construction projects: the case of Gift real estate plc. projects in partial fulfilment of the requirements for the award of a master's degree in project management.

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ACRONYMS/ABBREVIATIONS

M&E	MONITORING AND EVALUATION
UNDP	UNITED NATION DEVELOPMENT PROGRAM
PMI	PROJECT MANAGEMENT INSTITUTE
PMBOK	PROJECT MANAGEMENT BODY OF KNOWLEDGE
IFRC	INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT ASSOCIATION
LFA	LOGICAL FRAMEWORK APPROACH
GRE	GIFT REAL STATE
UNDP	UNITED NATION DEVELOPMENT PROGRAM
NSOS	THE NATIONAL STATISTICS OFFICES
IFC	INTERNATIONAL FINANCE CORPORATION IFC,
ECPE	ETHIOPIAN COUNTRY PROGRAM EVALUATION
ECOSOC	THE ECONOMIC AND SOCIAL COUNCIL
UNDP	UNITED NATIONS DEVELOPMENT PROGRAM
UNECA	UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA
USAID	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
WB	THE WORLD BANK
MOFED	MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT, ETHIOPIA

ABSTRACT

In order to ascertain if progress is being achieved toward the initial goals and objectives of a project, M&E systems continuously acquire information and evaluate it. It is an essential component of both sound management practices and the project cycle. Evaluation of M&E processes at Gift Real Estate PLC (GRE) is the research's main goal. Project managers, onsite office engineers, and project coordinators at the Head office—direct users of the company's M&E system were all included in the research, which employed a purposive technique of sampling. The study employed a descriptive research approach and used key informant interviews and questionnaires to collect data. The data received from both the open-ended and the closed-ended questions is presented together. All of the organization's staff members and the management team were the study's target population.MS Excel was used for data analysis. In addition, summary tables and charts are used for describing data. According to the findings of the study Gift Real Estate PLC (GRE) has organized M&E system in the organizational structure, but it is not entirely systematized one. The current system lacks a comprehensive guide to navigate the process. The study findings indicate room for improvement in the organizational process of the monitoring and evaluation system. The company M&E practices could benefit from enhancement.it has come to light that the company may consider allocating additional, both in terms of budget and personnel, to optimize their monitoring and evaluation efforts. The investigation also discovered that the company employed process or activity monitoring to keep in touch with the project's development. The cost benefit analysis is used to assess project performance with the aim of calculating only the profit without taking remedial action for wrong preference or practice. Therefore, the firm should prepare a framework and guidelines for the M&E system. All the staff at the firm should be informed about the significance of the system. Training on M&E for direct participants of the system should be provided to avoid the inadequacy of staff and the data issues.

Key Words: Monitoring, Evaluation, Gift Real Estate PLC (GRE), Practice and Challenges.

CHAPTER ONE

1.1 INTRODUCTION

Ethiopia is one of the African nations that are expanding, construction is one of the key sectors that contribute significantly to Ethiopia's economic growth and development and its economy is mostly being supported by the construction industry. Ethiopia's construction industry has grown to be one of the largest and a substantial contributor to the GDP of the nation. But it also confronts obstacles including poor management, poor quality control, late project completion, and a high rate of project failure. Project monitoring and evaluation play a crucial role in the delivery of successful construction project.

Studies on this topic have shown that In light of the financial as well as cultural consequences of delivering projects outside of the predetermined performance, time, and budget restrictions, effective project monitoring & evaluation is still a crucial project management role. Project managers are urged to think about, organize, and use monitoring & evaluation from the beginning to the end of projects (Callistus & Clinton, 2018).For the reason that good project monitoring & evaluation is a crucial component of project success (Kamau & Mohamed, 2015).

1.2 BACKGROUND OF THE STUDY

In Ethiopia, the construction business is significant and has been expanding in recent years. This expansion can be ascribed to increasing funding for infrastructure projects like building new roads, bridges, buildings, and real states. However, the Ethiopian construction industry also faces difficulties in project management sectors, which prevent the sector from reaching its full potential (Ethiopian Economic Association, 2008).

Any project management must include monitoring and evaluation, especially ones in the construction sector. According to UNDP Monitoring and evaluation offers a chance to evaluate the project's development, spot issues, and make the necessary modifications to guarantee that the project's goals are met. The possibility to gather pertinent data and information for use in the design and execution of future projects is also provided through monitoring and evaluation (UNDP, 2009).

Study findings on this subject has revealed that the process of gathering and analysing information periodically to determine if advancements have been implemented against the

stated project plan is known as monitoring and evaluating, It is crucial to the project cycle and effective management (Stockbridge & Smith, 2011). This is because good M&E techniques have an enormous effect on the execution and completion of projects.

According to Otieno(2000) The collecting and assessment of data regarding the project in a systematic and regular procedure assists to support decision-making on a strategic level and guarantee good delivery of the project. Monitoring and evaluation is crucial to the advancement of the project. The dedication of project monitoring and evaluation teams (stakeholders) to achieving the endeavour's goals is referred to as project monitoring and evaluation (Otieno, 2000).

Furthermore, Strong monitoring and assessment strategies help projects keep on track while noticing issues early, which lowers the risk of substantial price increases or schedule delays in the future. It would be challenging to determine if the expected outcomes are being delivered as anticipated and what modifications would be required without the help of adequate monitoring and evaluation (UNDP, 2009). With the goal to successfully monitor and evaluate projects M&E must be done morally and lawfully (IFRC, 2011). Participate beneficiaries in monitoring and evaluation establishes an effective framework for M&E (UNDP, 2009).

Even though M&E is essential for the achievement of goals it faces many challenges and its needs great deal of commitment to implement it in management of the project. Some scholar's also supports the above statement. 'There are a number of restrictions and difficulties that must be overcome in order to carry out efficient M&E operations. Poor accuracy of data, discrepancies in information and inadequate financial and resource allocations for monitoring and evaluation.as well as insufficient links among planning, budgeting, and monitoring and evaluation' (Callistus & Clinton, 2018).

Based on information preserved from the records of Gift Real Estate PLC (GRE). Gift Real Estate PLC (GRE) is engaged in real estate development business in Ethiopia. It is a part of Gift Group (holding company), which was established first as Gift Trading during the mixed economic era (early 1990s or 30 years ago) by its founder and MD, Ato Gebreyesus Igata who has been interested in business since childhood and long term exposure in other countries. GRE was created in 2005 and has since been involved in the construction of residential and commercial buildings as well as the sale of real estate to clients. Since its founding, GRE has constructed a number of homes in three rounds at three sites (around

CMC) on a total of 160,000 m^2 of land. In the first round, homes were constructed on 16,000 m^2 and handed over to homeowners. In the second round, real estate development covered 90,000 m2, with 95% of it completed and inaugurated by FDRE President Mulatu Teshome (PhD). This phase included all necessary infrastructural facilities. A significant real estate business with a wide range of real estate provisions in numerous locations, GRE was founded with modest beginning funding and a product mix confined to a few models of residential homes. In an effort to keep domestic real estate investments fair.

GRE presently oversees investments million in homes, businesses, and other real estate choices. The company is beginning a new stage of transition, one in which it must build on its achievements, strengthen its areas of strength, and address its areas of vulnerability, according to internal files examined by the expert and talks with its management (GRE).

Thereby, the purpose of this research is to thoroughly examine the practice of monitoring and evaluating construction undertakings at Gift Real Estate PLC construction projects in Addis Ababa.

1.3 STATEMENT OF THE PROBLEM

In the construction sector, project management is crucially dependent on monitoring and evaluation. Construction project execution in Ethiopia depends on efficient monitoring and assessment of project status, quality, and sustainability. In Ethiopia's construction sector, monitoring and evaluation are essential to project management in the following ways: Making sure the project's goals are met Ensure compliance by recognizing Opportunities and Risks, Enhancing the standard and Increasing Stakeholder Participation.

According to the Ethiopian Ministry of Finance the success of construction projects in Ethiopia depends heavily on monitoring and assessment, particularly when it comes to making sure that infrastructure projects are finished on schedule, on budget, and to the necessary quality standards. The Ethiopian government has incorporated these procedures into its project management framework because it understands their significance. The Public Investment Program, which oversees the execution of the nation's infrastructure projects, places a strong emphasis on monitoring and assessment. To make sure that projects are on track, The Ministry set up a monitoring and evaluation system that includes frequent progress reports, performance evaluations, and impact assessments (Ethiopian Ministry of Finance., 2018).

As was trying to say in the previous paragraphs an essential component of construction initiatives in Ethiopia is project monitoring and evaluation. However, recent research has demonstrated that the system and practice of project monitoring and assessment have a number of issues that are brought on by numerous internal and external causes.

According to a research by Dejene and Yitayew (2018), the key internal variables affecting the framework and practice of project monitoring and evaluation in the Ethiopian construction sector are a shortage of competent human resources and budget restrictions. The survey also showed that project stakeholders; including contractors, consultants, and clients, do not fully comprehend the value of project monitoring and assessment (Dejene & Yitayew, 2018).

Another study by Teshome et al. (2018) mentioned external reasons including political unrest, crime, and a lack of adequate legal protections as the primary causes of issues with Ethiopia's project monitoring and evaluation system and practice. The investigation also identified a lack of cooperation among pertinent officials in charge of observing and assessing construction endeavours (Teshome, Gedefaw, & Adugna, 2018).

Furthermore, a recent study by Mulat et al. (2021) It was emphasized that the existing system and practice of project monitoring and evaluation in Ethiopian construction projects face significant obstacles due to the lack of established methods, trustworthy data, and suitable feedback channels (Mulat, Asfaw, & Yasabu, 2021).

Studies on this topic have shown that projects with insufficient or inconsistent monitoring and assessment procedures often earn average scores despite achieving below-average records for scope, schedule, and resource use. M&E implementation in projects and programs is hampered by the absence of funds, a deficiency of knowledge of the advantages of M&E, a lack of training, and the participation of untrained individuals (Nimno , 2018).

Ethiopian Country Program Evaluation, nevertheless, reports that a large number of organizations in Ethiopia do not utilize monitoring and evaluation methods in an adequate manner throughout their initiatives (ECPE, 2010).

Reviewing Ethiopia's existing M&E competence also indicates gaps in the organizational and individual development of monitoring and evaluation abilities. Based to a study on capacity building in Africa (Ethiopia), there are many misconceptions and lies about M&E, such as that it is challenging, expensive, demands sophisticated abilities, consumes an extensive

amount of time and resources, only happens at the end of a project, and that it is someone else's responsibility (IFC, 2008).

However, despite the Gift real estate use of M&E in its project management process, the current condition of this specific technique has never been studied. Making decisions is supported by knowing the current condition of a company's M&E practice, which also provides a circumstance where lessons learned may be applied to forthcoming programs.

Therefore, in order to close this gap, this research will evaluate the company's present M&E processes and how they affect projects. Additionally, it will be investigated how, by whom, where, and when the information for the M&E procedure is collected. Additionally, potential suggestions will be sent with the firm conviction that the business will be able to recognize the advantages of its M&E practices. Finally, the research will highlight the importance of the company's M&E strategy overall and call out its advantages and disadvantages.

1.4 RESEARCH QUESTIONS

Given the issues raised above, the research seeks to explicitly address the following major research questions:

- What are the processes, tools, techniques, reporting, and feedback systems for the project monitoring and evaluation framework used by Gift Real Estate PLC?
- What role do stakeholders in gift real estate have in the M&E process and the implementation of M&E findings?
- What recommendations might be made to enhance the company's monitoring and assessment procedures?

1.5 RESEARCH OBJECTIVES – GENERAL AND SPECIFIC

GENERAL OBJECTIVE

This study's main goal is to look into Gift Real Estate PLC methods for project monitoring and assessment.

