
**ST. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

# THE EFFECT OF MONITORING AND EVALUATION PRACTICE ON PROJECT DELIVERY PERFORMANCE: -THE CASE OF AMESCO REAL ESTATE PLC.

**BY:**

**ZEBIBA TOFIK**

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## ABBREVIATION AND ACRONYMS

| | |
|---|---|
| **RBM** | Results-Based Monitoring and Evaluation |
| **IBM** | Implementation-Based Monitoring |
| **ANOVA** | Analysis of variance |
| **SD** | Standard Deviation |
| **SPSS** | Statistical Package for Social Sciences |
| **KPI** | Key Performance Indicator |
| **M&E** | Monitoring and Evaluation |
| **UNDP** | United Nations Development Program |
| **AC** | Actual cost |
| **CV** | Cost Variance |
| **IFRCS** | International Federation of Red Cross and Red Crescent Societies |
| **WBS** | work break down structure |
| **ACWP** | Actual cost for the work performed |
| **PMI** | Project management institute |

## Abstract

*The main purpose of this study is to investigate monitoring and evaluation practice and their effect on project delivery performance at Amesco real-estate plc. The study adopted both quantitative and qualitative research approach to address the research questions. AS the population size is limited, the researcher has employed census survey. Self-administer questionnaire were used to gather data. The collected data analyzed by SPSS-Version 27. Both descriptive and inferential statistics were used for the data analysis. The descriptive statistics such as frequency, percent, mean and standard deviation were used for describing the demographic characteristics of respondents and the whole perception of respondents on relationship of dependent and independent variables. The inferential statistics like Pearson correlation and simple linear regression were used to show the relationship between independent and dependent variables. The findings of correlations suggest that monitoring, evaluation, and project performance are positively linked in the context of Amesco Real Estate. This indicates that when these practices are perceived as more effective, they are associated with better project outcomes. Therefore the study can concluded, one unites of monitoring increase delivery of project performance will increase by .487or 48.7%, if there is a one-unit increase in Evaluation there will be.344 or 34.4% increase on delivery of project performance, if there is a one-unit increase in business environment , there will be.316or 31.6% increase on delivery project performance. Remember, this is a continuous process. Regularly monitor progress, assess the impact of implemented changes, and adapt your approach as needed to achieve sustained success.*



**Key words:** Monitoring, evaluation, business environment, project performance

# CHAPTER ONE

## 1.1 Background of the study

Globally Monitoring and evaluation (M&E) plays a crucial role in driving effective and efficient development programs and projects (UNDP, 2023). UNDP promotes a comprehensive definition of M&E, emphasizing its role beyond mere data collection. They advocate for a results-based approach, highlighting M&E's capacity to assess progress towards clearly defined objectives and desired outcomes (UNDP, 2023). Their conceptualization also underscores stakeholder engagement, learning, and adaptation, ensuring M&E contributes to continuous improvement (UNDP, 2021). Engaging stakeholders meaningfully in M&E can enhance data quality, ownership, and utilization of findings (American Evaluation Association, 2021).

M&E can foster cultural sensitivity by involving diverse stakeholders and tailoring data collection and analysis methods to local contexts (Rindal, 2014; UNDP, 2017). Effective global M&E practices actively engage stakeholders across various cultures, leading to better communication, understanding, and buy-in for project goals (Rindal, 2014; UNDP, 2017). Ensuring data integrity and reliability across different countries and organizations can be challenging, requiring robust data management systems and capacity building (Chapman & Ward, 2014; PMI, 2021). Language barriers can hinder effective communication and data collection, requiring multilingual capabilities and culturally sensitive approaches (OECD, 2019; World Bank, 2019). The long-term impact of projects in a global context can be difficult to measure due to complex socio-cultural factors, requiring tailored evaluation approaches (Rindal, 2014; OECD, 2019). The extent to which a project achieves its planned objectives within scope, budget, and schedule constraints, accounting for global risks and uncertainties (Chapman & Ward, 2014; Kerzner, 2017).

The continuous collection and analysis of data to assess progress against defined milestones and identify potential deviations, adapted to the specific cultural and operational realities of African contexts (Bawumia&Quartey, 2019; Ngambi&Nunkoo, 2012). The periodic assessment of a project's effectiveness, efficiency, and impact, considering the unique needs and perspectives of African stakeholders and communities (Rindal, 2014; UNDP, 2017). M&E can foster

accountability and transparency by involving local communities and stakeholders in data collection and analysis, leading to better project governance and ownership (Bawumia&Quartey, 2019; African Union, 2014). Effective M&E can be used for capacity building within African institutions and communities, enhancing their ability to manage and evaluate projects effectively in the future (UNDP, 2017; OECD, 2019). Resource constraints and lack of skilled personnel can hinder effective M&E implementation in many African countries, requiring innovative and cost-effective approaches (Bawumia&Quartey, 2019; ODI, 2019).

Ensuring data quality and reliability can be challenging due to diverse cultural contexts, limited data infrastructure, and potential biases (Ngambi&Nunkoo, 2012; World Bank, 2019). Implementing M&E practices requires careful consideration of cultural norms and sensitivities to avoid unintended consequences and ensure community participation (Rindal, 2014; African Union, 2014). Measuring the long-term impact of projects in Africa can be complex due to diverse socio-economic factors and dynamic contexts, requiring tailored evaluation approaches (ODI, 2019; UNDP, 2017).

M&E can foster accountability and transparency by involving government agencies, local communities, and stakeholders in data collection and analysis, leading to better project governance and ownership (Bezabwit Tesfaye,2019) Culturally sensitive M&E methods can capture community perspectives and local knowledge, informing project adaptations and ensuring interventions are relevant to local needs and priorities (Taye Zergibachew, 2014; World Bank, 2017). Effective M&E can be used to build capacity within Ethiopian institutions and communities, enhancing their ability to manage and evaluate projects effectively in the future (Ethiopian Development Research Institute, 2019; UNDP, 2017).

M&E data can be used to track long-term project impacts and inform strategies for ensuring project sustainability and lasting benefits for Ethiopian communities (Abebe&Kebede, 2018; ODI, 2019). Resource constraints and lack of skilled personnel can hinder effective M&E implementation in Ethiopia, requiring innovative and cost-effective approaches (Bezabwit Tesfaye, 2019; Alemnew, 2016). Ensuring data quality and reliability can be challenging due to diverse cultural contexts, limited data infrastructure, and potential biases (Taye Zergibachew, 2014; World Bank, 2019).

Implementing M&E practices requires careful consideration of cultural norms and sensitivities to avoid unintended consequences and ensure community participation (Ethiopian Civil Service College, 2012; African Union, 2014).

The continuous collection and analysis of data to assess progress against defined milestones and identify potential deviations within the unique context of Addis Ababa, considering its diverse population, infrastructure challenges, and rapid growth (Alemnew, 2016; Addis Ababa City Administration, 2023). The periodic assessment of a project's effectiveness, efficiency, and impact, considering the specific needs and perspectives of Addis Ababa stakeholders, communities, and beneficiaries (Bezabwit Tesfaye, 2019; World Bank, 2020). M&E data can track long-term project impacts on areas like infrastructure, social services, and environmental sustainability, informing strategies for Addis Ababa's future development (Abebe&Kebede, 2018; ODI, 2019).

Similar to other Ethiopian contexts, resource constraints and lack of skilled personnel can hinder effective M&E implementation in Addis Ababa, requiring innovative and cost-effective approaches (Bezabwit Tesfaye, 2019; Alemnew, 2016). Accessing reliable and timely data from diverse sources within the city can be challenging, demanding efficient data management and collaboration between stakeholders (Taye Zergibachew, 2014; World Bank, 2019). Implementing M&E practices in Addis Ababa's diverse communities requires careful consideration of cultural norms and sensitivity to ensure meaningful participation and avoid unintended consequences (Ethiopian Civil Service College, 2012; African Union, 2014). Measuring the long-term impact of projects within Addis Ababa's dynamic context can be complex, necessitating tailored evaluation approaches that consider social, economic, and environmental factors (ODI, 2019; UNDP, 2017).

Amesco real-estate PLC is one of the most competitive and highly specialized real-estate in the construction sector. As any other entity, the successful completion of its project is one of the driving forces at the company. Based on the firm’s previous experience, effective project monitoring and evaluation is proved to be one of the key elements in achieving project successes. The firm uses M&E on projects, to determine whether a project has achieved the desired outcomes, which in turn facilitates the decision-making process in terms of the performance of the project. Monitoring and evaluation can play a major role in enhancing the effectiveness of projects. Hence,

the M&E system is really one of the pillar activities at the firm. The aim of this study is therefore to investigate deeply the practice of monitoring and evaluation of construction projects at Amesco real-estate.

## 1.2. Background of the organization

Amesco real-estate PLC is a share, privately owned construction firm with a reliable record of accomplishments and a bright prospect that matches its high aspiration. The firm was established in 2004 The company through years of vast experience dealing with project management and contract, administration issues and specialized in construction of residential Houses and Multi-Purpose (mixed use) Buildings respectively. Currently it has four active projects in Addis Ababa.

## 1.3. Statement of the problem

The success of projects depends on various factors. Turner et al. (2023) identifies several key determinants, including strong project leadership, effective communication, clear goals, and adaptable risk management strategies. These factors all contribute to a project's ability to meet its objectives within budget and schedule constraints.

According to the above statement projects at Amesco real estate are monitored and their progress is evaluated apparently without a specific time frame. The parameters which assessed include Project’s cost, time, scope, quality and resources (material, equipment and labor). Traditional M&E approaches often focus on summative evaluations conducted at the project's end. However, there is a growing emphasis on incorporating formative evaluations throughout the project lifecycle (Moser, 2021). This shift allows for continuous feedback loops and adjustments, fostering greater project adaptability and responsiveness to changing circumstances. Furthermore, advancements in technology are shaping M&E practices. The use of real-time data collection tools, data visualization techniques, and cloud-based M&E platforms is increasing, enabling more efficient and insightful data analysis (Radujković et al., 2020).

However, the effectiveness of monitoring and evaluation system, the effect of business environment its strength and weakness has never been studied. The significance of the system on the firm project delivery performance also never been clearly identified and properly peached to the company employees too. Even though the company is using M&E in its project management process, the status of this specific practice has never been studied before.

A study by Smith et al. (2022) explores how a culture of transparency and open communication facilitates data collection and information sharing, crucial for accurate state recognition during M&E. Similarly, Jones (2021) emphasizes the role of leadership commitment in fostering a culture that values M&E, ensuring its effective integration into project processes.

Beyond traditional project documents, M&E practices are increasingly incorporating real-time data and stakeholder feedback (Ahn et al., 2023). This multi-faceted approach provides a more comprehensive picture of the organization's current state, allowing for a more nuanced understanding of project progress and potential challenges.

recognizing an organization's current state is paramount for successful project M&E. Cultivating an open M&E culture alongside utilizing diverse data sources empowers organizations to make informed decisions and achieve project goals

Hence the need to consistently monitor and evaluate the implementation of project plans is undisputable, till the end. In addition to that, similar studies state that the information gathered through M&E practice supports the organization through facilitating the achievement of its objectives and to make an informed decision (Ottosson, 2013).

This study will assess the current M&E practices of the company and its impact on projects delivery performance. The question of how it is done, as well as where and when the information for M&E process is gathered are also going to be studied. In addition to that possible recommendations forwarded with a strong believe that the company able to appreciate the benefits

of its M&E practices. Finally, the study point out the overall significance of the company's M&E practice and identify its strength and weakness too.

### 1.4. Research Questions

In light of the problems discussed above the research specifically aims to answer the following Key research questions:

1. What are the practices of project monitoring and evaluation frameworks in Amesco real state?

2. To what extent does project monitoring affect the project delivery performance in Amesco real state?

3. To what extent does project evaluation affect the project delivery performance in Amesco real state?

4. How does the work environment impact project delivery performance in Amesco real state?

### 1.5. Objectives of the Study

#### 1.5.1. General Objective

The general objective of this study is to investigate the monitoring and evaluation practices and their effect on project delivery performance At Amesco real state.

