THE CONTRIBUTION OF REAL-TIME MONITORING TO PROJECT EFFECTIVENESS: A CASE STUDY OF THE TRANSFORMATIVE INITIATIVE AT GIZ

*Louretta Chimosola, Ms. Treazer Kabiya

Social Work (Project Management Monitoring And Evaluation) Dmi St John The Baptist University.

ABSTRACT

Real-time monitoring is an essential tool in contemporary project management, enabling continuous collection, analysis, and reporting of data during project implementation. This study explores how real-time monitoring contributes to project effectiveness within the Transformative Initiative at GIZ. Using a qualitative research approach, data were collected from 28 respondents comprising stakeholders, staff members, partner representatives, and a manager. Thematic analysis revealed that real-time monitoring improves decision-making, resource allocation, accountability, and stakeholder engagement. Challenges identified include technical limitations and capacity gaps, which hinder optimal use of real-time monitoring tools. The study concludes that integrating real-time monitoring into planning and implementation processes enhances project responsiveness and effectiveness, while recommending capacity-building and infrastructure improvements to maximize its benefits.

KEYWORDS: Real-time monitoring, Project effectiveness, Transformative Initiative, GIZ, Decision-making, Stakeholder engagement.

1.0 INTRODUCTION

Real-time monitoring refers to the continuous collection, observation, and analysis of project data as activities occur, enabling timely decision-making and interventions (PMI, 2021). In the context of development projects, such as the Transformative Initiative at GIZ, real-time monitoring ensures that project activities are aligned with objectives, stakeholders remain informed, and resources are utilized efficiently (GIZ, 2022).

Despite its potential, the integration of real-time monitoring into transformative initiatives remains inconsistent. Many projects struggle with selecting relevant indicators, embedding monitoring tools into workflows, and translating data into actionable insights. Understanding how real-time monitoring contributes to project effectiveness is critical to improving the implementation and outcomes of such initiatives. This study therefore examines the contribution of real-time monitoring to project effectiveness within the Transformative Initiative at GIZ.

2.0 Literature Review

Previous studies highlight that real-time monitoring enhances project effectiveness by improving transparency, accountability, and adaptive management. According to PMI (2021), real-time data allows project managers to detect deviations early and make timely adjustments. Similarly, OECD (2020) emphasizes that real-time monitoring strengthens learning and responsiveness in development projects.

Studies on development initiatives indicate that digital monitoring tools, such as dashboards and mobile data collection platforms, facilitate evidence-based decision-making and improve stakeholder engagement (World Bank, 2019). However, literature also notes challenges including limited technical capacity, inadequate infrastructure, and resistance to data-driven approaches, which can reduce the effectiveness of real-time monitoring systems (UNDP, 2021).

While existing studies demonstrate the benefits of real-time monitoring, limited empirical research focuses specifically on its contribution to project effectiveness within transformative initiatives such as those implemented by GIZ. This study addresses this gap by providing context-specific evidence from the Transformative Initiative.

3.0 Methodology

The study adopted a qualitative research design to gain an in-depth understanding of participants' experiences and perceptions of real-time monitoring. The study was conducted within the Transformative Initiative at GIZ.

A purposive sampling technique was used to select 28 respondents, including GIZ staff members, partner representatives, stakeholders, and a project manager. Data were collected through semi-structured interviews and open-ended questionnaires. Thematic analysis was employed to analyze the data, allowing patterns and key themes related to real-time monitoring and project effectiveness to emerge.

Ethical considerations were observed throughout the study. Participants were informed about the purpose of the research, assured of confidentiality, and participation was voluntary.

4.0 RESULTS AND DISCUSSION

4.1 Contribution of Real-Time Monitoring to Project Effectiveness

Findings indicate that real-time monitoring plays a significant role in enhancing project effectiveness within the Transformative Initiative. Respondents reported that access to timely data enables better tracking of project progress, early identification of challenges, and improved coordination among teams.

4.2 Influence on Decision-Making and Responsiveness

Real-time monitoring was found to support informed and timely decision-making. Staff members noted that live data allows managers to adjust activities, reallocate resources, and respond quickly to emerging issues without waiting for periodic reports. This responsiveness was perceived to improve overall project performance and reduce delays.

4.3 Accountability and Transparency

Respondents highlighted that real-time monitoring enhances accountability by making project information accessible to relevant stakeholders. Transparent data sharing increased trust among partners and encouraged responsibility in the use of resources.

4.4 Stakeholder Engagement

The study revealed that real-time monitoring strengthens stakeholder engagement by keeping stakeholders informed of project progress. Regular updates fostered collaboration, participation, and a sense of ownership among stakeholders.

4.5 Challenges in Implementing Real-Time Monitoring

Despite its benefits, respondents identified challenges such as limited technical skills, inadequate digital infrastructure, and insufficient training. These constraints affected the consistent use and effectiveness of real-time monitoring tools.

5.0 CONCLUSION AND RECOMMENDATIONS

The study concludes that real-time monitoring significantly contributes to project effectiveness within the Transformative Initiative at GIZ by enhancing decision-making, accountability, responsiveness, and stakeholder engagement. However, technical and capacity-related challenges limit its full potential.

The study recommends strengthening technical capacity through training, improving digital infrastructure, and integrating real-time monitoring systems more fully into project planning and implementation processes. Addressing these issues will enable GIZ to maximize the benefits of real-time monitoring and enhance the effectiveness of transformative initiatives.

REFERENCE

1. GIZ. (2022). Transformative initiative project report. *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).*

2. Project Management Institute (PMI). (2021). *A guide to the project management body of knowledge (PMBOK® guide) (7th ed.).* Project Management Institute.

3. Kusek, J. Z., & Rist, R. C. (2004). *Ten steps to a results-based monitoring and evaluation system:* A handbook for development practitioners. World Bank.

4. Harry, H. P. (2015). Performance measurement: Getting results (3rd ed.). Urban Institute Press.

5. Bamberger, M., Rugh, J., & Mabry, L. (2012*). Real-time evaluation: Principles and practice*. SAGE Publications.

6. United Nations Development Programme (UNDP). (2018). *Monitoring and evaluation guidance for sustainable development projects.* UNDP.