SPECIFIC OBJECTIVE

The specific objectives of the study include:

- To study the project monitoring and evaluation framework and approaches, tools, techniques, Reporting & feedback system Gift Real Estate PLC.
- To evaluate the role of stakeholders in gift real estate have in the M&E process and the implementation of M&E findings.

1.6 SIGNIFICANCE OF THE STUDY

It's critical to continuously monitor and evaluate construction project as it entails a number of technical and procedures challenges. Consequently, overcoming these challenges has a significant implication on project success. The research will give a thorough understanding of M&E methods now employed at Gift Real Estate PLC.

This research is crucial for the organization since it will clarify how M&E is used internally. The benefits and drawbacks of the M&E systems will be determined, and subsequent corrective measures may be taken to improve this framework. Despite the fact that the firm claims the use of M&E to manage its projects and its full impact is not known how it affects the attaining of project objectives.

Additionally, it can provide as a roadmap for future studies as well as company expects to do on M&E process and practices of Gift real state. The research is also considered relevant since it may be helpful to people who perform in-depth research on this subject and situations like it.

1.7 SCOPE OF THE STUDY

This study conceptually focuses on the company's present M&E processes and how they affect projects at Gift Real Estate PLC. As the company has been operating in the construction industry for more than fifteen years, it has worked on many projects during this time, with varying project sizes, contract types, project locations. However, the time period of this research will be limited to the last five years on project executed in Addis Ababa. Regarding to the methodological scope of the study the descriptive techniques will be used.

1.8 LIMITATIONS OF THE STUDY

The study has the following main limitations:

- The study is limited only to single organization.
- It was also difficult to find important project papers in organized and easily accessible manner.

- I have encountered time constraint as Data collection has consumed much time to collect and organize.

1.9 ORGANIZATION OF THE STUDY

This research study is divided into five sections. Chapter 1 incorporate introduction, brief descriptions of the research problem, the study's purpose, and the extent and constraints of the research being done are all included in the first section. Chapter 2 includes an overview of literature. The technique of data gathering and analysis is discussed in Chapter 3. The fourth chapter the presentation of the data analysis, the main finding and interpretation. Finally, chapter five summarizes the findings, draws a conclusion, and offers a suggestion.

1.10 DEFINITION OF KEY TERMS

- High rising: Having many stories.
- BC-1: Building Contractor with a Grade 1 Certification of competency.
- Specialized: An expert in a particular skill.
- Contractor: A person or a firm who undertakes a contract to provide material or labour for the construction of a building.

CHAPTER TWO

INTRODUCTION

In order to gain a better understanding of the research topic and provide a short overview of some of the key areas of the topic of matter under consideration, Theoretical and empirical data from publications on subjects related to the research problem and research questions are presented in this chapter.

2. REVIEW OF THE RELATED LITERATURE

2.1CONCEPTUAL/ THEORETICAL REVIEW

2.1.1 CONSTRUCTION PROJECTS

Construction projects need careful planning, organization, and execution since they are intricate, diverse enterprises involving many parties. These projects can be anything from minor alterations and repairs to major construction initiatives like roads, bridges, and airports. The use of project management processes and tools, such as planning, budgeting, monitoring and evaluation, risk management, and quality assurance, is a crucial component of project and construction management.

According to a study by the Construction Industry Institute (CII) best practices for project and construction management may raise productivity, cut costs, and improve results. The CII study highlighted a number of crucial success criteria, including performance assessment, risk management, and effective stakeholder involvement (Kandil, Nassar, & Abd El-Salam, 2020).

2.1.2MEANING AND NATURE/CHARACTERISTICS OF MONITORING AND EVALUATION

According to scriven any construction project must include monitoring and evaluation (M&E). To ascertain if project activities are accomplishing the planned objectives and whether changes are necessary to improve the results, M&E entails the systematic and on-going gathering and analysis of project data. "To enable on-going learning and improvement in project" is the primary goal of M&E (Scriven, 1991).

It is evident that M&E has its own contribution to efficiency and effectiveness .This notion is also well supported by scholars. That the monitoring and evaluation M&E process helps to improve efficiency and generate results. Its goal is to improve output, outcome, and affect

operations both now and in the future. The past, present, and future will be interconnected in this way. It is one of the most powerful tools for affecting how effectively a project operates (Gudda, 2011).

Additionally, M&E has its implication on control on evaluation. 'M&E is an essential component of project management that gives control over the key determinants of a project, such as scope, quality, resources, completing time, and cost' (Kerzner H. , 2017).

Some other scholars consider M&E as a cycle starting at evaluation of actual output up to improved performance. 'In essence, the M&E process starts with an evaluation of actual output, which is then compared to anticipated output. If it appears that there is a variation (or variance), we investigate the causes. The variation is addressed by developing remedial measures, implementing them, evaluating the improved performance, and comparing it to the originally established plan of action until there is no longer any deviation (Ritz & Levy, 2013).'

2.1.3 IMPORTANCE OF PROJECT MONITORING AND EVALUATION

The monitoring and evaluation of construction projects gives project stakeholders the chance to compare project performance to the set project plan, which is crucial for the success of construction projects. Through this procedure, the project's strengths and weaknesses may be determined, allowing for the implementation of remedial measures prior to the project's completion. Numerous academics have emphasized the need of monitoring and assessment in projects involving construction.

According to a study conducted Monitoring and evaluating construction projects is an essential part of project management. The project team can spot possible issues and adjust course, according to the authors, by monitoring project progress. In the end, this contributes to ensuring that the construction project is executed on schedule, within budget, and in accordance with the necessary quality standards (Ahmad, Wong, & McGreal, 2019).

In order to guarantee that projects are completed on schedule, within budget, and in compliance with the established objectives, project monitoring and assessment are essential elements of managing projects. While assessment focuses on determining the project's success and influence on stakeholders, monitoring entails comparing project progress to the project plan. Benefits of monitoring and evaluation include increased openness, the capacity

for stakeholders to influence project decisions, accountability, assuring the allocation of funds, and advancing best practices (Bahadori, Ravangard, & Raadabdi, 2021).

It is impossible to overstate the value of project monitoring and evaluation since it enables companies to assess if the resources allocated to the project have resulted in the intended results. This is crucial in today's resource-constrained corporate climate because without adequate monitoring and evaluation the company cannot know how well it is doing or whether it is accomplishing its objectives. Additionally, project monitoring assists in risk detection and enables early problem resolution for any possible issues that may occur (Palmier & Rook, 2020).

Furthermore, effective project management requires constant monitoring and evaluation of the progress made. Organizations may keep track of project budgets, timetables, and total work accomplishment by tracking the advancement of the project. It assists in locating any problem areas and reveals areas that require repair, giving firms valuable information. Recommendations for tweaking and enhancing are aided by the evaluation's useful information regarding the project's effectiveness and influence on stakeholders. Businesses that use project monitoring and assessment can achieve enormous benefits and improve the outcomes of their initiatives (Patron & Paton, 2019).

By considering the ideas of the above listed scholars, the significance of monitoring and evaluating construction projects can be emphasized since it ensures project success, facilitates better decision-making, and raises project quality. Therefore, from the beginning of any construction project, project managers must prioritize the creation of effective monitoring and evaluating systems.

2.1.4 PROCESS AND STAGES TO CONDUCT PROJECT MONITORING AND EVALUATION

There are various steps that must be taken to guarantee a thorough and efficient approach to project monitoring and evaluation. These stages involve planning, gathering and analysing data, reporting, and putting suggestions into practice.

According to some scholars Project failure might result from not carrying out monitoring and evaluation tasks, which are crucial parts of project management (Bamberger, Rugh, & Mabry, Real world evaluation: Working under budget, time, data, and political constraints, 2006). As

a result, the processes and stages involved in project monitoring and evaluation will be covered in the following piece.

According to Hunter (2009), there are six primary steps that should be followed while conducting project assessment and monitoring activities. These entail identifying the purpose and scope of the monitoring and evaluation system, planning for data management and collection, data analysis, report creation and usage, Review and Feedback and implementation (Hunter, 2009).

The six main stages are as follows:

- Identify the purpose and scope: Setting project goals and objectives, as well as creating a strategy to attain them, constitute the first step. The planning procedure should take into account any potential risks or problems and be based on the project's objective, scope, and available resources. Planning is necessary to guarantee that the project is well-structured and that all project components have been carefully considered, according to (Singh, 2019).
- Plan for data collection and management: During this phase, information on the project's improvement, activities, and effects is gathered. Numerous techniques, including surveys, interviews, observations, and document reviews, can be used to gather data. The information gathered must be pertinent, trustworthy, and legitimate, and it must be in line with the aims and objectives of the project. Data gathering is a crucial phase that aids in offering insightful information on the project's progress and impact (Steiner & Koening, 2013).
- Plan for data analysis: Data must be evaluated to find patterns, trends, and areas for change after it has been gathered. The analysis need to be founded on the primary goals and objectives of the project and ought to offer a precise evaluation of its advancement. Assert that data analysis is critical to determining the project's strengths and shortcomings and to assist in decision-making (Bamberger, Rugh, & Mabry, Real world evaluation:working under budget,time,data,and political constraints, 2012).
- Plan for information reporting and utilization: A report that highlights the project's achievements, identifies any problems or obstacles, and makes suggestions for enhancements should be created based on the data analysis. Both expert and general readers should be able to grasp the report easily. Reporting is a crucial communication

technique that aids in informing stakeholders about the project's progress, according to (Shanahan & Kopp, 2019).

- Review and Feedback: The team in charge of the project and stakeholders should evaluate the report, and any comments should be taken into account when making future plans. The project's aims and objectives should serve as the basis for the evaluation, and any improvements should be made in light of customer input. Review and feedback are crucial; to make sure the project is in line with stakeholders' expectations and to increase its efficiency (Morris & Hira, 2016).
- Implementation: Implementing the recommendations based on the review and feedback procedure is the last stage. The project plan should be followed and the implementation should be based on the aims and objectives of the project. Implementation is a crucial phase that aids in attaining the project's goals and objectives (Patton, 2010).

In conclusion, goal-setting and planning, data gathering, data analysis, reporting, review and feedback, and execution are the six processes that make up the crucial process of project monitoring and evaluation. To evaluate the project's efficacy and enhance accomplishments of the project each of these phases is crucial. Any project, regardless of size, must go through this procedure to get the greatest results. Proper monitoring and assessment can result in project success.

2.1.5 MONITORING AND EVALUATION TOOLS

M&E tools are employed to assess the development, achievement, and effect of a project or program. These tools assist in gathering, evaluating, and reporting data that is necessary for making decisions. This piece of writing intends to examine several methods and instruments for monitoring and evaluating development projects.

According to Kerzner Project management of construction projects requires the use of project monitoring and assessment technologies. Project managers may utilize a variety of methods to make sure that their projects are on schedule, within their allocated budget, and completed on time. A few examples are Earned Value Management, Critical Path Method, and Building Information Modelling. These tools are required to make sure that the project is effectively finished and that stakeholders' expectations are satisfied (Kerzner H. , 2013).

Additionally, meetings, site visits, and progress reports are the M&E systems' most regular and widely utilized communication tools, respectively (OECD, 2011).

Progress reports: To assess the condition of the project, progress reports are generated on frequently. It improves subsequent work planning by emphasizing activity results and allowing development and success evaluations. Reporting helps set the stage for learning and decision-making at the management level. Reporting demonstrates how fast and well a project is accomplishing its objectives (OECD, 2011).

Review meetings: Regular progress review meetings enable supervisors to inform everyone on the team about current advancement, spot potential issues before they arise, and take appropriate measures to reduce their frequency (OECD, 2011).