#### 1.5.2. Specific Objective

The specific objectives of the study include:

- To assesses the practices of project monitoring and evaluation framework in Amesco real estate.
- To analysis the effect of project monitoring on project delivery performance in Amesco real estate.
- To analysis the effect of project evaluation on project delivery performance in Amesco real estate.
- To Examine the impact of work environment on project delivery performance in Amesco real estate.

## 1.6. Significance of the study

The study has practical implications for project managers, practitioners, and stakeholders in real estate projects, offering valuable insights into the effectiveness of monitoring and evaluation practices for enhancing project delivery performance. It can contribute to improving project management practices in the real estate industry by identifying best practices, implementation factors, and challenges related to monitoring and evaluation. The research will give full understanding about the monitoring and evaluation practices currently being employed at Amesco real state. The research has a great importance for the company in that, the findings will bring insights on the Effective M&E practices at company. And make the owners to select contractors who implement robust system and ultimately achieve better project out comes in terms of time, cost and quality. It is useful for contractors and managers by identifying the most impactful M&E practices and can guide them to optimize their project management methods, improve efficiency and reduce risk leading to improved profitability and client satisfaction. It is also useful for clients by contribute to improve project delivery performance, resulting in higher quality, well built homes with fewer defects and shorter completion time recognized and consequently take corrective actions to improve this system. it can also be used as a reference for future studies to be conducted at the firm, concerning the practices of M&E at the company. Findings from this study can also be used in improving the current M&E system of the company. Finally, the study is important for researcher to get master's degree.

## 1.7. Scope of the study

This study was delimiting in four main categories such as geographical, conceptual, methodological and time scope.

It is preferable to study the effectiveness of monitoring and evaluating system by taking a larger sample size from a diverse geographical area to bring out the role of cultural differentiation in the effectiveness of project delivery performance. But because of cost and time constraints', the scope of this study is by large limited to assessing the effect of Amesco Real state's performance on selected Four Sites specifically in (Global,lebu,Kazanchis and Dembel) located in Addis Ababa.

The study was conducted in 2024 GC. The study will be limited to selected Sites located in Addis Ababa.

This paper is restricted mainly on project delivery performance. The study was mainly focused on the effect of monitoring and evaluation practices on project delivery performance.

This study is based on a study that used the quantitative and qualitative approach. It uses total population from selected sites in Addis Ababa. Both primary and secondary data is used for this study. The primary data includes the data to be gathered through closed and open ended questionnaires and unpublished internal reports. The secondary data was gathered from journal document. The study will intend to the effect of monitoring and evaluating practice on project delivery performance the case of Amesco Real estate select branches of Addis Ababa.

### 1.8. Limitation of the study

The major limitation is the study was concerned only at Amesco real estate Plc and the findings can't be generalized to other project. The firm's projects are located only in our capital city Addis Ababa because of that the study was focused on in Addis Ababa, Ethiopia. Some respondents may either hesitant to complete the questionnaires or unhappy to fill out questionnaires and resource and time constraints was limited to do so in addition to that the shortage of up-to-date reference materials and research works, specifically to the Ethiopian context, as well, it will narrow the content of the work.

### 1.9. Definition of terms

**Contractor:** -A person or a firm who undertake a contract to provide material or labor for the construction of a building

**Specialized:** -An expert in particular skill

**Key Performance Indicators:** - are specific, measurable, achievable, relevant, and time-bound (SMART) criteria used to assess project progress and achievement of objectives (Project Management Institute, 2017).

**Project Success: -** is a multifaceted concept that encompasses meeting deadlines, budgets, scope, quality, and stakeholder satisfaction (Baccarini, 2021).

## 1.10. Organization of the research paper

The study is presented in five chapters: Chapter one highlights: background of the study, back ground of the organization, statement of the problem, research questions, objectives of the study, significant of the study, scope of the study, limitation of the study and organization of the paper. Chapter two presents the review of related literatures. Chapter three discusses the research methodology which contains: research design and approach, population of the study, data types and sources, data collection tools, data collection procedures, validity and reliability test, data analysis method and ethical consideration. Chapter four of the thesis is the analysis of the data, results and discussions of findings of the study. The data presented is statistically treated in order to cover the relationship of the variables involved in the study. And the last chapter is comprised of three sections: Summary of the findings, conclusions and the recommendations of the study.

# CHAPTER TWO

# REVIEW OF THE RELATED LITERATURE

This section will present theoretical and empirical review on the effect of monitoring and evaluation practice and their effect on project delivery performance. Accordingly, the first part will present theoretical literature about construction Project management practices. The second part will discuss about various empirical studies. The conceptual framework will depict in the third part along with variable determination.

## 2.1 Theoretical Literature

### 2.1.1 Construction Projects

There are several established definitions of construction projects exist. A common theme is the temporary nature of the undertaking, with a defined start and end date. Auld (2020) defines a construction project as "a temporary endeavor undertaken to create a unique physical product or service". Similarly, Ballard (2020) describes it as "a temporary organization established to complete a specific physical objective within a set budget and schedule.". These definitions highlight the key characteristics of a project: a specific objective, a defined timeframe, and resource constraints.

Recent literature suggests an expansion of the traditional definition to encompass a wider range of activities. Akintola et al. (2021) propose a definition that includes "the renovation, refurbishment, or demolition of an existing facility". This acknowledges the growing importance of maintenance and renewal within the construction industry. Additionally, Chen et al. (2022) argue for a definition that recognizes the increasing role of digital technologies in construction, suggesting "a temporary, goal-oriented endeavor that involves the application of integrated physical and digital processes to deliver a built environment outcome". This highlights the growing integration of technology and its impact on project delivery.

The inherent complexity of construction projects is another area of focus in recent literature. Fernandez-Muñiz et al. (2020) define a construction project as "a complex system with a high degree of uncertainty, characterized by the interaction of a multitude of stakeholders with diverse objectives" . This emphasizes the multifaceted nature of construction projects and the challenges associated with managing diverse interests and unforeseen circumstances.

Several studies shift the emphasis from the process of construction to the project's intended outcome. Vrijhoef and Huisman (2021) define a construction project as "a temporary collaborative undertaking with the purpose of delivering a functioning built environment asset". This definition highlights the client's perspective and the importance of delivering a functional asset that meets specific needs.

The growing emphasis on sustainability in construction is reflected in recent definitions. Song et al. (2023) propose a definition that considers "the environmental and social impacts throughout the entire project life cycle". This emphasizes the need for a more holistic approach that considers the project's long-term impact beyond just its physical construction.

### 2.1.2. Project Success

The concept of project success is multifaceted. Baccarini (2020) highlights the ongoing debate around a universal definition. However, several core dimensions emerge:

- It can be based on Meeting deadlines and delivering projects on schedule (Belassi & Tukel, 2021).
- the other view of project success is based on proper use of resources**.** Completing projects within the allocated financial resources (Morris & Pinto, 2020).

- Project success can be defined based on scope. Delivering all the functionalities and features originally planned (Zweck et al., 2023).

- Quality is the major concern of any project meeting the required quality is very important some scholars define project success based on quality. Meeting or exceeding quality standards for the project deliverables (Geraldes et al., 2022).

In general Project success is a complex phenomenon influenced by multiple factors. By understanding the core dimensions of project success and the critical success factors identified in recent literature, organizations can improve their project management practices and achieve better outcomes.

### 2.1.3. Project Processes

Several studies emphasize the importance of core stages within the project process. Akgül et al. (2020) identify initiating, planning, executing, monitoring & controlling, and closing as fundamental stages. Similarly, Baccarini (2020) highlights the significance of defining project scope, establishing WBS (Work Breakdown Structure), and scheduling tasks during the planning phase.

However, the specific stages and their emphasis might vary depending on the project type. Moe et al. (2022) argue for a flexible process in agile environments, where iteration and continuous improvement are central.

The project process landscape is evolving with the rise of technology and changing work environments. Several trends are noteworthy:

- **Digitalization:** Integration of project management tools and software is increasingly crucial (Akgül et al., 2020).
- **Remote Collaboration:** Studies by Baccarini (2020) highlight the need for effective communication and collaboration tools when managing geographically dispersed teams.
- **Focus on Soft Skills:** Beyond technical skills, project managers require strong leadership, communication, and stakeholder management skills (Moe et al., 2022).**2.1.4. Monitoring and Evaluation**

### 2.1.4.1. Monitoring and Evaluation

Many scholars differentiate between monitoring and evaluation based on purpose and timing.

- **Monitoring** is often defined as an ongoing process of systematic data collection to track progress towards set goals and objectives (Earl et al., 2020; Mayne, 2021). It focuses on efficiency and ensures activities are implemented as planned (Cabana et al., 2020).
- **Evaluation**, on the other hand, is typically viewed as a more periodic assessment that determines the effectiveness, impact, and value of a program (Patton, 2021; Yaros & Mertens, 2020). It delves deeper into causal relationships and program contribution to outcomes (Cabana et al., 2020).

While the distinction between monitoring and evaluation holds value, some scholars advocate for a more integrated approach. **Hen (2021)** defines M&E as a continuous process encompassing both ongoing monitoring activities and periodic in-depth evaluations. This cyclical approach allows for course correction and improvement throughout program implementation. **Fitzpatrick et al. (2020)** propose a unified M&E framework that emphasizes the cyclical nature of data collection, analysis, and use for continuous program improvement. This framework highlights the iterative nature of M&E, where findings from monitoring inform evaluation design, and evaluation results guide future monitoring activities.

The specific definitions of M&E can also vary depending on the context in which they are applied. In the field of education, M&E is often used to assess student learning outcomes, program effectiveness, and teacher performance (Yaros & Mertens, 2020). Within the realm of public health, M&E plays a vital role in tracking disease outbreaks, monitoring the effectiveness of interventions, and evaluating the impact of health policies (Cabana et al., 2020).

### 2.1.4.2 Monitoring and Evaluation Activities

Several approaches exist for M&E activities, each offering distinct advantages and considerations. Some key approaches found in the literature include Theory-based evaluation which links program

activities to a theory of change, explicitly outlining how the program is expected to achieve its goals ([Cheong & Cole, 2020]). It allows for a more nuanced understanding of program impact by examining the mechanisms through which it works. it can be Outcome harvesting which focuses on identifying and documenting unexpected but positive outcomes arising from a program ([Cabana et al., 2021]). It is particularly valuable in complex interventions where unintended results can emerge. The other approach is Mixed-methods evaluation which combines quantitative and qualitative data collection methods to provide a more comprehensive picture of program effectiveness (Moser & Power, 2020). It allows for capturing both the "what" (quantitative) and "how" (qualitative) of program impact.

M&E activities are utilized across diverse sectors and program types like education, public health and international development. Researchers like [Bray et al., 2020] highlight the importance of M&E in educational interventions. They emphasize the need for data-driven approaches to improve educational quality and student learning outcomes. M&E plays a crucial role in managing public health programs. Studies by [Yamin et al., 2021] explore the use of M&E to track disease outbreaks, evaluate vaccination campaigns, and monitor program reach. It is also vital for ensuring the effectiveness of development projects. [Cooke & Kothari, 2020] discuss the challenges of M&E in complex development settings and advocate for participatory approaches that involve stakeholders in the process.

#### 2.1.4.3. Project Monitoring

At its heart, project monitoring is the continuous assessment of a project's progress against its pre-defined plans. Morris and Pinto (2020) define it as "the systematic collection of information to assess project performance relative to preset plans" (p. 123). This information gathering involves various aspects of the project, including schedule, budget, scope, quality, and risks. By comparing actual progress with established baselines, project managers can identify deviations and take corrective actions as needed.

Several scholars emphasize the role of project monitoring as a vital management tool. Baccarini (2021) highlights its importance in providing "continuous feedback on project implementation". This feedback loop allows for informed decision-making, enabling project managers to adapt their strategies and resource allocation based on real-time data. Similarly, Zwikael and Ahn (2022) view project monitoring as a mechanism for "early identification of potential problems". By proactively addressing issues, project managers can minimize their impact and ensure the project stays on course.

It's crucial to differentiate project monitoring from project evaluation. While monitoring focuses on ongoing assessment, evaluation is a more comprehensive analysis conducted periodically to judge the project's overall effectiveness and impact. According to Shenhar and Dvir (2020), "monitoring is a continuous process that tracks progress, whereas evaluation is a periodic assessment that determines success" . Project monitoring provides the data needed for informed evaluation, allowing project stakeholders to understand the project's efficiency and effectiveness in achieving its objectives.

The field of project monitoring is constantly evolving. Recent literature highlights the growing influence of technology. Hodkinson et al. (2020) discuss the rise of "real-time project monitoring tools"  that provide instant insights into project progress. Similarly, Belton et al. (2023) explore the potential of Big Data analytics in project monitoring, suggesting it can offer "deeper and more nuanced understandings of project performance". These advancements offer project managers more efficient and effective ways to track progress and make data-driven decisions.

Project monitoring remains a critical function in ensuring project success. By continuously assessing progress and identifying deviations from plans, project managers can make informed decisions and course corrections.

#### 2.1.4.4. Types of Monitoring

IFRC PMER pocket guide (2012) describes common types of monitoring as;

**1. Results monitoring** keeps tabs on impacts and repercussions. In that it determines if the project or program is on track to provide the planned outcomes and whether any unintended consequences may have happened, results monitoring is comparable to evaluation in this regard.

**2. Process monitoring** maintains an eye on how inputs are used, how activities are developing, and how outputs are being generated. It often occurs at the same time as compliance monitoring and affects the evaluation.

**3. Compliance monitoring** assures adherence to rules and expectations of donors, requirements of grants and contracts, rules and laws of the local government, and ethical standards.

**4. Situation monitoring** tracks the environment in which the project or program operates, especially in relation to the risks and assumptions that have been created as well as any unforeseen elements that may arise.

**5. Beneficiary monitoring** keeps track of their opinions of a project or program. It includes the perceptions of the project or program held by the beneficiaries as well as their involvement, treatment, use of resources, and overall experience of change.

**6. Organizational monitoring** keeps tabs on capacity development, institutional growth, and sustainability inside the project/program and with its partners. It frequently occurs in conjunction with the monitoring processes used by the larger, implementing organization.

### 2.1.5. Monitoring practices and project delivery performance

Project success hinges on effective monitoring and control practices at every stage. Several studies have highlighted the crucial role of monitoring in achieving project goals. For example, Muchelule et al. (2017) found that monitoring techniques significantly influence project outputs and outcomes in Kenyan state corporations. Similarly, Nega (2020) demonstrated a positive correlation between project monitoring and control practices and project delivery success.

In the construction industry, research has shown a positive correlation between project performance and well defined monitoring practice. (Mohammed et al., 2020). investigated the

influence of monitoring practice on construction project. The study found that projects with clearly defined monitoring objectives, consistent data collection and frequent progress reviews achieved greater success in terms of schedule adherence, cost management and quality control. these findings suggest that effective monitoring can significantly improve project delivery performance.

The public sector, with its complex stakeholder interactions and often conflicting demands, presents a unique case where effective monitoring practices are even more critical. Karim et al. (2015) found a strong correlation between project success and the use of efficient monitoring techniques, performance indicators, and progress reports. Abebe (2018) further emphasized the positive impact of robust project monitoring and control processes on project outcomes.

Young et al. (2019) identified five project governance techniques – monitoring, change, vision, sponsor, and KPI – as having a significant correlation with project performance and effectiveness throughout the project lifecycle. Kabonga (2018) defines monitoring as a tool that provides insights into how an intervention is performing relative to its objectives, and how it can signal deviations from the planned course of action.

#### 2.1.5.1Project Evaluation

Project evaluation lacks a universally accepted definition. However, several recent studies offer insightful perspectives. Morris and Pinto (2020) define project evaluation as "the systematic collection and analysis of information to determine the worth, effectiveness, and efficiency of a project". This definition emphasizes the systematic nature of evaluation, focusing on gathering data and analyzing it to assess project value, effectiveness in achieving goals, and efficiency in resource utilization.

Similarly, Baccarini (2020) defines project evaluation as "a structured process for determining the merit, worth, and significance of a project". This definition highlights the structured nature of the process, emphasizing a defined approach for evaluating project merit, value, and overall significance.

Beyond these core aspects, some definitions incorporate additional elements. Shenhar and Dvir (2020) define project evaluation as "a comprehensive assessment of a project's performance against its objectives, considering not only efficiency and effectiveness but also its broader impact on stakeholders and the organization". This definition broadens the scope by including stakeholder impact and the project's influence on the organization.

In conclusion, project evaluation can be defined as a systematic and structured process for assessing a project's worth, effectiveness, and efficiency in achieving its objectives. Some definitions encompass a wider scope, including stakeholder impact and organizational influence.

Project evaluation serves several crucial purposes. According to Zwilling et al. (2020), project evaluation helps to:

- **Improve decision-making:** By assessing project performance, stakeholders gain insights to make informed decisions regarding project continuation, resource allocation, and adjustments to improve future projects.
- **Enhance accountability:** Evaluation ensures project managers are held accountable for achieving objectives within budget and schedule constraints.
- **Identify learning opportunities:** Analysis of successes and failures provides valuable lessons that can be applied to future projects, fostering continuous improvement.
- **Promote stakeholder satisfaction:** Project evaluation considers stakeholder needs and expectations, ensuring their satisfaction with the project's outcome.

Furthermore, Tabrizi et al. (2020) point out that evaluation can identify unforeseen risks and challenges, allowing for proactive mitigation strategies. They also emphasize its role in demonstrating project value to stakeholders, garnering continued support

Love et al. (2020) add the importance of conducting evaluations at different project stages, including pre-project planning, during project execution, and post-project completion. This allows for continuous monitoring and adjustments as needed.

Finally, ethical considerations are crucial in project evaluation. Honesty, transparency, and objectivity must be maintained throughout the process (Morris & Pinto, 2020).

Project evaluation plays a vital role in ensuring project success and fostering continuous improvement. Recent literature provides valuable insights into its definition, purposes, and key aspects. Project evaluation is a systematic and structured process for assessing a project's worth, effectiveness, and efficiency. It serves various purposes, including improved decision-making, enhanced accountability, identification of learning opportunities, and stakeholder satisfaction. By considering established evaluation criteria, employing appropriate data collection and analysis techniques, and reporting findings ethically, project managers can gain valuable insights from project evaluation to optimize future endeavors.

### 2.1.6 Types of Evaluation

There are different types of evaluations depending on the timing when it is conducted, who it is conducted by, and the technicality and methodology of the evaluation.

According to the timing

**1. Formative evaluations** are undertaken during implementation of a project/program in order to improve performance and assess compliance.

**2. Summative evaluations** are undertaken at the end of project/program implementation to assess results and impact.

**3. Midterm assessments**, which take place halfway through implementation, are formative in nature.

**4. Final evaluations** are summative in nature and are carried out after a project or program has been fully implemented to determine how effectively it met its original goals.

**5. Ex-post evaluation**—conducted sometime after implementation to evaluate sustainability and long-term impact.

According to who conducts the evaluation;

**1. Internal evaluations** are carried out by those in charge of carrying out a project or program.

**2. External assessments** are carried out by Evaluators who are not part of the implementation team do external assessments, giving them some objectivity and frequently technical expertise. Beneficiaries and other important stakeholders participate in participatory evaluations, which can be empowering and help them develop their ability, sense of ownership, and support.

**4. Multiple implementing** partners work together to undertake joint evaluations, which can foster cooperation, credibility, and support at many levels.

According to evaluation technicality and methodology

1. Evaluations are conducted in real time while a project or program is being implemented to give quick input for changes that will enhance ongoing implementation.

2. To evaluate the evaluation process itself, meta evaluations are used.

3. Thematic evaluations, which typically cover a number of projects, initiatives, or the entire organization, focus on a certain subject, such as gender or the environment.

4. Cluster evaluations, generally spanning sites and implemented by various organizations, concentrate on a group of similar activities, projects, or programs.

5. Rather than concentrating on a project's management and delivery, impact evaluations concentrate on the impact of a program.

### 2.1.7Evaluation practices and project delivery performance

Evaluation goes beyond simply measuring past projects. It also helps choose between competing options. When faced with mutually exclusive projects, evaluation tools come into play to assess profitability, risk, and impact, guiding informed decision-making (Habibi et al., 2018). This highlights the crucial role of evaluation in project management.

**Numerous studies support the notion that effective evaluation practices enhance project outcomes.** Research by Zhang and Yang (2018) demonstrates that integrating evaluation into

project management directly improves success rates. Similarly, Blackwood et al. (2018) investigated the impact of evaluation on projects within the non-profit sector, revealing a positive correlation. Olejniczak, Kupiec, and Newcomer (2017) further emphasized the importance of learning from evaluation results. They argue that evaluation allows organizations to learn from past mistakes and improve future projects. This is because evaluation provides project managers with valuable feedback, enabling them to identify strengths, weaknesses, and make necessary adjustments for upcoming endeavors. The relevance of ex-post evaluations in Public-Private Partnership (PPP) projects is also supported by Oliveros-Romero and Aibinu's (2019) expert interviews. Uzunkaya's (2017) study reinforces this concept, suggesting that theory-based evaluation can be a valuable tool adaptable to the complexities of PPP projects and programs, expanding the evaluator's toolkit.

Kabonga (2018) highlights the role of evaluation in uncovering the root causes behind unmet objectives. Evaluation, according to Kabonga, establishes causality, revealing the underlying truth and bringing the larger project context to light. This emphasizes the importance of evaluation in ensuring project success and achieving desired outcomes

### 2.1.8 Business environment and project delivery performance

Organizations are not isolated entities; they operate within a complex web of people and factors (Eruemegbe et al., 2015). This uncertain environment can influence internal actions.

The environment, encompassing both internal and external factors affecting a firm, significantly influences its activities and performance (Eruemegbe et al., 2015). An organization's success hinges on its ability to react to, understand, and influence these environmental changes (Eruemegbe et al., 2015).

Effective resource allocation is essential to prevent waste and achieve optimal organizational performance (Eruemegbe et al., 2015). External environmental factors, beyond a firm's control, necessitate constant monitoring by managers. Unmanaged threats, such as a complex tax system or lack of management support for monitoring and evaluation (M&E) implementation, can

negatively impact an organization's initiatives and decisions. Eruemegbe et al. (2015) emphasize the need for management to create adjustments and measures to address these environmental challenges.

Several studies have explored the moderating effect of the business environment on the relationship between project outcomes. In the construction sector, Krogstie et al. (2017) investigated how project complexity, stakeholder collaboration, and environmental unpredictability affect the effectiveness of monitoring practices. Similarly, Joslin and Müller (2016) examined the influence of industry competitiveness, technological development, and the regulatory environment on the success of monitoring practices in the IT sector.

Several studies support the moderating effect of the business environment on the link between evaluation and project outcomes. Lee and Kim (2018) found that a stable business environment strengthens the positive relationship between evaluation practices and project performance. Similarly, Belout and Gauvreau (2004) observed that evaluation practices had a significant impact on project success in stable environments but minimal impact in dynamic and unpredictable ones.

Shehu and Shehu (2015) further confirmed this by showing a positive association between evaluation and project success in a supportive and stable business environment. Conversely, in a hostile and unstable environment, evaluation had little influence on project performance.

These findings suggest that the business environment plays a critical role in shaping the effectiveness of organizational policies, particularly evaluation practices. In a highly competitive and stable environment, evaluation practices can significantly enhance project performance and success. However, in less competitive and dynamic environments, their impact may be limited.

Therefore, managing the business environment is crucial for successful implementation of evaluation policies and systems. This study argues that effectively managing the business environment can strengthen evaluation practices, ultimately leading to improved project performance and outcomes.

### 2.1.9 Monitoring Vs. Evaluation

Project monitoring refers to the ongoing process of systematically collecting information to assess project progress against predetermined goals and objectives (Mizushima, 2020). It involves tracking activities, deliverables, and resource utilization to identify deviations from the plan. This real-time data collection allows for course correction and ensures the project stays on track (Studocu, 2020).