Site Visits: Another essential tool for tracking the progress of the project's activities and outcomes is a site visit. A substantial amount of project supervision information is gathered during a site visit (OECD, 2011).

2.1.6 M&E INFORMATION AND DATA COLLECTION METHODS

Throughout the course of the project lifetime, information and data are gathered and analysed as part of M&E processes for construction projects. Accurate data and information must be gathered in order to assess project progress, spot flaws, and ensure prompt decision-making to address problems. There are several monitoring and assessment methods available to the construction industry, including older manual methods of data collecting as well as more modern digital methods utilizing sensors and real-time data analytics.

According to Hobson & Mayne Documents, reports, protocols, practices, and abilities can all be included in the knowledge that can be recorded, organized, retrieved from, and distributed using an information system. In general, we require knowledge to keep track of, evaluate, and comprehend what has altered, both intentionally and unintentionally. The information gathered may either be quantitative information expressed as figures and ratios, for example that enables us to respond to "what," "how many," and "when" inquiries; or qualitative information. When stated in descriptive prose, qualitative data can handle why- and how-questions as well as views, attitudes, and beliefs (Hobson & Mayne, 2016).

Furthermore, a crucial component of M&E is the instruments and techniques used for data collection. The baseline survey, which seeks to gather initial information about a situation, is a key component of the monitoring and evaluation plan whose data is used to methodically evaluate the context in which the project is starting. It serves as the foundation for a later evaluation of the activity's effectiveness and the ultimate outcomes obtained. Simply stated, a

baseline survey is a study conducted at the start of a project to determine the status quo before a project is launched (Estrella, & Gaventa, 2010).

In addition, to know or comprehend the condition prior to the commencement of the project, baseline data on indicators are required at the outset of the M&E process. They originate from indicators and results. Indicators are measurements of the change(s) a particular action have caused. They disseminate knowledge about developments toward specific objectives. They offer both qualitative and quantitative statistics that demonstrate the success of project execution (Gudda, 2011).

There are numerous audiences for M&E findings, and the main goals of sharing findings are to ensure responsibility and motivate stakeholders to action. Making sure your results are accurate and correctly archived so they can be accessed whenever you need them is a crucial communication job (Gudda, 2011).

2.1.7 PURPOSE OF MONITORING AND EVALUATION

The main goal of M&E is to monitor the project's development, spot any deviations from the original plan, and take remedial action to keep it on track. The M&E process assists the project team in locating the source of issues so that they may be resolved early on, preventing delays or project failure.

According to Gudda, Systems for monitoring and evaluating projects' progress can be a good method to give on-going input on how well they are accomplishing their objectives. Early issue identification and probable solution formulation, Keep an eye on the project's reach to all target demographics, monitor the project's effectiveness and the degree to which it achieves its overall goals. Provide guidance for the planning of future projects. (Gudda, 2011).

To guarantee that construction projects achieve their goals and overcome any obstacles that may occur, M&E is an essential step. The M&E method aids in project tracking, deviation detection, and corrective action for the project team. A monitoring and evaluation framework must be established at the start of a construction project to guarantee that this procedure is followed consistently throughout project execution.

In conclusion, Monitoring and evaluation can assist organizations in identifying pertinent data from completed and on-going projects that can serve as the foundation for organizational development, refocusing, and long-term planning. It would be difficult to determine if work

is progressing in the correct path, whether advancement and achievement can be claimed, and how future efforts might be enhanced without effective planning, monitoring, and assessment (Hobson & Mayne, 2016).

2.1.8 CHALLENGES IN M&E

Due to their complexity and dynamic nature of construction projects are recognized for demanding significant monitoring and evaluation in order to ensure timely and successful completion. Monitoring and evaluating construction projects provide special issues in Ethiopia, because the industry contributes significantly to infrastructure growth and economic growth. These difficulties relate to elements like project design, viability, finance, coordination of stakeholders, and quality assurance (Tefera, Glaas, & Chalchisa, 2016). Therefore, recognizing and resolving these issues are essential to the accomplishment of building projects in Ethiopia.

The following are challenges faced by the M&E system in 2011, according to the OECD.

- Delays in data processing and findings presentation. These are brought on by a lack of top employees as well as poor survey design, which results in useless data. Even though it is disappointing, it frequently happens for reports to be created months or years after polls are conducted with outdate and useless data. This is especially true when computer printouts or manually tabulated findings are left in workplaces without ever being examined and documented. Last but not least, even when monitoring is successful, project personnel frequently ignore the findings (OECD, 2011).
- Benchmark tests that are absent or late. To enable with and without project comparisons and assessment, these must strictly be completed prior to the start of project execution (OECD, 2011).
- Delays in data processing frequently brought on by insufficient processing tools and a lack of employees. Data can be processed swiftly and simply by personal computers, but to fully utilize these powers, the right software and knowledgeable personnel are needed (OECD, 2011).
- Inadequate system architecture that collects more data than is necessary or useful M&E has insufficient personnel, both in terms of number and quality (OECD, 2011).

2.2 EMPIRICAL REVIEW

Project management must include project monitoring and evaluation (M&E). It strives to offer a thorough and accurate evaluation of how the project is doing in relation to its stated goals and objectives. The empirical literature on project monitoring, evaluation and the effects on project success are reviewed in this section. Some empirical literatures that were related to the research are reviewed by the researcher and presented as follows:

M&E has been empirically demonstrated to be a fundamental management strategy for the execution of construction projects, according to the study done by Callistus and Clinton (2018) in "The role of monitoring and evaluation in construction project management. Despite the many difficulties faced in M&E, such as the scarcity of funding for M&E, the inadequate organizational capability of M&E departments or teams, and the poor relationship between project planning and M&E, when M&E is properly carried out, projects are completed with efficiency, expense, schedule, adherence to regulations regarding safety and health, and to the satisfaction of stakeholders (Callistus & Clinton, 2018).

"Effects of monitoring and assessment activities on construction project performance criteria" was the title of a report that was released in Gana. According to their results, M&E may be used as a switch to estimate the project's start date, progress over time, and the conditions and objectives represented by the plans for carrying out the project within the customer (Kissi, Agyekum, Baiden, Tannor, Asamoah, & Andam, 2019).Based on the research, the study found that there is a distinct relationship between the various project performance metrics and M&E methods. The results also suggest that a thorough examination of M&E practices that significantly affect project success criteria is necessary (Naidoo, 2011).Naidoo underlined the significance of enhancing and motivating M&E professionals in project settings to promote the rigorous application of M&E practices that contribute to project success in order to strengthen this argument. The effective completion of projects remains a top priority for customers, but in order to get there, project execution methods must give special attention to the link that exists between these variable (Naidoo, 2011).

In order to guarantee that jobs are performed on time and within budget, M&E should be practiced every day. It is to be expected that project scope management reported a good substantial association with M&E since it is associated with standard processes, midterm evaluations, and end assessments of M&E practices. The findings of Papke-Shields et al. (2010), who discovered that project scope management is connected to monitoring and

evaluation (M&E) operations and continues to be a performance criterion for project execution, are consistent with concept (Papke-Shields, Beise, & Quan, 2010)

Ayalew et al. (2016) were inspired to conduct an assessment of the performance and challenges of the Ethiopian construction industry after learning that Mozambique and Ethiopia were the two countries in Africa with the worst project management practices, respectively, according to a research conducted at the London School of Economics (LSE). Their findings showed that the degree of project management practice in the construction industry was below average in terms of applying general project management functions, tools, and methodologies. Particularly, it was discovered that there was very little practice in terms of safety, risk, and time management. The range of schedule slippage is 61%-80%, whiles the range of expected expenses, as well as other factors including risk, quality, resource use, and safety, varies from 21% to 40% (Ayalew, Zakaria, & Zoubeir, 2016).

The study also noted that Ethiopia's construction sector has difficulties such as timetable delays, subpar workmanship, improper procurement procedures, inability to meet project criteria, and a lack of ability to apply best practices. Time, expense, and risk were shown to be the top three obstacles in a ranking examination of the challenges. But when effective monitoring should have been stressed, the researchers made no policy recommendations.

In order to clarify the function of monitoring and evaluation in construction project management throughout the project delivery life cycle, Callistus and Clinton conducted a thorough desk review later in 2018. They observed that while other aspects of project management received a lot of attention, the practice of monitoring and evaluation appeared to be neglected.

Three major areas of M&E issues were covered in the research: challenges at the technical, organizational, and project levels. The insufficient institutional ability of M&E departments or teams, the lack of a strong connection between project planning and M&E, and low financial resources for M&E were mentioned as the major barriers facing M&E. And they asserted that, despite these difficulties, projects are successfully completed when M&E is used, meeting stakeholder expectations for quality, cost, schedule, and health and safety standards (Callistus & Clinton, 2018). But given all these obstacles, the researchers ponder if M&E can be successfully implemented. The research came to the conclusion that if contractors are providing enough resources, technical capacity building, a favourable project setting, and if they permit stakeholders to engage in M&E activities, effective M&E plays a

crucial role in enhancing construction project execution. The researchers urged project managers to think about, plan, and apply M&E from the beginning to the end of projects in order to decrease the chance of re-work, which in turn increases project cost and time. This recommendation is consistent with existing research, which suggests that M&E plans be incorporated into project plans and used throughout projects (Callistus & Clinton, 2018).

2.2.1 IMPORTANT OBSTACLES TO MONITORING AND EVALUATION

A lot of obstacles have been faced in the execution of global initiatives. Project monitoring and assessment are crucial elements in raising project performance as a remedy. The sorts of actions taken and the minimal degree of focus devoted to the exercise are the main determinants of these difficulties. Every monitoring plan's efficacy and success primarily rely on the institution's or individual's ability to carry it out. Thus, the execution of project monitoring and assessment is hampered by insufficient institutional capacities. Based on a thorough examination of the goals and outcomes, institutions' capacity building is crucial not just too promptly address bad performance but also for participation (Bhagavan & Virgin, 2004).

Since monitoring and evaluation are processes, they must work in harmony alongside other project cycle activities like planning and budgeting. The inadequate connection between planning and budgeting and project monitoring and evaluation will have a negative impact on PM&E's ultimate goal. Planning for data collection and analysis must take into account any flaws, biases, and hazards to the quality of the data and analysis. The M&E framework's data management, which prevents time and resource wastage, must be properly designed (Chaplowe, 2008).

the Ghana National Development Planning Commission (GNDPC), published in 2010. Budget allocations and scarce PM&E resources are a problem for PM&E. Other issues influencing PM&E include a lack of integration with planning and PM&E requirements, poor data quality, discrepancies in data, and inconsistent data (GNDPC, 2010).

The development of non-measurable PM&E goals that cannot be used to assess project performance and milestones or to communicate project outcomes, as well as the absence of an efficient digital PM&E database system, are barriers to the successful implementation of project monitoring and evaluation (Chaplowe, 2008).

The formulation of project monitoring and evaluation goals that are incompatible with the requirements and values of the intended beneficiaries as well as project activities that do not efficiently produce the anticipated results are further dangers to project monitoring and evaluation (GNDPC, 2010).

To sum up M&E has a variety of obstacles to overcome in order to properly produce outcomes. Strong need exists for trained personnel, M&E system capacity growth, synchronization of training curricula, and expert assistance (Gorgens & Kusek, 2009). This is due to the fact that finding skilled personnel is a key obstacle when choosing M&E systems (KOFFI-TESSIO, 2002).

CHAPTER THREE

3. RESEARCH METHODOLOGY

In order to understand how the organization monitored and assessed its activities as well as to assess the practice's current state, a descriptive research approach is adopted in this study. According to Kothari (2008), a descriptive research approach is appropriate when the study is concerned with exact forecasts, a tale of facts, and traits pertaining to individuals or events. It is intended to characterize an event or a feature of things as they presently exist.