Several scholars emphasize the cyclical nature of monitoring. Data collected is compared to baselines established during project planning (Singh et al., 2022). This comparison helps identify variances and potential risks. The project team then analyzes these deviations and makes informed decisions to mitigate them (Morris et al., 2023). This iterative process ensures project activities are aligned with objectives and facilitates timely adjustments when necessary (Radbourne et al., 2021).

The focus of project monitoring lies primarily on outputs and immediate outcomes. It measures if deliverables are being produced within the stipulated timeframe and budget (Maylor, 2020). Monitoring tools like progress reports, performance dashboards, and earned value management (EVM) techniques provide valuable insights into project efficiency and adherence to the plan (Morris et al., 2023).

Project evaluation delves deeper than monitoring, examining the project's overall effectiveness, efficiency, and impact (Studocu, 2020). It asks critical questions about whether the project achieved its intended outcomes and if it generated any unintended consequences (Maylor, 2020). Evaluations are often conducted periodically throughout the project lifecycle or at its conclusion (Singh et al., 2022).

Scholars distinguish between formative and summative evaluations. Formative evaluations are conducted during project implementation to assess progress towards objectives and identify areas for improvement (Mizushima, 2020). Summative evaluations, on the other hand, take place after

project completion and aim to determine the project's overall effectiveness in achieving its intended goals (Singh et al., 2022).

Evaluation methods encompass a wider range of tools compared to monitoring. Surveys, interviews, focus group discussions, and cost-benefit analysis are frequently employed to gather data on the project's impact on stakeholders and beneficiaries (Maylor, 2020). Evaluations also consider factors beyond the project's immediate control, such as external influences and contextual changes (Radbourne et al., 2021).

While distinct in their focus and methods, project monitoring and evaluation function best when employed in tandem. The data collected through monitoring informs the design of evaluation instruments and provides a baseline for assessing project success (Morris et al., 2023). Conversely, evaluations can identify the effectiveness of monitoring systems, prompting adjustments to improve data collection and analysis (Studocu, 2020). This synergy fosters a comprehensive understanding of project performance and facilitates evidence-based decision-making throughout the project lifecycle.

Project monitoring and evaluation are crucial components of successful project management. Monitoring provides real-time insights into project progress, enabling adjustments as needed. Evaluation assesses the project's overall effectiveness and impact, informing future project design and implementation strategies. By understanding the distinct purposes and complementary nature of monitoring and evaluation, project managers can leverage these practices to achieve optimal project outcomes.

### 2.1.10Steps for M&E

Upon undertaking M&E, the five key steps followed are;

**1. Agree on the starting point:** This involves making important early decisions that properly articulate the context for developing M&E and Impact assessment. Defining whether the intervention is a pilot or a roll-out, national, or sub-national or short, medium or long term. The

other one is identifying the key implementers, the primary beneficiaries, who funds the intervention and who has the skills to undertake the M&E work.

**2. Identify the approach and securing the budget:** In order to allocate the budget questions and appropriate approach should be identified, appropriate indicators should be selected, data collection, planning of time frames and resources should be identified.

**3. Implement the M&E plan**

**4. Analyze the findings**: The analysis of the data might require outside expertise. This aids in directing the use of appropriate instruments and, in connection with them, the recording and storage of data.

**5. Communicate the learning**: A sound distribution strategy should be in place since M&E is used to fulfill both learning and improvement functions, and because its findings have an impact on development thinking, policy, and practice. The most common and widely used communication tools in M&E system are progress reports,

### 2.1.11 Challenges in M&E

A persistent challenge is the lack of adequate resources for M&E activities. This includes Funding limitations and Human resource constraints. M&E requires dedicated funding for personnel, data collection, analysis, and reporting. Insufficient funding can lead to limited data collection, compromising the quality of M&E [Awa et al., 2021]. A skilled workforce is essential for effective M&E. A study by [Olson et al., 2022] found that programs often lack staff with the necessary expertise in M&E methodologies and data analysis.

Data quality is fundamental to drawing meaningful conclusions from M&E. Common issues include Inaccurate data collection and Incomplete data**.** Improper training of data collectors, unclear data collection tools, and reliance on self-reported data can lead to inaccurate information [Moser & Mbaku, 2023]. Incomplete data sets make it difficult to assess program impact and progress. This can arise from participant attrition, logistical challenges, or poor data management practices [Jayne et al., 2020].

The design and implementation of M&E systems can also pose challenges like Inadequate M&E planning, Unrealistic M&E expectations and Complex program interventions. Failing to integrate M&E into the program design phase can lead to difficulties in collecting relevant data and measuring progress [Chevalier & Davidsen, 2021]. Setting unrealistic expectations for the scope and depth of M&E can lead to frustration and a lack of buy-in from stakeholders [Mathison, 2020]. Complex programs with multiple components and outcomes can be difficult to evaluate effectively [Yogi et al., 2022].

Political and contextual factors can also hinder M&E efforts which include Lack of political will, Short-term focus, Cultural considerations The absence of political commitment to M&E can lead to a lack of resources and support for its implementation [Alsop & Andrews, 2020]. A focus on short-term results can lead to overlooking the long-term impacts of programs, which are often the most important [Carman et al., 2022]. M&E approaches need to be culturally sensitive to ensure data collection methods are appropriate and participants feel comfortable sharing information [Rao & Weller, 2021].

The selection and application of appropriate M&E methods can be complex but it is crucial Selecting the most suitable M&E method for a specific program or intervention can be challenging, requiring careful consideration of program objectives and context [Patton, 2020]. Demonstrating a clear causal relationship between program interventions and outcomes can be difficult, especially in complex social settings [Pawson, 2023].

Effective M&E is critical for project improvement and accountability. However, several challenges can hinder its implementation. These include resource limitations, data quality issues, design and implementation difficulties, political and contextual constraints, and methodological challenges. By acknowledging and addressing these challenges, project managers and stakeholders can develop more robust M&E systems that provide valuable insights for project improvement and future decision-making.

## 2.2. Empirical Review

The research examines the significant impact of Monitoring and Evaluation (M&E) practices on project performance. It explores research findings from various studies conducted across different contexts, highlighting the positive correlation between effective M&E and successful project outcomes. Kissi et al. (2019) investigated the impact of M&E on construction projects in Ghana. Their quantitative study, involving experienced professionals from both public and private sectors, established a clear positive relationship between robust M&E practices and successful project completion. This emphasizes the importance of integrating M&E throughout the construction project lifecycle.

Project performance, which in this study, means the degree to which results have been achieved (Krzysztof, Potkański, &Stanisław, 2011), consists of timeliness, number of deliverables achieved, number of activities, number of satisfied customers and cost of project (Acharya, Kumar, Satyamurti, & Tandon, 2006). Information on all these sub-components of project performance, are interestingly considered at project planning design. During project implementation, all that is done is monitoring whether an activity has been done on schedule

and if not evaluation provides a reason why and project management on the other hand can

adjust the project plan accordingly. evaluation and project performance. It is a symbolic representation of concepts and their relationship

Winiko et al. (2018) explored the use of M&E in digital education technology (DET) projects in Malawi. Their mixed-method approach revealed minimal initial utilization of M&E results. However, further investigation demonstrated a statistically significant positive impact on project performance when M&E results were effectively implemented. This study suggests that encouraging the use of M&E data can significantly improve DET project outcomes.

Callistus and Clinton (2018) acknowledged the challenges faced in implementing M&E, including limited financial resources, weak institutional capacity, and a disconnect between project planning and M&E processes. However, they emphasized that effective M&E, despite these challenges, can

still ensure project completion within budget, schedule, and safety regulations while meeting stakeholder expectations. Mesfin (2020) investigated the effects of M&E practices on project success in projects funded by Compassion International Ethiopia. The study revealed that while not all projects had dedicated M&E experts, M&E systems were implemented and contributed significantly to project success. This suggests that a well-designed M&E system, even without a dedicated expert, can significantly enhance project outcomes.

Hidaya (2011) emphasized the inherent complexity of construction projects, highlighting the need for skilled management to address challenges related to cost, time, materials, and regulations. He underscores the importance of M&E as a critical tool for monitoring progress, ensuring effective communication, and maintaining control over various project activities. The research presented in this analysis overwhelmingly supports the notion that M&E plays a pivotal role in achieving project success. From construction projects in Ghana to digital education initiatives in Malawi, effective M&E practices have been shown to contribute significantly to positive project outcomes. The studies also highlight the importance of addressing resource constraints, and aligning M&E with project planning for optimal results. By prioritizing M&E as a core project management element, organizations can significantly increase their chances of delivering successful projects that meet their goals and objectives.

### 2.3. Conceptual Framework

In this conceptual framework of the study, the independent variable, M&E, consisting of three constructs regarded as subcomponents, is considered to have a directly proportional influence on project delivery performance. By implication, if something goes wrong with M&E, or if it is indeed absent, project performance is negatively affected and the converse is true. This implies that all activities of M&E should be as credible as possible so that necessary information on how the project is progressing is provided.

**Figure 1conceptual framework**

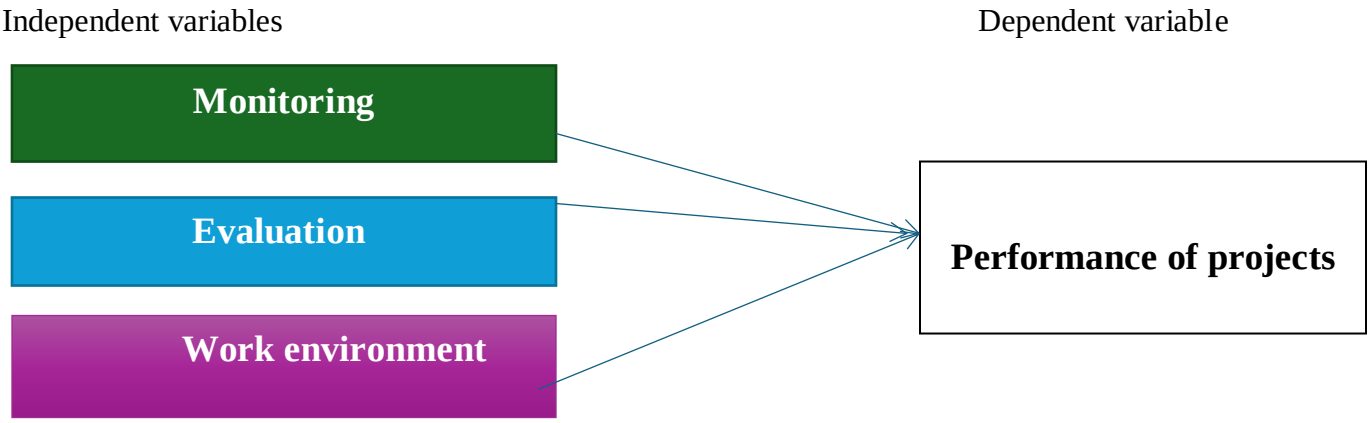



Figure 1: Conceptual framework of the study

### 2.4. Research Hypotheses

**Ha1**: Monitoring has a positive and significant effect on project delivery performance

**Ha2**: Evaluating has a positive and significant effect on project delivery performance

**Ha3**: Business environment has a positive and significant effect on project delivery performance

# CHAPTER THREE

# RESEARCH METHODOLOGY

This chapter is a review of methods of data collection and analysis will implement in conducting this research; it explains the type of research strategy that used, the mode of data collection and the methodology will use in carrying out this research. It includes the research design, sample size and sampling technique, data source and collection method, procedure of data collection, method of data analysis and questionnaire reliability test will be presented.

## 3.1. Research Design

The research will follow the Explanatory and Descriptive research style because This study intended to realize how the firm monitor and evaluate its projects and also it seeks to assess the current state of the monitoring and evaluation practice at the firm and understand the cause and effect relationship between variable. therefore, explanatory and descriptive research methodology is used. According to Kothari (2008), descriptive research design is used to describe an event or a feature of things as it exists at present and is appropriate when the study is concerned in specific predictions, narrative of facts and characteristics concerning individuals or situations.

This research lean towards explanatory research design because it focuses on effect of monitoring and evaluation on performance of project. Similarly, according to Churchill and Iacabucci, (2005) research design is a blueprint for a research to be followed in order to successfully implement the research.

A descriptive study is concerned with finding out the what, where and how of a phenomenon, Saunders et.al (2009). Hence, descriptive research was 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 was also be building a profile about monitoring and evaluation.

## 3.2 Research Approach

When conducting a research, there are different ways of approaching the problem. According to Creswell (2009), there are three approaches of research; quantitative, qualitative and mixed. The

following discussions briefly presents the basic features of these research approaches. Quantitative research is a means for testing objective theories by examining the relationship among variables (Creswell, 2009). On the other hand, qualitative research approach is a means for exploring and understanding the meaning individuals or groups describe to a social or human problem with intent of developing a theory or pattern inductively (Creswell, 2009).

Finally, mixed methods approach is an approach in which the researchers emphasize the research problem and use all approaches available to understand the problem (Creswell, 2003). Hence, based on the above discussions of the three research approaches and by considering the research problem and objective, this study will use mixed Data type in order to make it suitable for the collection of the required information from sample and make the analysis easier, the study used both quantitative and qualitative methods. Using a combination of qualitative and quantitative data can improve an evaluation by ensuring that the limitations of one type of data is covered by the strengths of the other.

### 3.3 Target population

According to barns bee et.al (2018) definition, target population is the group of individuals that the intervention in tends to conduct research in and draw conclusion from. For the purpose of this research, Users characteristics are very essential components for an adoption of business intelligence or information technology Robert, I (2015). Therefore, the populations of study both permanent and temporary 102 employees from all 4 site HR (2024).

### 3.4 Sample Size and sampling techniques

The sample size refers to the subset of a population chosen for investigation. While ideal to study the entire population, this isn't always feasible (Wollela, 2008). Determining an appropriate sample size hinges on several factors (Sarantakos, 2005, cited in Wollela, 2008).

The level of accuracy needed for results impacts sample size. Higher accuracy demands a larger sample (Wollela, 2008).The specific research question or hypothesis can influence sample size. Studies aiming for broader generalizations may require a larger sample size (Wollela, 2008).

Brooks (2008) highlights the importance of sample size in econometric modeling, where many testing procedures rely on asymptotic theory. This theory suggests that as the sample size approaches the population size, the results become more applicable to the entire population (Brooks, 2008).

In this study, the sample size was likely close to the population size since it focused on 4 sites of the organization that found in Addis Ababa. This approach allows for more generalized findings applicable to the entire population of the organization. However, it's important to acknowledge the limitations of a small sample size, particularly when aiming to generalize to a broader population. Therefore, census sampling technique is appropriate to the study that mean N is equal to n (N=n) which is 102 employees.

### 3.5. Data sources

According to William, et al., (2010), there are two types of data, primary and secondary. The primary data are those which are gathered for the first time and a fresh and thus collect for the case at hand (Kothari, 2004). Secondary data is defined as Data that have been previously collect for some purpose other than the one at hand. For the purpose of the study in order to obtain relevant information both primary and secondary data will be used in this research study.

The primary data was attained directly from key informants who included project managers, office engineers and project coordinators by employing questionnaire. Secondary data, was collected by reviewing records of the company's weekly reports, monthly reports and other essential reports related to M&E.

### 3.6 Data Gathering Tool

To fulfill the objective stated, the data from structured questionnaires will be analyzed using descriptive statistical techniques which include tables, graphs, frequency distribution and percentages. The questionnaire will distribute to each of intended person using email or with hardcopy. All idea of the research will explain to all for those staff who have an email address to put the clarity of the objective of the research in place. Critical and continues follow up will be made by the researcher to meet the confidence level.

## 3.7 Method of Data Analysis

To fulfill the objective stated, the data from structured questionnaires will be analyzed using descriptive statistical techniques which include tables, graphs, frequency distribution and percentages. Additionally, Inferential data analysis such as Correlation and regression will be used to increase the level of confidence and also both descriptive and inferential statistical techniques can be used for quantitative analysis.

## 3.8 Scale Measurement

### 3.8.1 Reliability Test

**Reliability Test** the statistical packages such as SPSS can be utilized to determine the reliability through evaluating the reliability coefficients using Cronbach's Alpha Abdel Fattah, (2008). Cronbach's alpha is a coefficient of internal consistency.

This study was use Cronbach's alpha to assess the internal consistency of variables in the research instrument. Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of the scale. According to Kumar (2000), scale with coefficient alpha between o.6 and 0.7 indicate fair reliability so for this study a Cronbach's alpha score of 0.70 or higher is consider adequate to determine reliability. Therefor as table 3 show that all value of Cronbach's alpha higher than 0.7 this implies adequate to determine reliability

## Table 1 Reliability Statistics

**Reliability Statistics**

| Cronbachs Alpha | N of Items | Variable |
|---|---|---|
| .846 | 4 | Total |
| .884 | 7 | Project performance |
| .911 | 10 | Work environment |

| | | |
|---|---|---|
| .946 | 10 | Evaluation |
| .860 | 10 | Monitoring |

Source:- own survey, SPSS 2024

As recommended by Sanchez-Rodriguez, (2009), the questionnaire was developed based on a thorough review of the existing literature on the area under study. Validity is the degree to which a test measures what it is expected to measure Creswell, (2009). It is the degree to which results obtained from the analysis of the data represents the phenomena under study. Questionnaires should be tested on potential respondents to make the data collecting instrument objective, relevant, suitable to the problem and reliable as recommended by Adams et al., (2007).

### 3.8.2 Validity

A pilot pre-test study was conducted to refine the methodology and test instrument before administering the final phase. The survey instrument was tested by pretest study that was pilot tested on ten (10) respondents, to check the validity of the data collection instrument. Issues raised by respondents were gathered and questionnaires are refined accordingly. Finally, the improved version of the questionnaires was used.

## 3.9 Ethical considerations

The researcher maintained scientific objectivity throughout the study, recognizing the limitations of competence. Although this research will have made up of the analysis and review of scholarly literature, such as books and journal articles, every respondents involved in the study is entitled to the right of privacy and dignity of treatment, and no personal harm is caused to subjects in the research. Information obtained is held in strict confidentiality by the researcher. All assistance, collaboration of others and sources from which information was drawn is acknowledged. The following ethical considerations was at the base of research are Fairness, openness of intents, discloser of methods, respect or the integrity of individuals, informed the willingness of on the part of the subjects to the participants to the research activity.

# CHAPTER FOUR

# RESULTS AND DISCUSSION

This chapter focuses on the analysis of the results of the study. The chapter has two sections. At the first section of the chapter, the demographic profile of the respondents is presented. In the second section, the main part of the study, the analysis and interpretation of data those were collected through questionnaire in support of the quantitative results are presented. Presentation of findings in each section is according to the order of the basic research questions of the thesis. Descriptive and inferential analyses of the study were presented respectively. The data for this study were collected using a self-administered questionnaire to identified sample respondents. Of the total of 102 questionnaires distributed, 98 were collected that accounts 96.3% response rate. among 95 questionnaires are close ended and 3 are open ended returned while 4 (3.7%) have not responded for unknown reasons.

## 4.1 Response Rate

Descriptive statistics were computed in the form of frequency distribution, percentage, mean and standard deviation for all variables and responses of all respondents. Computed frequency distribution and percent is used to determine the proportion of respondents choosing the various responses. Likewise, computed mean is used to measure the central tendency on each dimension in the questionnaire which implies that the levels of agreeableness and disagreeableness or perceptions of the respondents on various dimensions in the questionnaires. And the value of standard deviation indicates that how much variation a value deviates from the mean.

## 4.2 Demographic profile of the respondents

The first part of the questionnaire consists of five items about demographic data of the respondents such as: sex group of respondents, age group of respondents, academic qualification of respondents, work experience of the respondents and job position of the respondents; this helped the researcher to understand the characteristics of respondents with in different categories and the following table summarized the demographic data of the respondents

## Table 2 general information of the respondents

| | | Frequency | Percent |
|---|---|---|---|
| Sex of the rrspondts | Male | 60 | 63.2 |
| | Femel | 35 | 36.8 |
| | Total | 95 | 100.0 |
| Age of the respondents | 20-25 years | 22 | 23.2 |
| | 26-30 years | 11 | 11.6 |
| | 31-35 years | 10 | 10.5 |
| | 36-40 years | 41 | 43.2 |
| | above 40 years | 11 | 11.6 |
| | Total | 95 | 100.0 |
| Education level | collage diploma | 10 | 10.5 |
| | frist gree | 64 | 67.4 |
| | second degree | 20 | 21.1 |
| | PHD | 1 | 1.1 |
| | Total | 95 | 100.0 |
| Experience | 1-5 years | 77 | 81.1 |
| | 5-10 yeats | 18 | 18.9 |
| | Total | 95 | 100.0 |
| Work position | Enginer | 10 | 10.5 |
| | Marketer | 19 | 20.0 |
| | Accountant | 6 | 6.3 |
| | Other | 60 | 69.5 |
| | Total | 95 | 100.0 |

Source:- own survey, SPSS 2024

Sex Distribution: of the study show that about Male: 60 respondents (63.2%) and Female: 35 respondents (36.8%), Total: 95 respondents (100.0%) Age Distribution also show that the largest age group is 36-40 years old, with 41 respondents (43.2%), The following age groups have a similar number of respondents: 20-25 years (22 respondents, 23.2%), 26-30 years (11 respondents, 11.6%), 31-35 years (10 respondents, 10.5%), and above 40 years (11 respondents, 11.6%). Other demographic items is Education Level Distribution it show that the largest group (67.4%) has a first degree, Fewer respondents have a collage diploma (10.5%), a second degree (21.1%), or a PhD (1.1%).

The largest group (81.1%) has 1-5 years of work experience; fewer respondents have 5-10 years of work experience (18.9%). Occupation Distribution: the largest group (69.5%) is "Other" Fewer respondents identify as "Engineer" (10.5%) or "Marketer" (20.0%).

## 4.3. Descriptive analysis Of Study Variable

**Table 3 descriptive statics of Monitoring**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| The project monitoring processes in Amesco Real Estate are clear and well-defined. | 95 | 3.79 | 1.041 |
| The project monitoring tools and techniques employed by Amesco Real Estate are effective in tracking project progress. | 95 | 3.62 | 1.122 |
| The project monitoring activities of Amesco Real Estate provide timely and accurate information about project status. | 95 | 4.16 | .829 |
| The project monitoring system of Amesco Real Estate helps identify and address project risks in a timely manner. | 95 | 4.26 | .866 |
| The project monitoring activities helps Amesco Real Estate to ensure that project objectives are being achieved. | 95 | 3.88 | 1.061 |

| | | | |
|---|---|---|---|
| The project monitoring system facilitates Amesco Real Estate to effectively communicate and coordinate among project team members. | 95 | 4.01 | .962 |
| The project monitoring activities help Amesco Real Estate to identify and resolve project issues promptly. | 95 | 3.83 | 1.068 |
| The project monitoring system of Amesco Real Estate to provides useful feedback for improving project performance. | 95 | 3.89 | .905 |
| The project monitoring activities are conducted regularly and consistently in Amesco Real Estate. | 95 | 3.97 | .973 |
| The project monitoring system helps Amesco Real Estate's stakeholders stay informed about project progress. | 95 | 3.85 | 1.072 |
| Grand mean | 95 | 3.926 | 0.9899 |

Source: - own survey, SPSS 2024

The descriptive satiates show that and the respondents revel that, "Clarity and Definition" about (Mean: 3.79) Employees somewhat agree that project monitoring processes are clear. There's room for improvement in defining them better, "Effectiveness of Tools" (Mean: 3.62) - Similar to question 1, there's a slight agreement that the project monitoring tools are effective. There might be a need to evaluate their usefulness, "Timely and Accurate Information" about (Mean: 4.16) - Employees tend to agree that project monitoring activities provide timely and accurate information on project status.