Descriptive research will therefore is appropriate to reply to questions on the who, what, when, where, and how details of the company's M&E system.

3.1 RESEARCH DESIGN & APPROACH

Because descriptive studies frequently aim to gather information on the characteristics of things (such people, organizations, companies, or brands), events, or circumstances, this study employed a descriptive research design.

According to Cresswell, J. W research approach known as a descriptive study design is one that focuses on characterizing features of an event, circumstance, or population without intervention or the manipulation of variables. It entails gathering, arranging, and distilling qualitative and quantitative data to describe current situations or trends. The main goal of this kind of research design is to present a complete and accurate picture of the situation, person, event, or phenomena being studied (Cresswell, 2014).

Additionally, this research used a mixed-methods approach, which is a method for gathering, evaluating, and producing results by combining both quantitative and qualitative data at some point in the research process. An interview and a questionnaire survey were the two complementary methodologies used in this approach. The first questionnaire produced quantitative data, but the second did so while further verifying the quantitative results by providing greater qualitative details. When compared to employing a single approach, the use of mixed methods adds value (Hurmerinta-Peltomaki & Nummela, 2006).

Furthermore, A descriptive study is concerned with finding out the what, where and how of a phenomenon (Saunders, Lewis, & Thornhill, 2009). Hence, a descriptive research will enable us to answer the questions of who, what, when, where and how details of the M&E system of

the company. By doing this, this study will also be building a profile about monitoring and evaluation.

The research uses a survey approach. Because it enables the researcher to get data on a variety of research issues, the survey technique is particularly common for company research.

According to Fowler, F. J a survey study is a kind of research methodology that entails gathering information from a sample of people by administering questionnaires or conducting interviews. The surveys seek to learn about the attitudes, perceptions, beliefs, and actions of a certain population. This research methodology was selected because it offers an economical and effective means of gathering information from a sizable sample size. It aids in understanding population trends and patterns and may be used to test hypotheses or respond to particular research objectives (Fowler, 2013).

3.3 SAMPLING TECHNIQUE/METHODS AND SAMPLE SIZE

52 professionals who were working on the implementation of the chosen projects made up the entire population of responders. They actively participated in project planning and implementation process tasks as well as more technical activities. To acquire a more complete view of the problem being studied, all the employees and experts who engaged in project execution activities were chosen with the intention of choosing respondents for data gathering,

The choice to include a sample in the study was made based on the person's understanding of M&E, experience, and project management background. This study employed judgmental/purposive sampling as its sampling approach. As a result of the researcher's decision to narrow down the targeted population to particular groups of people who can offer the needed information, either because they are the only ones with it or because they meet certain requirements (Uma & Roger , 2016),

Note that census was exercised to get a more comprehensive picture of the issue under study. According to Kothari asserts that it is important to underline that when the universe is tiny, doing a sample survey is insufficient. Census was employed to conduct the research since it is a comprehensive count of every component of the "population." It may be assumed that such an investigation, when all factors are included, leaves no room for chance and yields the maximum degree of accuracy (Cresswell, 2014). AS a result, the Census enquiry was used; this method will be suitable because the target population for this study would be small.

Project managers are questioned utilizing semi-structured and structured questionnaires across the whole organization. People are questioned on various topics. project managers, project M&E, project officers, program manager, HQ program M&E officers, and key resource people made up this group. Additionally, it permits the study's findings to be as accurate as possible. As a result, the whole target audience was contacted to gather information about the research topic.

3.4 DATA COLLECTION METHOD AND TOOLS, DATA SOURCES

In this research project, primary and secondary data were both used. By using both a questionnaire and key informant interviews, the main data was collected directly from key informants, including project managers, office engineers, and project planners. Additionally, the key source interview and questioner interviews were self-administered. Reviewing the company's weekly, monthly, and other important M&E-related reports' records allowed for the collection of secondary data.

At the project locations and the headquarters, questionnaires were distributed in order to gather primary data. In order for the respondents to grasp what was expected of them, the questionnaire was made clear and concise.

Data collection instrument, both the questioners and interview questions were developed by the researcher. When finalized, the questioners were distributed to respondents after a short briefing about the objective of the assessment. Similarly, person to person interview with key informants was undertaken; relevant secondary data were also obtained from the company's documents.

Basically, two major data collecting methods were employed by the researcher. To collect primary data from key informants a semi-structured open-ended interview questions along with questioners were deployed.

The study's goals and the research topics were taken into account when creating the semi-structured interview outline. To aid in finding the issues, drawing conclusions about them, and offering the best possible advice, all pertinent factors have been taken into consideration. The primary benefit of using a semi-structured open-ended question was that it allowed the interviewee to go into greater detail about any topics that called for more clarification. Interviews have the major benefit of providing much more comprehensive information than other types of data gathering, like surveys (Carolyn & Palena, 2006).

Few open-ended and mostly closed-ended inquiries make up the form. In a relatively brief amount of time, it is a suitable tool for gathering a range of views. The assertions in the questionnaire were rated on a 1–5 Likert scale, with 1 denoting strongly agree 2 denoting agree, 3 denoting neutral, 4 denoting disagree, and 5 denoting strongly disagree. Additionally, The questionnaire was written in English because it is the language of dialogue within the business and among members working on initiatives. The questionnaire was divided into several sections, with the majority of them concentrating on tracking and assessment practices and their present state.

3.5 DATA ANALYSIS AND PRESENTATION

Measures of central tendency and frequency distributions are some of the descriptive analytic methods that are frequently employed in this research. The terms mean, median, and mode are used to describe the numerical values that serve as the "center" of a collection of data. These metrics give researchers a baseline for comparing the dataset to other datasets and aid in understanding the dataset's usual worth (Gravetter & Wallnau, Statistics for the behavioral sciences, 2016).

The requirement to organize the data into a manageable form necessitated the creation of summaries, classifications, and the use of statistical inferences in order to turn the unprocessed data into information for usable and relevant purposes. Following this, the data were eventually analysed according to the research objectives and queries.

Both quantitative and qualitative data analysis methods are used to evaluate the data. For the quantitative analysis, each answer was given using the software program Ms excel. data were evaluated based on the replies from the distributed questionnaire. A data input template was used to gather, process, and submit the poll responses. Also used to describe the statistics were summary tables and info graphics. The answers to the questionnaire replies were combined with the findings of the interview questions, and the data was then analysed appropriately. Finally, conclusions were drawn from the study's results, and suggestions were made based on the data examined.

3.6RELIABILITY AND VALIDITY

The capacity of the instrument to gauge what it is intended to measure is referred to as validity argues that the strength of our findings, implications, or ideas determines their truth.

It is preoccupied with the question of whether an instrument is measuring what is anticipated of it (Saunders, Lewis, & Thornhill, 2009).

The researcher and the adviser, who served as the instrument's specialist, collaborated to determine the validity of the instrument. To guarantee the validity of the findings, the poll and interview questions were also created based on the literature study and frame of reference.

According to Saunders et al. (2009), reliability reveals how closely linked a questionnaire's topics are to one another as well as whether or not the questionnaire will consistently yield results at various periods and under various circumstances. Cronbach's alpha is one of the most widely used reliability metrics. It gauges how closely linked a collection of items are to one another, or the internal consistency, of the scale's items (Saunders, Lewis, & Thornhill, 2009).

It is regarded as a gauge of scale dependability. Cronbach's coefficient alpha values typically run from 0 to 1, with larger values reflecting greater internal uniformity and values less than 0.5 being unacceptable. Correlating the answers to each question in the questionnaire with the answers to the other questions in the questionnaire is known as internal consistency (Saunders, Lewis, & Thornhill, 2009).

To sum up the reliability test that was run on the research questionnaire yielded a score of 0.713. This suggests that the survey is trustworthy since it regularly captures the variables it is designed to. As a result, the information gathered via this questionnaire is reliable and genuine. In order to ensure that the study findings appropriately reflect the research population and that the findings are not skewed or prejudiced as a consequence of mistakes or inconsistencies in the questionnaire, it is crucial to do this. Overall, the validity and trustworthiness of the study findings are improved by the questionnaire's dependability.

3.7 ETHICAL CONSIDERATION

The ethical aspects of research concern how we conceive and define our research subject, plan our study and secure funding, gather data, process and store it, evaluate it, and report our results in a moral and responsible manner (Saunders, Lewis, & Thornhill, 2009).Ethics exists to prevent damage and to guarantee that study subjects are not exposed to any danger or risk as a result of improper privacy protection techniques.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

Summaries of the study's results are provided, examined, discussed, and interpreted in detail in this part. The data collected through questionnaires, interviews, and document reviews was analysed using Excel utilizing frequencies and means.

Employees that directly and indirectly engage in the monitoring and assessment process received a total of 52 questionnaires that focused on the company's monitoring and evaluation practices. However, 47 questionnaires—representing a 90.38% response rate—were correctly completed and returned. The procedures of the project Monitoring & evaluation at gift real estate were examined using descriptive statistics methods. The results were examined in light of the respondents' demographic makeup and response rate.

The findings of the research include: Project cycle management, monitoring and evaluation methods, and monitoring and evaluation practice utilized. Through frequency distribution tables; pie, line, and bar charts, the area of monitoring and the proper Monitoring & Evaluation for program/project to manage the current state of the projects output would be given. The frequency of the respondents, mean, aggregate mean, and percentage were used to examine the data.

4.2. GENERAL INFORMATION

Respondents with a range of demographic traits are asked for the data needed to satisfy the specified study objectives.

The demographic data of the participants is included in the questionnaire's first section. A small quantity of information on the respondents' personal and professional traits was collected in this section of the questionnaire. The following factors were taken into consideration: sex, age, educational background, job title, and work experience.

4.2.1. SEX OF THE RESPONDENTS

According to the survey results shown in Figure 4.1, the majority of respondents 29 or (61.7%) were men, while just 18 or (38.3) were women. This demonstrates that female engagement in the organization is lower than male participation.

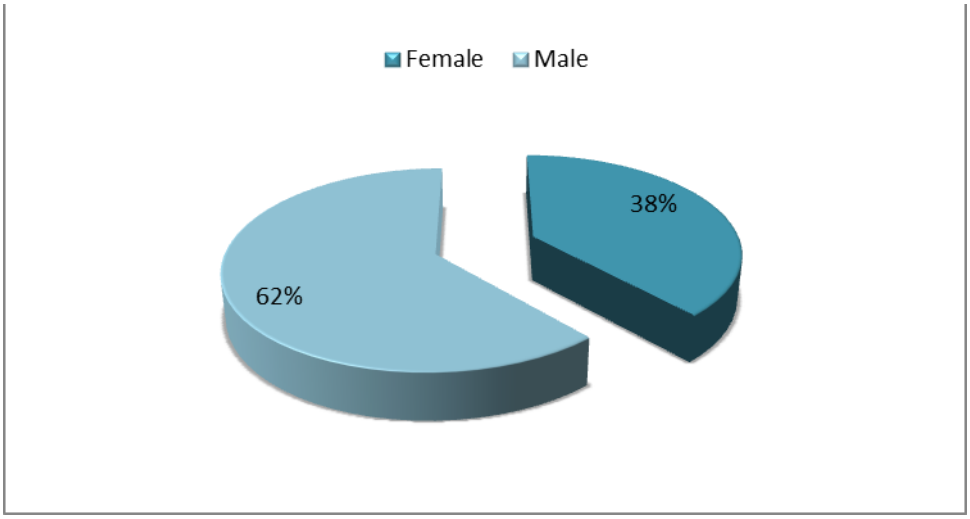

Figure 4.1 sexes of respondents

4.2.2. AGE OF THE RESPONDENTS

Regarding the respondents' ages, according to figure 4.2, 45% of them were between the ages of 21 and 30; 48.9% were between the ages of 31 and 40; and the remaining 6% were, respectively, between the ages of 41 and 50. This shows that the majority of respondents, or 49% of respondents, were between the ages of 31 and 40. This showed that the majority of the respondents were in their middle years, active, and responsible for their jobs.