Identifying and Addressing Risks, about (Mean: 4.26) - There's a general agreement that the system helps identify and address project risks in a timely manner, Ensuring Objectives are Achieved, (Mean: 3.88) - Employees somewhat agree that monitoring activities help achieve project objectives, Communication and Coordination, (Mean: 4.01) - Employees tend to agree that the system facilitates communication and coordination among project team members, Identifying and Resolving Issues, (Mean: 3.83) - Similar to question 5, there's a slight agreement

that monitoring activities help identify and resolve issues promptly, Feedback for Improvement, (Mean: 3.89) - Employees somewhat agree that the system provides useful feedback for improving project performance..

Regularity and Consistency: (Mean: 3.97) - Employees tend to agree that project monitoring activities are conducted regularly and consistently, Stakeholder Awareness (Mean: 3.85) - There's a slight agreement that the system helps stakeholders stay informed about project progress.

The standard deviation values are relatively low, indicating that the responses are somewhat clustered around the mean. Consider conducting further analysis to understand the reasons behind the "somewhat agree" responses, .

also KII respondents stated that "*Monitoring and evaluation are crucial in identifying deviations from project plans and assessing project effectiveness. These practices are conducted periodically throughout the project lifecycle, ensuring informed decisions and achieving project goals. However, consistency and a risk management plan are lacking"* Focus on improving areas like clarity of processes, effectiveness of tools, and utilization of feedback for better project monitoring, enhance communication with stakeholders to ensure they are well-informed about project progress *"We utilize schedule variance, performance reviews, and general opinion to track project compliance with the planned timeline and evaluate performance against goals and objectives"*

**Table 4 descriptive statics of evaluation**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| The project evaluation criteria of Amesco Real Estate are well-defined and aligned with project objectives. | 95 | 3.59 | 1.125 |
| The project evaluation process of Amesco Real Estate is thorough and comprehensive. | 95 | 3.59 | 1.047 |
| The project evaluation methods provide Amesco Real Estate accurate and reliable data on project performance. | 95 | 3.51 | 1.100 |
| The project evaluation activities of Amesco Real Estate are conducted by knowledgeable and experienced evaluators. | 95 | 3.43 | 1.252 |
| The project evaluation results of Amesco Real Estate are communicated effectively to project stakeholders. | 95 | 3.51 | 1.228 |
| The project evaluation findings of Amesco Real Estate are used to make informed decisions and improve project outcomes. | 95 | 3.48 | 1.245 |
| The project evaluation process helps Amesco Real Estate to identify strengths and weaknesses of the project. | 95 | 3.76 | 1.127 |
| The project evaluation system provides Amesco Real Estate actionable recommendations for project improvement. | 95 | 3.77 | 1.162 |
| The project evaluation activities of Amesco Real Estate are conducted in a timely manner. | 95 | 3.45 | 1.183 |
| The project evaluation process of Amesco Real Estate is transparent and fair. | 95 | 3.69 | 1.195 |
| Grand mean | 95 | 3.578 | 1.1664 |

Source:- own survey, SPSS 2024

“Defined Evaluation Criteria” (Mean: 3.59) - Employees somewhat agree that evaluation criteria are well-defined and aligned with project objectives. Thoroughness and Comprehensiveness: (Mean: 3.59) - Similar to question 1, there's a slight agreement that the evaluation process is

thorough and comprehensive, Accurate and Reliable Data: (Mean: 3.51) - Employees somewhat agree that evaluation methods provide accurate data.

Evaluator Knowledge and Experience: (Mean: 3.43) - The lowest mean score indicates a slight disagreement that evaluators are knowledgeable and experienced, Communication of Evaluation Results, (Mean: 3.51) - Improving communication could be beneficial, Use of Findings:** (Mean: 3.48) - Employees somewhat agree that findings are used to make informed decisions, Identifying Strengths and Weaknesses: (Mean: 3.76) - This is the highest mean score, indicating a tendency to agree that the process helps identify project strengths and weaknesses.,

Actionable Recommendations: (Mean: 3.77) - There's a tendency to agree that the system provides actionable recommendations, Timely Evaluations (Mean: 3.45) Employees somewhat agree that evaluations are conducted in a timely manner. Ensuring timely evaluations is crucial for course correction. Transparency and Fairness (Mean: 3.69) There's a slight agreement that the process is transparent and fair.

Enhancing transparency in the evaluation process can build trust. Review and potentially revise the evaluation criteria to ensure they are well-defined, aligned with project objectives, and capture all necessary aspects. Emphasize how evaluation findings are used for informed decision-making (question Ensure evaluations are conducted in a timely manner. Increase transparency around the evaluation process to build trust.

**Table 5 descriptive statics of business environment**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| The business environment of Amesco Real Estate is supportive of entrepreneurship and innovation. | 95 | 3.87 | 1.151 |
| The business environment of Amesco Real Estate provides sufficient access to funding and capital. | 95 | 3.94 | 1.080 |

| | | | |
|---|---|---|---|
| The business environment offers Amesco Real Estate favorable regulatory and legal frameworks. | 95 | 4.02 | 1.052 |
| The business environment promotes fair competition and market opportunities for Amesco Real Estate. | 95 | 3.79 | 1.091 |
| The business environment encourages collaboration and partnerships for Amesco Real Estate. | 95 | 3.85 | .945 |
| The business environment has effective infrastructure and logistics support for Amesco Real Estate. | 95 | 2.34 | 1.463 |
| The business environment provides Amesco Real Estate access to skilled labor and talent. | 95 | 2.67 | 1.340 |
| The business environment fosters a culture of transparency and accountability for Amesco Real Estate. | 95 | 2.53 | 1.450 |
| The business environment offers stable economic conditions and market growth for Amesco Real Estate. | 95 | 2.65 | 1.319 |
| The business environment facilitates easy access to information and market intelligence for Amesco Real Estate. | 95 | 2.64 | 1.414 |
| Grand mean | 95 | 3.23 | 1.2305 |

Source:- own survey, SPSS 2024

Work environment or business environment “Support for Entrepreneurship & Innovation: about (Mean: 3.87) - Employees tend to agree that the environment supports entrepreneurship and innovation, Access to Funding & Capital about (Mean: 3.94) - There's a slight agreement that access to funding and capital is sufficient, Favorable Regulations & Legal Frameworks: about (Mean: 4.02), Fair Competition & Market Opportunities:, (Mean: 3.79) – 5, Collaboration & Partnerships, (Mean: 3.85) - There's a tendency to agree that the environment encourages

collaboration, Infrastructure & Logistics Support, (Mean: 2.34) - This has the second-lowest mean score, indicating a strong disagreement that infrastructure and logistics support are effective. This is a major area for improvement,

Access to Skilled Labor & Talent, (Mean: 2.67) - Employees tend to disagree that there's access to skilled labor and talent. Transparency & Accountability: (Mean: 2.53) - The lowest mean score suggests a strong disagreement that the environment fosters transparency and accountability, Stable Economic Conditions & Market Growth about (Mean: 2.65) - Employees tend to disagree that economic conditions and market growth are stable and Access to Information & Market Intelligence about (Mean: 2.64) - There's a disagreement that access to information and market intelligence is easy.

Therefor the study concluded that address the areas with the lowest mean scores: infrastructure & logistics support access to skilled labor & talent, and transparency & accountability (question 8), Focus on improving access to financial resources , Ensure fair competition in the market. Investigate the reasons behind the disagreement regarding economic stability and market growth, Enhance access to information and market intelligence.

**Table 6 descriptive statics delivery of project performance**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| Amesco Real Estate projects met the specified quality standards. | 95 | 2.56 | 1.528 |
| Amesco Real Estate projects achieved its intended objectives and deliverables. | 95 | 2.27 | 1.410 |
| Amesco Real Estate project team is effective to managed and control project risks. | 95 | 2.92 | 1.260 |
| Amesco Real Estate project team demonstrated strong communication and collaboration throughout the project. | 95 | 3.62 | .958 |
| Amesco Real Estate project stakeholders were satisfied with the overall project delivery. | 95 | 3.39 | 1.034 |

| | | | |
|---|---|---|---|
| Amesco Real Estate project team effectively managed and allocated project resources. | 95 | 2.77 | 1.567 |
| Amesco Real Estate project team demonstrated adaptability and responsiveness to changes during project execution. | 95 | 3.08 | 1.285 |
| Grand mean | 95 | 2.944286 | 1.291714 |

Source:- own survey, SPSS 2024

Amesco Real Estate projects met the specified quality standards. (Mean: 2.56)

Interpretation: Somewhat Agree., Amesco Real Estate projects achieved its intended objectives and deliverables. (Mean: 2.27), Amesco Real Estate project team is effective to managed and control project risks. (Mean: 2.92), Amesco Real Estate project team demonstrated strong communication and collaboration throughout the project. (Mean: 3.62), Amesco Real Estate project stakeholders were satisfied with the overall project delivery. (Mean: 3.39)

Amesco Real Estate project team effectively managed and allocated project resources. (Mean: 2.77), Amesco Real Estate project team demonstrated adaptability and responsiveness to changes during project execution. (Mean: 3.08) and the grand mean value of the delivery of project performance 2.944 and 1.2 deviating from the center. Overall, the findings suggest areas for improvement alongside positive aspects. By focusing on achieving objectives, better resource management, and potentially revisiting quality standards, Amesco Real estate can elevate project performance.

The KII reveal that "*We identify variances by comparing actual progress against the baseline plan and assessing the impact of M&E data on project objectives, such as scope changes requiring additional budget or schedule adjustments".*

Monitoring and evaluating practices impacted the success o the project the responded highlighted that **"***Monitoring and evaluating has a positive impact for our project successes by providing important information to make a decision about budget"*

Monitoring and evaluating practices are crucial in project management for identifying and addressing problems early, ensuring project objectives are met, and improving project success rates. They also enhance decision-making by providing valuable insights for better project decisions.

## 4.4 Inferential statics

### 4.4.1 Correlation analysis

**Table 7 Correlation analysis**

**Correlations**

| | | Monitoring | Evaluation | Business environment | Project performance |
|---|---|---|---|---|---|
| Monitoring | Pearson Correlation | 1 | .662** | .517** | .688** |
| | Significance(2-tailed) | | .000 | .000 | .000 |
| | N | 95 | 95 | 95 | 95 |
| Evaluation | Pearson Correlation | .662** | 1 | .447** | .671** |
| | Significance(2-tailed) | .000 | | .000 | .000 |
| | N | 95 | 95 | 95 | 95 |
| Business environment | Pearson Correlation | .517** | .447** | 1 | .604** |
| | Significance(2-tailed) | .000 | .000 | | .000 |
| | N | 95 | 95 | 95 | 95 |
| Project performance | Pearson Correlation | .688** | .671** | .604** | 1 |
| | Significance(2-tailed) | .000 | .000 | .000 | |
| | N | 95 | 95 | 95 | 95 |

**. Correlation at 0.01(2-tailed):...

Source:- own survey, SPSS 2024

A correlation coefficient closer to 1 indicates a stronger positive correlation (variables tend to move in the same direction), A coefficient closer to -1 indicates a stronger negative correlation (variables tend to move in opposite directions), A coefficient closer to 0 indicates a weaker or no correlation. The "Significance(2-tailed)" values all show a p-value of 0.000, which means the correlations are statistically significant at a 0.01 alpha level. This suggests a very low probability that these observed correlations occurred by chance.

(Project Monitoring) & (Project Performance), the correlation of .688 is another strong positive relationship. This means that when project monitoring is perceived as more effective, project performance is also perceived as better, (Project Evaluation) & (Project Performance), The correlation of .671 is a strong positive relationship. Similar to the previous point, this suggests that when project evaluation is perceived as more effective, project performance is also perceived as better. (Business environment) & project performance: The correlations between also positive and moderate (.604). Therefor overall, these correlations suggest that project monitoring, project evaluation, and project performance are positively linked in the context of Amesco Real Estate. This indicates that when these practices are perceived as more effective, they are associated with better project outcomes.

### 4.5 Regression assumption

**Table 8 Durbin waston**

| Model | Durbin-Watson |
|---|---|
| 1 | 2.150 |

Source: - own survey, SPSS, 2024

**Assumption #1:** table 5 show that the values of the residuals are independent. Durbin-Watson statistic showed that this assumption had been met, as the obtained value was close to 2 (Durbin-Watson =2.15)

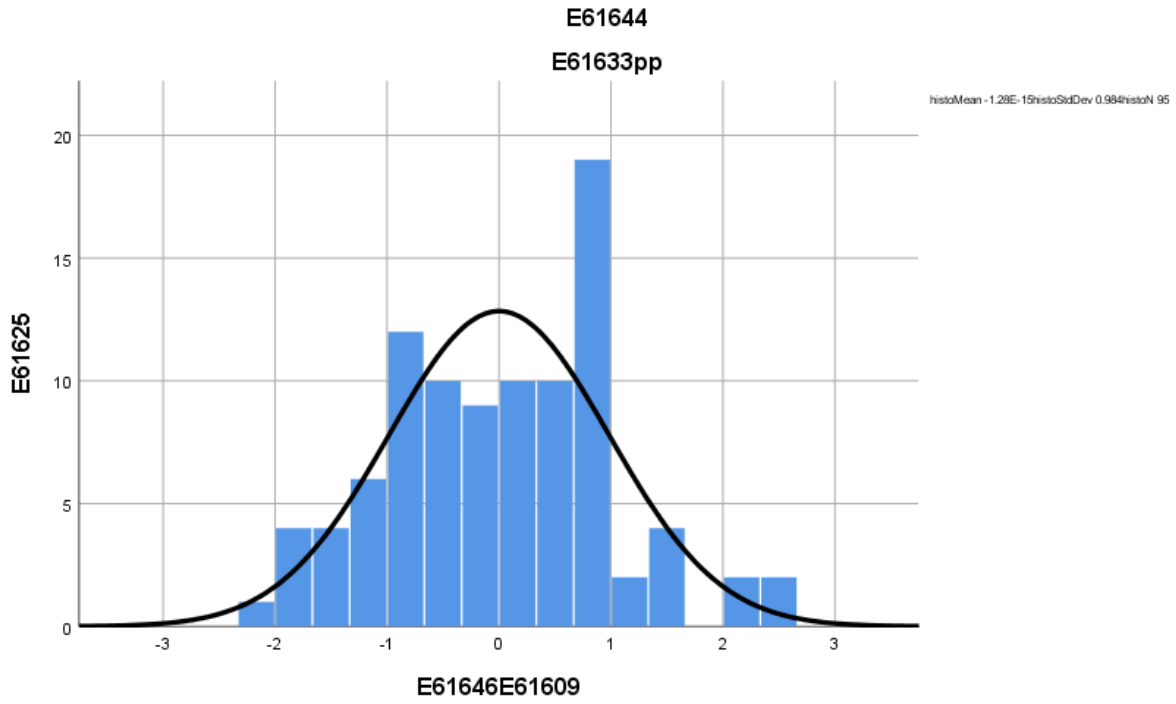
**Table 9 multicollinarity test**

| Model | | Tolerance | VIF |
|---|---|---|---|
| 1 | (Constant) | | |
| | Monitoring | .501 | 1.995 |
| | Evaluation | .547 | 1.827 |
| | Business environment | .713 | 1.403 |

Source: - own survey, SPSS, 2024

Assumption#2 Multicollinearity among Explanatory Variables As per result of VIF study has accepted null hypothesis of there is no exact linear relationship exists between any of the explanatory variables and rejected alternative hypothesis of there is exact linear relationship exists between any of the explanatory variables because average value of VIF for this study is. Finally, there is no strong collinearity among explanatory variables in the model.

**Figure 2 histogram**




Source: - own survey, SPSS, 2024

Assumption#3 The above diagram witnesses that normality assumption holds, i.e., the coefficient of kurtosis was close to 3 and the histogram symmetric statistic has a P-value of more than 5% implying that the data were consistent with a normal distribution assumption. Due to this reason null hypothesis of Error term is normally distributed is accepted and alternative hypothesis of Error term is not normally distributed is rejected.

**Table 10A** normality test (**Skewnes and Kurtosis)**

**Descriptive Statistics**

| | N | Skewness | | Kurtosis | |
|---|---|---|---|---|---|
| | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| Monitoring | 95 | .035 | .247 | -.501 | .490 |
| Evaluation | 95 | -.104 | .247 | -.989 | .490 |
| Business environment | 95 | .894 | .247 | -.254 | .490 |
| Delivery of project performance | 95 | 1.285 | .247 | .257 | .490 |

Source: - own survey, SPSS, 2024

Assumption#4 A **normality test** is used to determine whether sample data has been drawn from a normally distributed population (within some tolerance). The researcher conducted the Skewnes and Kurtosis test. Skewnes is a measure of symmetry, or more precisely, the lack of symmetry. A collected data is symmetric if it looks the same to the left and right of the center point. Furthermore, Kurtosis is a measure of whether the data are heavy-tailed or light-tailed relative to a normal distribution. (West et al., 1995).

According to (Sekaran, 2013), if the value of Skewness is between (-2 to2) and the value of Kurtosis is (-7 to 7), then it indicates that the sample of this study represents the study population and the results could be generalized to Jordan context Skewness and Kurtosis test are used to test the normality of the data. Table 7 shows that Skewness results ranged between (-.104 to 1.285) and Kurtosis results ranged between (-.989 to .257). Based on the above scale it's possible to generalize the Skewnes and Kurtosis test good feted with the referred scale.

## 4.6 Regression analysis

**Table 11 Model Summary**

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | .786[a] | .617 | .605 | .63186 | 2.150 |

a. Predictors: (constant) w, e, m...

b. Dependent Variable: pp

Source: - own survey, SPSS, 2024

Based on the table 8(model summary) shows a model summary with indicating that in what extents the independent Variable effects (Monitoring, Evaluation and business environments) predicts the dependent variable (delivery of project performance) and the R square (coefficient of determination) indicates the proportion of variance that can be explained in the dependent variable by the linear combination of the independent variables. Table 11 presents a summary of the model in which the item of interest is the adjusted R2 statistics, which is .617; this suggests Monitoring, Evaluation and Work environment for 61.7% of the variation in Project performance. Where the rest 38.3 % of variation may be explained by another unknown determinate.

**Table 12 ANOVAa**

**ANOVA[a]**

| Model | | Sum of Squares | Df | Mean Square | F | Significance |
|---|---|---|---|---|---|---|
| 1 | Regression | 58.569 | 3 | 19.523 | 48.900 | .000[b] |
| | Residual | 36.331 | 91 | .399 | | |
| | Total | 94.900 | 94 | | | |

a. Dependent Variable: delivery of project performance

b. Predictors: (constant) monitoring , e\valuation and business environment

Source: - own survey, SPSS, 2024

Table 9 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables are good predictors of employee work performance in Amesco Real estate PLC. This was supported by an F statistic of 48.9 and the reported p value (0.000) which was less than the conventional probability of 0.05significancelevel. Therefore, it is possible to say the regression model adopted in this study could have not occurred by chance and a significant relationship was present. In other words, the regression model shows that there is significantly better prediction of effect of monitoring, evaluation and business environment.

**Table 13 coefficient**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Significance |
| 1 | (Constant) | -1.220 | .394 | | -3.091 | .003 |
| | Monitoring | .487 | .139 | .320 | 3.496 | .001 |
| | Evaluation | .344 | .092 | .328 | 3.744 | .000 |
| | Business environment | .316 | .083 | .292 | 3.800 | .000 |

Source: - own survey, SPSS, 2024

Table 10 presents the results on the coefficients of the regression model.

Evaluation positively significantly predict delivery of project performance standardized B = .344, t=3.744 ($p < 0.05$), 1% evaluation increase 34.4% of project performance will be increase. Therefore, Ho is rejected while alternative hypothesis is accepted.

Monitoring also positively significantly predict delivery project performance by standardized B = .0.487, t=3.496 ($p < 0.05$), 1% monitoring increase 84.7% of project performance will be increase. Therefore, Ho is rejected while alternative hypothesis is accepted, thus finding is supported by Kissi et al. (2019) investigated the impact of M&E on construction projects in Ghana. This emphasizes the importance of integrating E&M throughout the construction project lifecycle

The coefficients result show that (business environment) positively predicts job performance, standardized B =.316, t=3.8 ($p < 0.05$), therefore Ho is rejected and H1 is accepted, means that 1% business environment increase 31.6% of project performance will be increase.

Therefore, the study can conclude, one unites of monitoring increase delivery of project performance will increase by .487or 48.7%, if there is a one-unit increase in Evaluation there will be.344 or 34.4% increase on delivery of project performance, therefore Ho is rejected while alternative hypothesis is accepted. Mesfin (2020) investigated the effects of Monitoring practices on project success in projects funded by Compassion International Ethiopia.

The KII also stated that on Monitoring and evaluating practices of the company is significant in the project management practice of the firm *"Monitoring and evaluating practices are crucial in project management as they provide managers with crucial information to stay on track, identify and address problems early, and ensure project objectives are met, improving project success rates and decision-making"*

# CHAPTER FIVE

# SUMMARY CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Summary Of Major Findings

The success of projects depends on various factors. One of the key factors for project success is having a sound monitoring and evaluation system and practices to make informed decisions and document lessons learnt for future programming, design and implementation, The general objective of this study is to investigate the monitoring and evaluation practices and their effect on project delivery performance At Amesco real estate, To assesses the practices of project monitoring and evaluation framework in Amesco real estate, To analysis the effect of project monitoring on delivery of project performance in Amesco real estate, To analysis the effect of project evaluation effect on delivery of project performance in Amesco real estate and To Examine the level of work environment effect on delivery of project performance in Amesco real state. Amesco real estate was purposely selected, and it excluded other state to explore the intent of the study the extent of monitoring , evaluation and work environmental.

to achieve the objective of the study both explanatory and descriptive research design was employed, mixed research approach was used and data source were from primary and secondary source, to collect the data questionnaire was used, the data was by SPSS Version 25, to analysis the internal consistency cronbach alpha was used. Grand mean value of monitoring is about 3.926 and deviating from the center is 0.9899

Grand mean of project evaluation is 3.578 and deviating from the central tendency is 1.1664

Grand mean of business environment is 3.23 and deviating from the center is 1.2305The grand mean value of the delivery of project performance 2.944 and 1.2 deviating from the center. Overall, the findings suggest areas for improvement alongside positive aspects. By focusing on achieving objectives, better resource management, and potentially revisiting quality standards, Amesco can elevate project performance.

Therefor overall, these correlations suggest that project monitoring, project evaluation, and project performance are positively linked in the context of Amesco Real Estate. This indicates that when these practices are perceived as more effective, they are associated with better project outcomes. the regression model showed that project monitoring, evaluation, and business environment significantly predict project performance (p-value < 0. An increase in monitoring, evaluation, or a favorable business environment is associated with an increase in project performance.

## 5.2 Conclusions

Both monitoring and evaluation practices were perceived favorably by employees, with grand mean scores of 3.926 and 3.578 respectively. However, there's room for improvement, particularly in project evaluation areas like evaluator knowledge and timeliness. The business environment at Amesco received a lower grand mean score (3.23), suggesting areas needing improvement, such as infrastructure, skilled labor access, and market intelligence. The grand mean score for project delivery performance was 2.944, indicating potential for improvement in meeting objectives and achieving quality standards. Statistical analysis revealed positive correlations between monitoring, evaluation, and project performance. This suggests that stronger M&E practices are associated with better project outcomes. Regression Analysis: The study found that project monitoring, evaluation, and a favorable business environment all significantly predict project performance.

Effective monitoring, evaluation, and a positive business environment are crucial for successful project delivery at Amesco. The study suggests areas for improvement, including: Project Evaluation Enhance evaluator expertise and ensure timely evaluations. Business Environment: Improve infrastructure, access to skilled labor, and market intelligence, Project Delivery: Focus on achieving project objectives, resource management, and quality standards Therefor the study concluded that address the areas with the lowest mean scores: infrastructure & logistics support access to skilled labor & talent, and transparency & accountability (question 8), Focus on improving access to financial resources , Ensure fair competition in the market. Investigate the reasons behind the disagreement regarding economic stability and market growth, Enhance access to information and market intelligence.