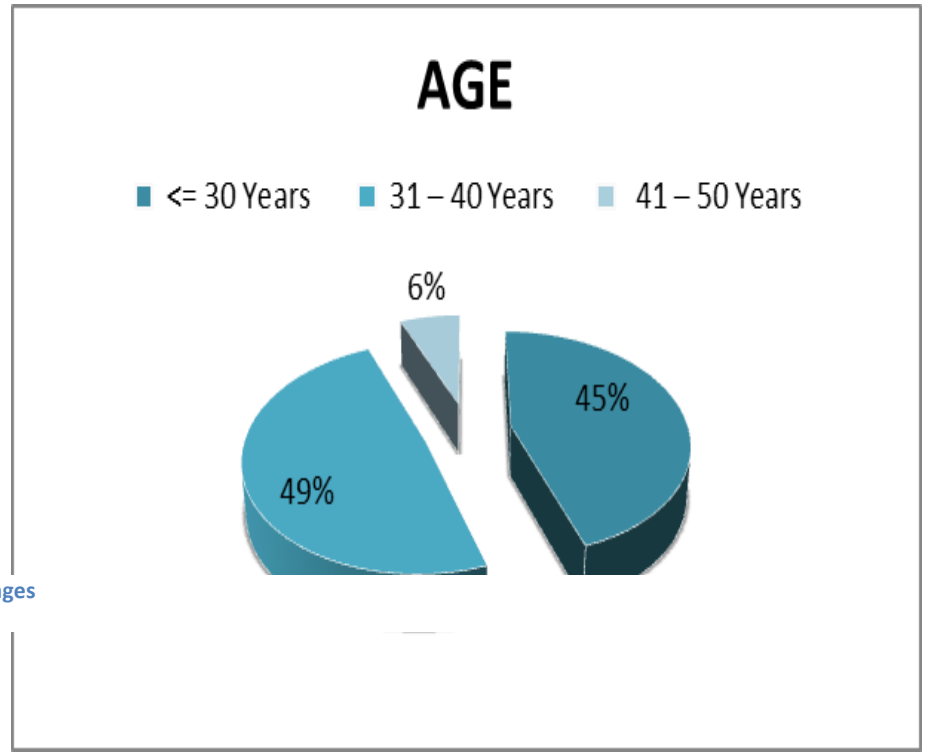

Figure 4.2 ages

4.2.3. ACADEMIC QUALIFICATION OF RESPONDENTS.

According to the academic background of the respondents, which is indicated in table 4.4 below, 2 (4%) of them have a PHD, 32 (68%) have a first degree, and 13 (28%) have a master's degree. This demonstrates that the majority of respondents were first-degree holders. This analysis showed that the company employed highly qualified academic employees. This is viewed as a benefit in obtaining precise and pertinent information and data for this investigation.

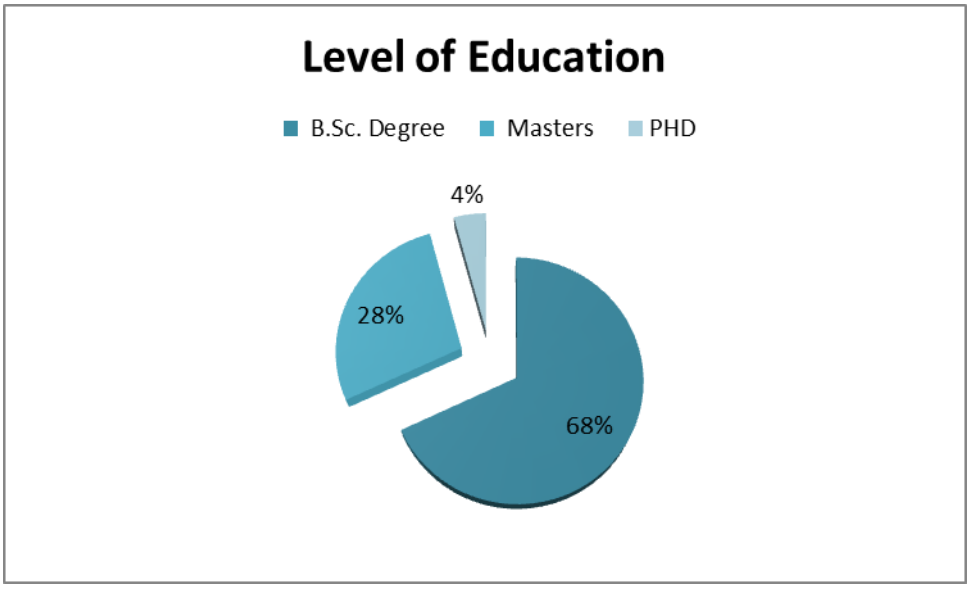

Figure 4.3 level of education

4.2.4. POSITION OF THE RESPONDENTS IN THE ORGANIZATION

As shown in Figure 4.3, 40% of respondents served as project coordinators (site managers, office engineers, and project managers); 17% of respondents were ranked under top management; 18% of respondents were ranked under middle management (claim and payment teams under contract administration, head department of construction); and 25% of respondents were ranked as monitoring. This shows that the enterprise's personnel makeup was suitable for thoughtful monitoring and assessment of the study's conduct.

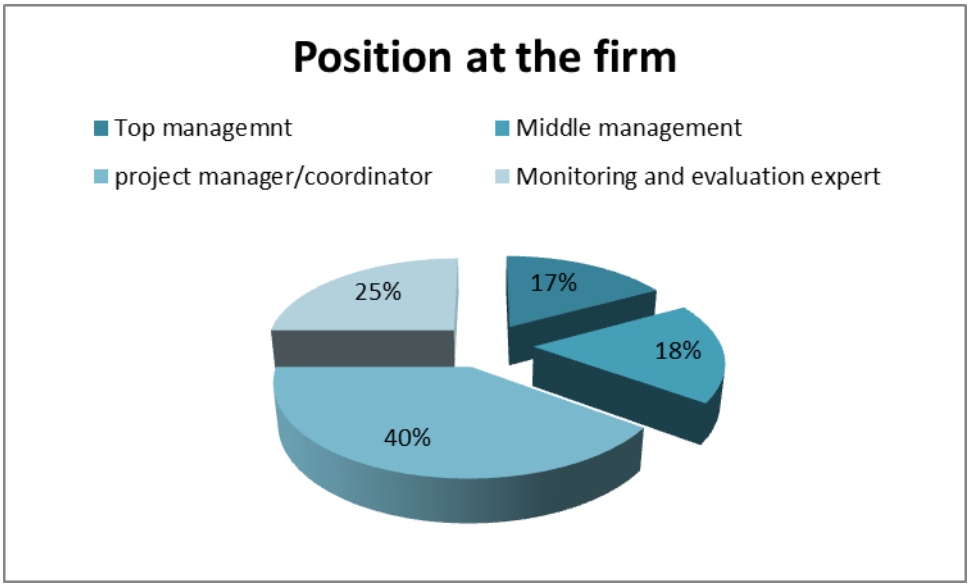

Figure 4.4 positions at the firm

4.2.5. WORK EXPERIENCE OF THE RESPONDENTS

According to figure 4.4, the majority of respondents—21 (40.4%)—have between 11 and 15 years of work experience, followed by 15 (28.8%) who have between 5 and 10 years, 11 (21%) who have fewer than five years, and 5 (9.6%) who have more than 15 years. It is abhorrent that the organization found experienced responders to be dependable sources of knowledge.

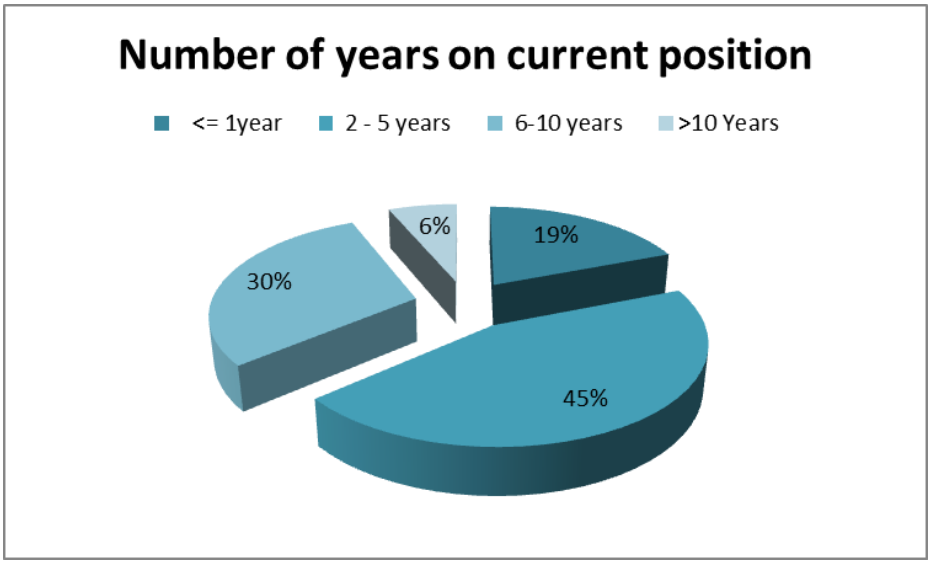

Figure 4.5 numbers of years on current position

4.3. DATA ANALYSIS OF MONITORING AND EVALUATION SYSTEM

The analysed data for respondents' perceptions of the monitoring and evaluation system and practice at the gift real estate project are presented in this section. These were: the M&E

system practiced; monitoring and evaluation and project cycle management; the area of monitoring and evaluation; the method of monitoring and evaluation; the contribution of monitoring and evaluation to project success; and the challenges of the M&E process.

4.3.1. MONITORING AND EVALUATION PRACTICE

According to IFAD (2008), monitoring and evaluation practices are an integral part of design programs because they guarantee logical reporting, link results and demonstrate accountability, quantify efficiency and effectiveness, guarantee efficient resource allocation, encourage on going learning, and improve decisions.

The respondents were kindly invited to provide actual states to express their degrees of agreement on numerous aspects of the sorts of monitoring and evaluation performed in order to assess the kinds of monitoring and evaluation practices that have been applied at the project. Strongly disagree= SD = 5, disagree= D = 4, disagree= N = 3, agree= A = 2, and strongly agree= SA = 1 were the replies. The study's results, as shown in Table 4.3, were analysed using frequency, mean, and percentage. According to the researcher's assumption's mean value interpretation, anything above three indicates agreement, three is neutral, and anything below three indicates disagreement.

Significance and Practice of monitoring and evaluation

Table 4.1 monitoring and evaluation practice

	Monitoring and Evaluation practice	Frequency of respondents		Percentage	Mode	Mean
1	The current M&E practice of the firm helps in improving project performance.	SA	30	63.8	1	1.4
		A	17	36.1		
		N	0	0		
		D	0	0		
		SD	0	0		
		Total	47	100		
2	The M&E practice helps in acquiring sufficient data to be used as a basis for project modification	SA	4	8.5	2	2.4
		A	25	53.1		
		N	11	23.4		
		D	7	14.9		
		SD	0	0		
		Total	47	100		
3	M&E can be used to monitor the	SA	40	85.1	1	1.1

	progress of a project.	A	7	14.9		
		N	0	0		
		D	0	0		
		SD	0	0		
		Total	47	100		
4	M&E helps to identify problems and provide solutions.	SA	45	95.7	1	1.0
		A	2	4.3		
		N	0	0		
		D	0	0		
		SD	0	0		
		Total	47	100		
5	M&E can be used to evaluate the achievement of project objectives.	SA	44	93.6	1	1.1
		A	3	6.3		
		N	0	0		
		D	0	0		
		SD	0	0		
		Total	47	100		
6	Information regarding the project can be communicated to the staffs and to the stakeholders/owners of the project through M&E.	SA	0	0	2	2.9
		A	20	42.5		
		N	14	29.8		
		D	13	27.6		
		SD	0	0		
		Total	47	100		
7	M&E helps in learning from experience and in adapting necessary changes.	SA	21	44.7	2	1.6
		A	26	55.3		
		N	0	0		
		D	0	0		
		SD	0	0		
		Total	47	100		

Source: Survey Data

From the above table 4.1 The relevance of M&E procedures at the company was summarized and addressed as follows based on the responses from key informants to the surveys. The respondents resoundingly concur that the company's present M&E practices aid in enhancing project performance. 25 respondents (53.2%) agreed, 11 (23.4%) were indifferent, and 7 respondents (14.9%) disagreed that the system can gather enough data to serve as a foundation for project modification efforts. The fact that M&E helps to discover problems, to propose solutions for them, and may be utilized to monitor the development of a project,

respectively, was firmly agreed with by every responder. They also firmly agreed that it may be utilized to assess the accomplishment of our project's goals. 20(42.5%) respondents agreed that the M&E system may be utilized to inform staff members about the project; however, 14(29.8%) respondents had an unresolved view, and 13(27.7) of them disagreed. They all concurred that the M&E approach would be helpful in adopting required modifications and learning from experience.

The responses were ranged from strongly disagree=SD=1, disagree=D=2, neutral=N=3, agree=A=4, strongly agree=SA=5. The Frequency, Mean, and percentage were used to analyze the study data shown in table

Table 4.2 monitoring and evaluation steps and tools

	Monitoring and Evaluation steps and tools	Frequency of respondents		Percentage	Mode	Mean
9	The scope and purpose of monitoring and evaluation clear.	SD	10	21.3	2	2.2
		D	23	49		
		N	10	21.3		
		A	3	6.4		
		SA	1	2.2		
		Total	47	100		
10	Gift Real Estate PLC has a written monitoring and evaluation plan that guides project execution for every project.	SD	7	14.9	2	2.5
		D	21	44.7		
		N	10	21.3		
		A	7	14.9		
		SA	2	4.3		
		Total	47	100		
11	Adequate budgets are assigned for monitoring and evaluation	SD	9	19.2	2	2.6
		D	16	34.		
		N	10	21.3		
		A	7	14.9		
		SA	5	10.6		
		Total	47	100		
12	Gift Real Estate PLC has allocate enough time and set schedule for monitoring and evaluation	SD	10	21.8	2	2.2
		D	23	48.9		
		N	10	21.3		
		A	2	4.3		
		SA	2	4.3		
		Total	47	100		

13	Project stockholder clarity identified in the plan	SD	0	0	4	4.0
		D	4	8.5		
		N	7	14.9		
		A	22	46.8		
		SA	14	29.8		
		Total	47	100		
14	Frequency of data collection indicated in the M&E plan	SD	16	34	1	2.3
		D	13	27.6		
		N	8	17		
		A	6	12.8		
		SA	4	8.5		
		Total	47	100		
15	An enterprise exercise an activity implementation compared to schedule, quantitative and qualitative outputs, Outcomes and goals achieved	SD	1	2.1	3	2.8
		D	18	38.3		
		N	21	44.7		
		A	4	8.5		
		SA	3	6.4		
		Total	47	100		
16	Disseminating or reporting the M&E findings	SD	0	0	4	3.2
		D	15	31.9		
		N	11	23.4		
		A	18	38.3		
		SA	3	6.4		
		Total	47	100		
17	Capture and documenting the lessons learned	SD	13	27.7	2	2.1
		D	22	46.8		
		N	9	19.1		
		A	2	4.3		
		SA	1	2.1		
		Total	47	100		
18	Creating knowledge repository implemented by the enterprise	SD	13	27.7	2	2.1
		D	20	42.6		
		N	9	19.1		
		A	4	8.5		
		SA	1	2.1		
		Total	47	100		
Aggregate mean						2.6

Source: owner survey

Respondents were questioned about whether the scope and purpose of monitoring and assessment are clear based on the information in table 4.3 above. A majority of respondents (48.9%) disagreed with the statement in response to this question, while 10 respondents (21.2%) remained neutral and 3 respondents (6%) agreed. The mean score of 2.2 and mode 2

show that there was disagreement among the majority of responders. This demonstrates that the majority of respondents had a lack of understanding on the concern of the scope and purpose of monitoring and assessment.

According to table question no. 10, 21 respondents (or 44%) disagreed that Gift Real Estate has a written monitoring and evaluation plan that directs project execution for every project, while 7 respondents (or 14.8%) agreed and 10 respondents (or 21.2%) were neutral. The majority of the respondents ensured that there is no formal monitoring and evaluation plan that directs project execution for every project as a project-oriented company, as indicated by the mean value of 2.5 and mode of 2.

As shown in question number 11 of the above table, 16 respondents (34.1%) disagreed with the assertion that the Enterprise didn't given an appropriate budget for monitoring and assessment, while the remaining 10 respondents (21.3%) remained neutral. The majority of respondents believed that Gift real state didn't allocated an acceptable budget for M&E practice based on the results of question number 11, which had a mean value of 2.6 and a mode of 2.

In response to question No. 12, 23 respondents, or 48%, disagreed with the statement, whereas 2 respondents, or 4.3%, agreed that Gift Real Estate had set aside adequate time and a timetable for monitoring and assessment practices, and 10 respondents, or 21.3%, were undecided. The majority of respondents indicated that Gift Real Estate does not arrange monitoring and evaluation practices well and does not allot enough time for them. The firm was not given adequate time and a realistic timetable for the purpose of M&E, as evidenced by the mean value (= 2.2 of the respondents).

Regarding question no. 13 The respondent of the study were asked that project stakeholders identified and place in the M&E plan. With regard to this question, 22 participants (46%) agreed, 7 respondents (14.9%) renamed the question as neutral, and 4 participants (8.5%) disagreed. This suggests that the company follow project stakeholder identification and placement in M&E plans, and the mean value of 4 supports this.

According to table question no. 14 The study's respondents were also questioned about the frequency of data collection, which was one of the M&E practices included in the plan. A majority of respondents, 16 (34%),strongly disagree with the statement, followed by 6(12%), who agree, and 8(17%), who are indifferent. This respondent's result demonstrated that Gift

real state did not employ employees as frequently as the plan intended for data collecting. The respondents' mean score 2.3 backed with the respondent's main contention.

In response to question No. 15 The issue of an enterprise exercise or activity implementation compared to schedule, quantitative and qualitative outputs, outcomes, and goals attained was also evaluated in the study. In answer to this question, 18 respondents (38.3%) disagreed with the statement, 4 respondents (8.5%) agreed, and 21 respondents (44.7%) were undecided. This showed that the company's activity execution was not in line with its planned outputs—both quantitative and qualitative—or its aims. The majority of participants' rating scale results, which indicate that no activity was implemented in comparison to the schedule, quantitative and qualitative output, are supported by the mean values of 2.8.

Regarding question no. 16 The study also examines how to report or distribute the M&E findings. 15 of the respondents, or 31.9%, disagreed with the statement; six respondents, or 18(38.3%), agreed; and 11 respondents, or 23.4%, were neutral. Additionally, the mean value 3.2 and Likert scale guaranteed that reporting or distributing M&E findings was seen as an enterprise-wide M&E practice.

According to table question no. 17 22 (46.8%) respondents disagreed with the remark in the response to the question about capturing and documenting the lessons learnt. Of these 47 respondents, 2 (4.3%) were in agreement, while 9 (19.1%) were still undecided. This demonstrates that recording and preserving lessons learned is not an enterprise-wide norm.

According to the last item orIn response to question No. 18 The majority of respondents—20(42.5%)—disagreed and said that their organization does not implement knowledge repositories. Three respondents, or 4 people 8.5%, agreed that their organization does, in fact, practice knowledge repositories; however,9 individual 19.1% of respondents said they neither agreed nor disagreed with this statement. This demonstrated that the company lacked a practical culture of knowledge creation that was applied inside the company as well as lessons learned for next initiatives.

4.3.2. MONITORING AND EVALUATION AND PROJECT CYCLE MANAGEMENT

The respondents were asked to indicate their degrees of agreement on several criteria of the level of Project Monitoring & Evaluation and project cycle management in order to describe the level of these practices at Gift Real Estate Projects. Strongly disagree=SD=1, disagree=D=2, disagree=N=3, agree=A=4, and strongly agree=SA=5 were the replies.

Table 4.3 M&E & project cycle management

NO	**Statement Which of the following M&E project/program cycle management or mechanisms are utilized at Gift Real Estate PLC projects?**	Frequency of respondents		Percent	Mode	Mean
1	Situation (context) analysis for the need assessment process of the project.	SD	12	25.5	2	2.1
		D	24	51.		
		N	7	14.9		
		A	4	8.5		
		SA	0	0		
		Total	47	100		
2	Cost – Benefit analysis (CBA) to evaluate the project performance from contractor profit perspective	SD	1	2.1	5	4.1
		D	4	8.5		
		N	9	19.1		
		A	9	19.1		
		SA	24	51		
		Total	47	100		
3	Process (activity) monitoring (day to day supervision) to track the progress of the project during implementation	SD	3	6.4	5	3.9
		D	6	12.8		
		N	7	14.9		
		A	8	17		
		SA	23	48.9		
		Total	47	100		
4	Milestone trend charts and phase evaluation to determine the project performance or to validate semi deliveries.	SD	0	0	4	3.9
		D	3	6.9		
		N	13	27.7		
		A	18	38.3		
		SA	13	27.7		
		Total	47	100		
5	The Logical framework of RBM approach application to monitoring and evaluation process.	SD	17	36.8	2	2.0
		D	19	40.4		
		N	7	14.9		
		A	4	8.5		
		SA	0	0		
		Total	47	100		

6	Is there logical framework approach (log frame) in its project planning stages so as to help M&E activities accordingly	SD	17	36.8	2	1.8
		D	25	53.2		
		N	4	8.5		
		A	1	2.2		
		SA	0	0		
		Total	47	100		
7	Baseline data is collected prior to the start of project operation.	SD	5	10.6	3	2.9
		D	25	53.9		
		N	7	14.2		
		A	6	12.8		
		SA	4	8.5		
		Total	47	100		
8	For your M&E plans there are indicators that are clearly linked to the objectives of the program/project.	SD	1	2.1	3	3.2
		D	13	27.7		
		N	19	40.4		
		A	3	6.4		
		SA	11	23.4		
		Total	47	100		
9	There are implementation indicators set for (Inputs, Activities and outputs).	SD	0	0	4	3.6
		D	10	21.3		
		N	8	17		
		A	18	38.3		
		SA	11	23.4		
		Total	47	100		
10	There are separate indicators for outcome and impact	SD	9	19.1	2	2.2
		D	23	48.9		
		N	13	27.7		
		A	2	4.3		
		SA	0	0		
		Total	47	100		
11	Baseline data is collected prior to the start of project operation	SD	5	10.6	4	3.9
		D	10	21.3		
		N	15	31.9		
		A	20	42.5		
		SA	7	14.9		
		Total	47	100		
12	Ex-ante evaluation (at the beginning of the project).	SD	10	21.3	2	2.2
		D	23	48.9		

		N	10	21.3		
		A	4	8.5		
		SA	0	0		
		Total	47	100		
13	Mid-term (interim) evaluation	SD	0	0	3	3.7
		D	6	12.8		
		N	14	29.8		
		A	17	36.8		
		SA	10	21.3		
		Total	47	100		
14	Summative evaluation (at the end of the project).	SD	13	27.7	2	2.3
		D	19	40.4		
		N	7	14.9		
		A	5	10.6		
		SA	3	6.4		
		Total	47	100		
15	Ex-post evaluation (after the end of the project).	SD	10	21.8	2	2.3
		D	21	44.7		
		N	6	12.8		
		A	10	21.3		
		SA	0	0		
		Total	47	100		
16	Impact evaluation	SD	17	36.8	2	1.8
		D	23	48.9		
		N	7	14.9		
		A	0	0		
		SA	0	0		
		Total	47	100		
Aggregate mean						2.9

As indicated in Table 3question #1, when respondents to the research were asked if the company employed scenario (context) analysis for the need assessment process of the projects, 24 (51%) disagreed, 4 (8.5%) agreed, and 7 (14.9%) were labelled as having a neutral stance. Their dissatisfaction with the assertion was also corroborated by the mean result (=2.1). This shows that scenario analysis, as a method for M&E and project cycle management, is not appropriate for the project's requirement assessment process.