## 5.3 Recommendations

The study suggests that effective project monitoring, evaluation, and a positive business environment are all crucial for achieving good project performance at Amesco Real Estate.

The study identified areas for improvement in project evaluation, business environment, and project delivery at Amesco Real Estate. Here are specific recommendations based on the findings:

- Amesco Real Estate should be Implement training programs to improve the knowledge and experience of project evaluators
- Amesco Real Estate should be Streamline the evaluation process to ensure timely completion and feedback delivery.
- Amesco Real Estate Should Improve Infrastructure and Logistics Support, invest in infrastructure development to improve project execution efficiency.
- Amesco Real Estate should be Explore partnerships or collaborations to enhance logistics support and enhance implement talent acquisition strategies to attract and retain skilled professionals.
- Regularly monitor progress and adjust strategies as needed to ensure objectives are met.

## 5.4 Further studies

The impact of Monitoring and Evaluation on Stakeholder engagement

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## APPENDIX I Close Ended Question

## ST.MARY'S UNIVERSITY

## SCHOOL OF GRADUATE STUDIES

## SCHOOL OF BUSINESS

## MASTERS OF BUSINESS ADMINISTRATION

Dear Sir/Madam,

This questionnaire is prepared to investigate **'The Effect of Monitoring and Evaluation Practice and their Effects on Project Delivery Performance'.** The Mediating Effect of Business Environment: An Empirical Analysis of Amesco Real Estate Project**:**You have been selected for this study based on a random sample. The study is part of MA thesis and the information you provide will be used only for academic purpose. The questionnaire should be filled by the employees and management of Amesco real state project Your kind cooperation for research is very much appreciated and the researcher sincerely hopes that you will find the study of interest to you and hopefully to your organization.

Thank you, for your cooperation and timely response in advance

Yours sincerely,


- Zebiba Tofik
- E-mail zebibatofik19@gmail.com

**Part I. Background Information of the Respondents**

1. Gender

□Male □ Female

2. Age:

□20-25 years □ 26-30 years □ 31-35 years □36- 40 years □Above 40 years

3. Educational Qualification:

□ College diploma □ first Degree □ Second degree □ Phd

4. How long you have worked in this project?

□ 1-5 years □ 5-10 years

5. Respondent's field of work

□ Management □ engineering □ accounting

Other Please specify, if other_____

**Part II:** This part of the questionnaire aims to examine the effect of project monitoring on project delivery performance. Please kindly indicate to what extent you agree or disagree with the following statements that ranges from 1(Strongly disagree) to 5(Strongly agree). For each of the following statements indicate to what you agree by encircling the number assigned for each response.

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

| Items | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1. The project monitoring processes in Amesco Real Estate are clear and well-defined. | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|---|---|---|---|---|
| 2. The project monitoring tools and techniques employed by Amesco Real Estate are effective in tracking project progress. | 1 | 2 | 3 | 4 | 5 |
| 3. The project monitoring activities of Amesco Real Estate provide timely and accurate information about project status. | 1 | 2 | 3 | 4 | 5 |
| 4. The project monitoring system of Amesco Real Estate helps identify and address project risks in a timely manner. | 1 | 2 | 3 | 4 | 5 |
| 5. The project monitoring activities helps Amesco Real Estate to ensure that project objectives are being achieved. | 1 | 2 | 3 | 4 | 5 |
| 6. The project monitoring system facilitates Amesco Real Estate to effectively communicate and coordinate among project team members. | 1 | 2 | 3 | 4 | 5 |
| 7. The project monitoring activities help Amesco Real Estate to identify and resolve project issues promptly. | 1 | 2 | 3 | 4 | 5 |
| 8. The project monitoring system of Amesco Real Estate to provides useful feedback for improving project performance. | 1 | 2 | 3 | 4 | 5 |
| 9. The project monitoring activities are conducted regularly and consistently in Amesco Real Estate. | 1 | 2 | 3 | 4 | 5 |
| 10. The project monitoring system helps Amesco Real Estate's stakeholders stay informed about project progress. | 1 | 2 | 3 | 4 | 5 |

**Part III:** This part of the questionnaire aims Examine the effect of Project evaluation on project delivery performance. Please kindly indicate to what extent you agree or disagree with the following statements that ranges from 1(Strongly disagree) to 5(Strongly agree). For each of the following statements indicate to what you agree by encircling the number assigned for each response.

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

| Items | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1. The project evaluation criteria of Amesco Real Estate are well-defined and aligned with project objectives. | 1 | 2 | 3 | 4 | 5 |
| 2. The project evaluation process of Amesco Real Estate is thorough and comprehensive. | 1 | 2 | 3 | 4 | 5 |
| 3. The project evaluation methods provide Amesco Real Estate accurate and reliable data on project performance. | 1 | 2 | 3 | 4 | 5 |
| 4. The project evaluation activities of Amesco Real Estate are conducted by knowledgeable and experienced evaluators. | 1 | 2 | 3 | 4 | 5 |
| 5. The project evaluation results of Amesco Real Estate are communicated effectively to project stakeholders. | 1 | 2 | 3 | 4 | 5 |
| 6. The project evaluation findings of Amesco Real Estate are used to make informed decisions and improve project outcomes. | 1 | 2 | 3 | 4 | 5 |
| 7. The project evaluation process helps Amesco Real Estate to identify strengths and weaknesses of the project. | 1 | 2 | 3 | 4 | 5 |
| 8. The project evaluation system provides Amesco Real Estate actionable recommendations for project improvement. | 1 | 2 | 3 | 4 | 5 |
| 9. The project evaluation activities of Amesco Real Estate are conducted in a timely manner. | 1 | 2 | 3 | 4 | 5 |
| 10. The project evaluation process of Amesco Real Estate is transparent and fair. | 1 | 2 | 3 | 4 | 5 |

**Part IV:** This part of the questionnaire aims to examine the effect of Business environment on project delivery performance. Please kindly indicate to what extent you agree or disagree with the

following statements that ranges from 1(Strongly disagree) to 5(Strongly agree). For each of the following statements indicate to what you agree by encircling the number assigned for each response.

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

| Items | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1. The business environment of Amesco Real Estate is supportive of entrepreneurship and innovation. | 1 | 2 | 3 | 4 | 5 |
| 2. The business environment of Amesco Real Estate provides sufficient access to funding and capital. | 1 | 2 | 3 | 4 | 5 |
| 3. The business environment offers Amesco Real Estate favorable regulatory and legal frameworks. | 1 | 2 | 3 | 4 | 5 |
| 4. The business environment promotes fair competition and market opportunities for Amesco Real Estate. | 1 | 2 | 3 | 4 | 5 |
| 5. The business environment encourages collaboration and partnerships for Amesco Real Estate. | 1 | 2 | 3 | 4 | 5 |
| 6. The business environment has effective infrastructure and logistics support for Amesco Real Estate. | 1 | 2 | 3 | 4 | 5 |
| 7. The business environment provides Amesco Real Estate access to skilled labor and talent. | 1 | 2 | 3 | 4 | 5 |
| 8. The business environment fosters a culture of transparency and accountability for Amesco Real Estate. | 1 | 2 | 3 | 4 | 5 |
| 9. The business environment offers stable economic conditions and market growth for Amesco Real Estate. | 1 | 2 | 3 | 4 | 5 |
| 10. The business environment facilitates easy access to information and market intelligence for Amesco Real Estate. | 1 | 2 | 3 | 4 | 5 |

**Part V:** This part of the questionnaire aims to examine the project delivery performance of Amesco Real Estate. Please kindly indicate to what extent you agree or disagree with the following statements that ranges from 1(Strongly disagree) to 5(Strongly agree). For each of the following statements indicate to what you agree by encircling the number assigned for each response.

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

| Items | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1. Amesco Real Estate projects met the specified quality standards. | 1 | 2 | 3 | 4 | 5 |
| 2. Amesco Real Estate projects achieved its intended objectives and deliverables. | 1 | 2 | 3 | 4 | 5 |
| 3. Amesco Real Estate project team is effective to managed and control project risks. | 1 | 2 | 3 | 4 | 5 |
| 4. Amesco Real Estate project team demonstrated strong communication and collaboration throughout the project. | 1 | 2 | 3 | 4 | 5 |
| 5. Amesco Real Estate project stakeholders were satisfied with the overall project delivery. | 1 | 2 | 3 | 4 | 5 |
| 6. Amesco Real Estate project team effectively managed and allocated project resources. | 1 | 2 | 3 | 4 | 5 |
| 7. Amesco Real Estate project team demonstrated adaptability and responsiveness to changes during project execution. | 1 | 2 | 3 | 4 | 5 |

## APPENDIX II Open Ended Question

## ST.MARY'S UNIVERSITY

## SCHOOL OF GRADUATE STUDIES

## SCHOOL OF BUSINESS

## MASTERS OF BUSINESS ADMINISTRATION

## Questionnaire for managers

Dear Sir/Madam,

This questionnaire is prepared to investigate **' The Effect of Monitoring and Evaluation Practice and their Effects on Project Delivery Performance'**. The Mediating Effect of Business Environment: An Empirical Analysis of Amesco Real Estate Project: You have been selected for this study based on a random sample. The study is part of MA thesis and the information you provide will be used only for academic purpose. The questionnaire should be filled by the employees and management of Amesco real state project Your kind cooperation for research is very much appreciated and the researcher sincerely hopes that you will find the study of interest to you and hopefully to your organization.

Thank you, for your cooperation and timely response in advance

Yours sincerely,


- Zebiba Tofik
- E-mail zebibatofik19@gmail.com

**Open end question only for managers**

1. How are monitoring and evaluating practice integrated in to your project management process?

2. What specific M&E tools and techniques do you use to monitor project progress and performance?
3. How do you use monitoring & evaluating data to make informed decision about project scope schedule and budget?
4. In your experience how have monitoring and evaluating practices impacted the success of your project?
5. Do you think the monitoring and evaluating practices of the company is significant in the project management practice of the firm?

**Thank You for your time and cooperation**

**St. Mary's University**

**Research Schedule (Action Plan)**

**Research Topic:** THE EFFECT OF MONITORING AND EVALUATION PRACTICE ON PROJECT DELIVERY PERFORMANCE

| S. No | Major Activities to be carried out | Working time | |
|---|---|---|---|
| | | Starting Date | Ending Date |
| 1 | Preparation of Research Proposal | December 1,2023 | December30,2023 |
| 2 | Submission of Research Proposal to the Advisor | December 28,2023 | January 01,2023 |
| 3 | Writing **Chapter One**: Introductory Phase | December 01,2023 | December07,2023 |
| 4 | Writing **Chapter Two**: Review of Related Literature | December 08,2023 | December18,2023 |
| 5 | Developing Chapter **Three**: Research Design and Methodology | December 18,2023 | December25,2023 |
| 6 | Submission of 1st Draft to the Advisor | December 26,2023 | January 01,20234 |
| 7 | Finalizing after second comment | January 23,2024 | February 05,2024 |
| 8 | Pilot Testing | February 05,2024 | February 10,2024 |
| 9 | Distributing the Questionnaires | February 11,2024 | February16,2024 |
| 10 | CollectingData (Collecting the Distributed Questionnaires) | February 20,2024 | February 28,2024 |
| 11 | Organizing the Collected Data | March 01,2024 | March 12,2024 |
| 12 | Writing **Chapter Four**: Analysis and Interpretation | March 13,2024 | Maech 30,2024 |
| 13 | Writing **Chapter Five**: Findings, Conclusions and Recommendations | April 01,2024 | April 07,2024 |

| | | | |
|---|---|---|---|
| 4 | Preliminary Writing-Up | April 08,2024 | April 13,2024 |
| 15 | Submission of Draft to the Advisor | April 14,2024 | April 19,2024 |
| 16 | Writing the Final Research Report | April 19,2024 | May 05,2024 |
| 17 | Revising and checking the whole work | May 05,2024 | May 20,2024 |
| 18 | Submission of Final Research Report to SMU | May 20,2024 | May 31,2024 |