As seen in table question # 2, 24 (51%) of the majority of study respondents agreed with the statement, while 4(8.5%) disagreed, and 9 (19.1%) declared themselves neutral. The mean result (4.1) for this item supported the agreement that the cost-benefit analysis (CBA) would

be used to assess the project's performance as a management and evaluation (M&E) and project cycle management tool.

In response to question No. 3 Process (activity) monitoring (day-to-day supervision) to measure the project's development When the company is implementing a project, 23 people (48.9%) said they agree . However, 9 people (17.2%) also said they disagree, and 8 people (17%) said they don't agree or disagree. The average value for the aforementioned concept is 3.9

On question No.4. The research also asked participants whether they used milestone trend charts and phase evaluation to assess project performance or validate interim deliverables. The majority of respondents, 18 (38.3%), said yes, while 13 (27.6%) neutral that the enterprise does use milestone trend charts and phase evaluation to assess project performance or validate interim deliverables, and 3 (6.4%) disagreed. The median value 3.9.

Regarding question #5. 19 (40.4%) individuals disagreed with the logical structure of the RBM approach's application to the monitoring and evaluation process, 4 (8.5%) participants agreed, and the other 7 (14.9%) participants had no opinion.This outcome demonstrates that the organization did not put the logical RBM approach tool for monitoring and evaluation as M&E and project cycle management into practice. Since an overwhelming proportion of respondents saw that the business did not apply the logical framework of result-based management to the monitoring and evaluation strategy. The respondent's lower mean value 2 lends credibility to this theory.

In order to support M&E operations appropriately, respondents to the research were also questioned if the project planning phases used a logical framework approach (log frame). Out of 47 responders, 25 (53.1%) were in the majority of disagreement with the question, 1 (2.1%) were in agreement, and 4 (8.5%) were neither in agreement nor disagreement. The median result (=1.8) further demonstrates that the company did not use the logical framework approach throughout the project planning stages to support appropriate M&E activations.

However, in regards to whether baseline data is gathered by the enterprise prior to the start of project operations, 30 respondents (63%) disagreed, stating that baseline data were not gathered by the enterprise prior to the start of project operation. 10 respondents (20.5%) agreed, stating that the enterprise had gathered baseline data prior to the start of the project, and 7 respondents (14.55%) reserved themselves on the neutral position. The majority of

respondents were not in agreement with the previous base line data collection, as the mean value 2.6 also ensured.

Regarding M&E plans, the majority of respondents 14 (29.7%) stated that they disagree with the existence of indicators that are obviously linked to the program's or project's objectives. 14 respondents 29% also stated that they agreed, while thirteen respondents 19(40.4%) said they were unsure of their position. The mean 3.2 result of the respondents indicated that there was correlation between any metric and the project's enterprise-implemented aim.

Regarding the inputs, activities, and outputs implementation indicators, 8 respondents (or 17%) remained in the neutral category, while 29 respondents (or 29.6%) stated that the company implemented the indicators. 18 respondents (48%) stated that the indicators had not been implemented. The respondent's response was consistent with the mean values of 3.6, respectively.

The ex-ante evaluation, which took place before the start of the project, was discussed by the participants. In this respect, 33 respondents (69.9%) disagreed and said that the firm does not practice ex-ante evaluation, whereas 4 respondents (8.5%) agreed and said that the enterprise does exercise ex-ante evaluation and 10 respondents (21.3%) were indifferent. The item's mean values were (=2.2). According to the outcome, Gift Real Estate did not employ ex-ante evaluation for M&E and project cycle management.

Regarding the question of whether the company uses mid-term evaluation as a tool for M&E and project cycle management, 31 respondents (59.6%) disagreed, while 13 respondents (25%) remained unconcerned and 27 respondents (57.3%) supported the practice. The organization use mid-term evaluation, as shown by the mean value for this item of 3.7.

The use of summative assessment (at the completion of the project) throughout project execution as project M&E and project cycle management was a question that was posed of all research participants. The majority of respondents 32 (67%) said that summative assessment was not used in the company. 8 respondents (16.9%) agreed with this statement, while eight respondents7 (14.9%) neutral. The mean value of 2.3 also shows that the majority of respondents did not think that the , Gift Real Estate did not employ M&E and project cycle management as well as summative assessment throughout project execution.

Additionally, respondents provided their opinions on the impact assessment done by Gift Real Estate. 40 people (about 84%) disagreed, and 7 people (14.9%) remained uncommitted.

As the results showed, the majority of respondents believed that the company did not use impact evaluation as a project cycle management and M&E tool. The mean value 1.8 supports this claim as well.

Gift Real Estate does not use M&E and project cycle management as a tool for monitoring and evaluating operations, according to the aggregate mean of all responses, which was determined to be 2.8. This indicates a negative answer. The overall mean/aggregate mean value of project cycle management and monitoring and evaluation scored lower than anticipated.

Daylily Cost Benefit Analysis (CBA) was used as the primary instrument for monitoring and evaluation and project cycle management because it was a real statecompany , and activity monitoring was used to monitor project progress, according to the senior leadership and main monitoring team's interview results. However, the firm does not have a strong assessment culture, and Gift Real Estate particularly does not have much experience with external or independent evaluation.

4.4. METHOD OF MONITORING AND EVALUATION

Table 4.4 method of M&E

	Method of monitoring and evaluation	Frequency of respondent		percentage	mode	Mean
1	Conducting project record like progress report	SD	0	0	4	4
		D	1	2.1		
		N	11	23.4		
		A	22	46.8		
		SA	13	27.6		
		TOTAL	47	100		
2	Conduct formal survey	SD	0	0	4	3.9
		D	6	12.8		
		N	6	12.8		
		A	21	44.7		
		SA	14	29.8		
		TOTAL	47	100		
3	Conduct direct observation	SD	0	0	4	4
		D	0	0		
		N	9	19.1		
		A	28	59.6		
		SA	10	21.3		
		TOTAL	47	100		
4	Conducting interviews	SD	17	36.8	1	2

		D	16	34		
		N	7	14.9		
		A	7	14.9		
		SA	0	0		
		TOTAL	47	100		
5	Conducting focus group discussion	SD	4	8.5	5	3.8
		D	6	12.8		
		N	5	10.6		
		A	10	21.8		
		SA	22	46.8		
		TOTAL	47	100		

According to Table 4.4, the majority of respondents, or 22 (46.7%) agreed, said that keeping project records, such as progress reports, is one method of monitoring and evaluation. However, 1(2.1%) of respondents said that keeping project records is not practiced in the organization, and 11 (23.4%) of respondents said they were unsure of their position. The enterprise implemented/conducted project that was recorded as a means of monitoring and assessment, according to the mean (4) value.

Regarding the method of monitoring and evaluation, the aforementioned table 4.6 also revealed that 35 (73%) respondents indicated that the company conduct does formal surveys, 6(12.7%) respondents indicated that the company does not conduct formal surveys, and 6(12%) respondents indicated that they are unsure of their position. The examination of this item's mean value 3.9 advises that gift real estate performs a formal survey.

Regarding doing direct observation, 38 (80.7%) respondents' agrees. No one disagreed and indicated that Gift Real Estate does not monitor and evaluate its operations through direct observation. The result of the mean value (=4) indicated that direct observation is the most important monitoring and assessment technique.

Whether Gift Real Estate uses the interview technique of monitoring and assessment is shown on the same face of the table above. On the topic, 33 respondents (70.1%) disagreed, 7 respondents (14.8%) agreed, and 7 respondents (14.5%) stayed neutral. The mean value yield 2 showed that respondents didn't agree on the issue. This outcome demonstrates that the business does not conduct interviews.

Participants were questioned about whether or not to undertake focus group discussions in a similar vein to table. A large majority of respondents, 32 (62%) said they agreed, 10(21%)

said they disagreed, and 5 (10.6%) said they were undecided. The mean result of 2.06 indicates that the majority of respondents support the company's decision to have focused group discussions.

The respondent's interview results revealed that the hostile/complex character of the project environment depends on direct observation of the project area during project execution conducted without a robust data management technique. This suggests that direct observation and the keeping of project records, such as progress reports, were utilized as techniques of monitoring and assessment in the business.

4.5. MONITORING AND EVALUATION CHALLENGE

The respondents were kindly invited to provide actual states to express their degrees of agreement on numerous aspects of the sorts of monitoring and evaluation performed in order to assess the kinds of monitoring and evaluation practices that have been applied at the project. Strongly disagree= SD = 5, disagree= D = 4, disagree= N = 3, agree= A = 2, and strongly agree= SA = 1 were the replies.

Table 4.5 Difficulties in M&E practice

	Difficulties in M&E practice	Frequency of respondent		percentage	mode	Mean
1	There is an inadequate understanding of M&E at organizational level	SA	10	21.8	2	2.7
		A	30	63.9		
		N	13	27.7		
		D	4	8.5		
		SD	0	0		
		TOTAL	47	100		
2	There is lack of competent staff/skilled staff to carry out M&E practices	SA	0	0	4	3.6
		A	2	4.6		
		N	16	34		
		D	29	61.7		
		SD	0	0		
		TOTAL	47	100		
3	Lack of time and resources to conduct M&E.	SA	40	85.1	1	1.2
		A	5	10.6		
		N	2	4.3		
		D	0	0		
		SD	0	0		
		TOTAL	47	100		
4	Inappropriate M&E implementation	SA	0	0	4	4

	strategies are applied.	A	0	0		
		N	7	14.9		
		D	30	63.9		
		SD	10	21.3		
		TOTAL	47	100		
5	Unavailability of data gathering and analysing tools.	SA	0	0	4	3.9
		A	2	4.3		
		N	5	10.6		
		D	35	74.5		
		SD	5	10.6		
		TOTAL	47	100		
6	M&E practices are not give priority by the management of the firm.	SA	0	0	4	3.9
		A	2	4.3		
		N	8	17		
		D	30	63.9		
		SD	7	14.9		
		TOTAL	47	100		
7	Difficulty in communicating the results of M&E.	SA	4	8.5	4	3.6
		A	2	4.3		
		N	8	17		
		D	28	59.6		
		SD	5	10.6		
		TOTAL	47	100		
8	Data Tampering during M&E Result Reporting period.	SA	0	0	4	3.9
		A	0	0		
		N	10	21.3		
		D	31	65.9		
		SD	6	12.8		
		TOTAL	47	100		

According to table 4.5, 84.5% of respondents concur that organizational levels of M&E systems are well understood, and 8.5% have an unfavourable assessment of the issue. 61.7% of respondents disputed that there was a shortage of experienced or competent personnel to carry out M&E activities, while 4.2% agreed with the notion.

They strongly disagreed with the execution of an improper M&E strategy, the absence of data collection and analysis tools, and the lack of time and resources to undertake M&E. Another issue with the system that is universally acknowledged is the difficulty in transmitting M&E results and data tampering during the M&E Result Reporting period. 78.1% of respondents

disagreed with the issue of M&E procedures not being given priority by the company's management, compared to 0% of respondents who agreed with it.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This research paper's main goal is to assess the monitoring and evaluation procedures used in Gift real estate, as was covered in earlier chapters. Consequently, there are three parts to this chapter. The first section of the report summarizes the main results; the second part discusses the research's conclusions drawn from the findings; and the third portion deals with the recommendations based on the findings.

5.1. SUMMARY

The respondent’s replies have been examined and evaluated. The study culminates with the following observations based on the presentation and analysis of the data.

The scope and objective of the monitoring and evaluation procedure have not been clearly established by Gift Real Estate, as was evident from the presentation of the previous chapter. Even though the company allocated staff for monitoring and evaluation, the project's overall level of monitoring and evaluation system practices is inadequate.

Gift Real Estate, a business that focuses on projects, lacks a defined M&E system strategy and methodology that all project offices would adhere to Performance indicators are employed as the M&E tools and procedures, and only a formal evaluation type is used for the assessment portion. The firm's M&E procedure involves project managers, onsite office engineers, project coordinators, the managing director, and a consultant representative. The managing director receives the data generated throughout this procedure directly. In general, the monitoring and evaluation system is not efficient, effective, so that its not helpful in achieving the project's goal.

Before the project's execution began, baseline evaluations were rarely performed. In order to measure project success objectively at the start and finish of the project, the project did not check performance indicators (input as well as output indicators). The company does not use any kind of independent or external assessment, and its internal evaluation system is woefully inadequate and makes no contribution to project accountability or corrective action. The company employed a cost-benefit analysis to assess project performance in order to determine project profitability. Similarly, process or activity monitoring is also used to monitor project progress without the intention of taking remedial action

As techniques of project monitoring and assessment, performing direct observation and keeping project records like progress reports have received favourable reviews . There is no extensive data analysis in terms of monitoring and assessment techniques. Low ratings were given to the utilization of survey data, focus group discussions, and interviewing.

The majority of the organization's employees is similarly unclear about the importance of project monitoring and assessment. The organizational staff's focus on the project's technical aspects was taken into consideration.

5.2. CONCLUSION

The major objective of this research is to assess how gift real estate projects manage project monitoring and evaluation. By conducting a census survey with questioners and conducting interviews to further explain the gift real estate M&E framework and practice, the study is carried out the monitoring and evaluation practice at the projects for this research paper. The data was submitted by 47 respondents who were involved in project activities and worked in project locations as well as the gift real estate offices.

Gift Real Estate is expected to have a clear and effective monitoring and evaluation system because it is a real estate project and a profit-oriented company. One might imagined that the company could implement a wonderful M&E approach and tools. When you noticed that the company's role in the project activities was as a profit-making real estate, especially since the majority of its job in the project management process is validating the deliveries and ensuring the quality of processes.

The outcome of this research, however, showed that:

- The firm followed the not up to standard monitoring and evaluation method.
- The firm's monitoring and evaluation method could be improved.
- The firm's M&E system is well-organized, but it could be more thoughtfully planned..
- Certain process participants remarked that it had certain flaws and limitations.
- Additionally, it lacks a plan, direction, or structure for M&E. The technique of project evaluation and monitoring is a crucial tool for identifying the primary issue with a given project and for helping decision-makers avoids taking the wrong course of action and saving the project from being distressed.

The M&E system is important to the company since it encourages in achieving the project plan. However:

- The monitoring and evaluation systems and project cycle management used by The Gift Real Estate are all unsatisfactory.
- The contributions of result-based management and the logical framework approach are not included in the company's entire project. This denotes a moderate or immature degree of evaluation and monitoring.

In general, the firm faced technical and administrative challenges and obstacles while using an elementary and extremely conventional manner of monitoring and evaluation tools and techniques. The enterprise loses the ability to employ M&E as the feedback element for the organization strategic, tactical, and operational decisions and also findings show that there is little beneficiary or community involvement or participation in monitoring and evaluation activities in the gift real estate.

5.3. RECOMMENDATION

The intention of this research is not to identify the organization's or company's error. The research findings and conclusion demonstrated the fragility of both enterprise- and project-level issues. The following key recommendations are provided in light of the study's findings and conclusions, as well as knowledge gained from the literature on monitoring and evaluation practice.

- ❖ Companies should develop clear monitoring and assessment mechanisms as well as a defined strategy. For the kind of project, the relevant M&E and project management cycle tools should be used.
- ❖ A formal organizational structure need to be established for this system, together with a precise framework for monitoring and assessment. Companies should create their own monitoring and assessment systems, standards, and formats.
- ❖ And also the company's system should incorporate assumption monitoring, which deals with outside circumstances that may have an impact on the project at hand. The company needs to increase the efficiency of its M&E team.
- ❖ A department that is exclusively in charge of M&E should be strengthened, and members should get on-going training.
- ❖ The process should be given enough time and resources to prepare for and conduct M&E.
- ❖ The relevant stockholder must be involved in project monitoring and evaluation planning and execution.

In addition to The M&E system's communication techniques need to be updated and made more modern. For the goal of conveying information, faster tools should be used. A continuous awareness-building campaign on the value of the M&E system, the significance of raw data, and the impact of tampered data on the system should be implemented in order to allay systemic worries about data tampering.

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APPENDIX

DATA COLLECTION MATERIAL

This questionnaire's goal is to compile first-hand data that will aid in evaluating Gift Real Estate PLC project monitoring and evaluation procedures. All of the data and information collected through this questionnaire will be kept private and used only for the research. As a result, we respectfully ask that you answer each question truthfully, completely, and to the best of your knowledge.

This questionnaire is in the context of my (KALEAB DEMSASH) Master's thesis on the "the system and practice of monitoring and evaluation in Ethiopian construction projects: the case of Gift Real Estate PLC. The information collected through this questionnaire will be treated confidentially and used for educational purposes only. Please take a moment to answer all the questions as precisely as possible.

Thank you in advance for your participation in this endeavour.

If you have any question concerning the questionnaire, please contact me

KALEAB DEMSASH: +251911608407

Section I: General Information

1. Sex:

☐Female ☐Male

2. Age:

☐<= 30 Years ☐41 – 50 Years

☐31 – 40 Years ☐>50 Years

3. Level of Education:

☐Diploma ☐Masters ☐BSc. Degree ☐above Master

4. Current position at the firm:

☐Project manager ☐Project coordinator ☐Office engineer

☐Others, specify _____

5. Number of years worked in current position:

☐<= 1 year ☐2-5 years

☐6-10 years ☐>10 years

6. Have you ever been involved in M&E practice of the firm?

☐Yes ☐No

SECTION II: Significance of M&E practice

PART II: GENERAL QUESTIONS RELATED TO MONITORING AND EVALUATION

(M&E) system and practice in Gift Real Estate PLC. Please answer by putting "√" mark in the table boxes.

No	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The current M&E practice of the firm helps in improving project performance.					
2	The M&E practice helps in acquiring sufficient data to be used as a basis for project modification.					
3	M&E can be used to monitor the progress of a project.					
4	M&E helps to identify problems and provide solutions.					
5	M&E can be used to evaluate the achievement of project objectives.					
6	Information regarding the project can be communicated to the staffs and to the stakeholders/owners of the project through M&E.					
7	M&E helps in learning from experience and in					

	adapting necessary changes.					
8	The monitoring and evaluation system is effective, efficient and contributes to achieve the project objective.					
9	The scope and purpose of the monitoring and evaluation system is clear					
10	Gift Real Estate PLC has a written monitoring and evaluation plan that guides project execution for every project.					
11	Adequate budgets are assigned for monitoring and evaluation					
12	Gift Real Estate PLC has allocate enough time and set schedule for monitoring and evaluation					
13	Project stakeholders clearly identified in the plan.					
14	Frequency of data collection (M&E) indicated in the plan.					
15	An enterprise exercise an activity implementation compared to schedule, quantitative and qualitative outputs, Outcomes and goals achieved.					
16	Disseminating or reporting the M&E findings					
17	Capturing and documenting the lessons learned					
18	Creating a knowledge repository implemented by the enterprise.					

M&E and project/program cycle management. Please thick (√) all as appropriate to each of the questions in this section.

No	Statement Which of the following M&E project/program cycle management or mechanisms are utilized at Gift Real Estate PLC projects?	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Situational (context) analysis for the needs assessment process of the project					
2	Cost – Benefit analysis (CBA) to evaluate the project performance from contractor profit perspective.					
3	Baseline Assessment for the measurement of initial conditions (appropriate indicators) before the start of the project.					
4	Process (activity) monitoring (day to day supervision) to track the progress of the project during implementation.					
5	Milestone trend charts and phase evaluation to determine the project performance or to validate semi deliveries.					
6	The Logical framework of RBM approach application to monitoring and evaluation process.					
7	Is there logical framework approach (log frame) in its project planning stages so as to help M&E activities accordingly					
8	For your M&E plans there are indicators that are clearly linked to the objectives of the program/project					
9	There are implementation indicators set for (Inputs, Activities and outputs)					
10	There are separate, result indicators set for (Outcomes and Impacts)					
11	Baseline data is collected prior to the start of project operation					
12	Ex-ante evaluation (at the beginning of					

	the project)					
13	Mid-term (interim) evaluation					
14	Summative evaluation (at the end of the project)					
15	Ex-post evaluation (after the end of the project)					
16	Impact evaluation					
	Method of evaluation					
1	Conducting projects records like progress report					
2	Conduct formal surveys					
3	Conduct direct observation					
4	Conduct interviews					
5	Conduct focus-group discussions and mapping					

Section III: Difficulties in M&E practice

The following table contains list of difficulties observed on the M&E practices of the firm, indicate your level of agreement with the statement.

No	**Statement**	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
1	There is an inadequate understanding of M&E at organizational level.					
2	There is lack of competent staff/skilled staff to carry out M&E practices					
3	Lack of time and resources to conduct M&E.					
4	Inappropriate M&E implementation strategies are applied.					
5	Unavailability of data gathering and analysing tools.					
6	M&E practices are not give priority by the management of the firm.					

7	Difficulty in communicating the results of M&E.					
8	Data Tampering during M&E Result Reporting period.					

- What would you recommend in order to overcome those difficulties in practicing M&E?

_____

_____

- **Interview Guide Questions Presented to Gift Real Estate PLC TOP Executives/ Top management and Core process group**.

Addis Ababa University College of Business and Economics

School of Commerce

Department of Project Management

Master of Project Management Program

Date of Interview: _____

Purpose: This interview is being conducted as part of my research examining Monitoring and evaluation practices of Gift Real Estate PLC:

1. Does the organization has M&E department or team?
2. Does your organization have an established Monitoring and evaluation System?
3. What do you evaluate the organization Monitoring and Evaluation system in general management and an M&E Practitioner?
4. Tell me about the Monitoring and Evaluation practice of your organization?
5. Does your organization have monitoring and evaluation plan?
6. Did your organization assigned sufficient budget for M&E practices? If yes how? If no, why?
7. How do you rate the contribution of M&E to projects success?
8. Do your Projects Complete as per the planned Time, Cost and Quality?
9. Which area of monitoring and evaluation get more emphasis?
10. What are the challenges of Monitoring and Evaluation Practices in your organization?
11. How can Monitoring and Evaluation be improved in the future?