

# Modelling Monitoring and Evaluation Practices in Infrastructure Projects: An Empirical Study of Kismayu Roads Construction Projects in Somalia

Abdullahi Abdi Yussuf and Dr. Kefa O. Nyandoro

Department of Social and Development Studies  
Mount Kenya University, Thika – Kenya

**Corresponding Author:** Abdullahi Abdi Yussuf  
Email: [abdullahiyussuf775@gmail.com](mailto:abdullahiyussuf775@gmail.com)

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**Abstract:** Despite the recognition of the importance of monitoring and evaluation in economic policy management and resource utilization, there is a lack of suitable integrated federal frameworks for monitoring and evaluation in Somalia. This has resulted in inadequate feedback mechanisms, scarce resources, and ineffective public services, which have compromised the ability of the government to make informed decisions and effectively implement economic policies. The study aimed to address this problem by examining the current monitoring and evaluation practices among infrastructure projects in Kismayu, Somalia. The study used mixed research methodology coupled with a descriptive research design. A sample size of 383 was used to select participants using stratified random sampling. Data collection entailed questionnaires (closed ended giving quantitative data while open-ended question generating qualitative data). The study concluded that training had a positive influence on monitoring and evaluation of Road construction projects. The budgetary allocation for M&E for road construction project at Kismayu district were done during the planning phase. The study recommends that employees are trained on monitoring and evaluation and as well current trends on M&E but the gaps are identified among workers on M&E.

**Key Words:** *Monitoring and Evaluation, M&E Practices, Infrastructure Projects, Kismayu, Road Construction, Projects*

## Introduction

Road construction projects requires M&E system for proper management. The term monitoring and evaluation refers to planning, gathering data, analysis, mirroring and reporting the process as well conditions needed to support M&E output capacities for purposes of making significant contribution within the learning and decision-making processes (Binnendijk 2019). Monitoring and evaluation systems that is well functioning requires managers to integrate data linked to monitoring and evaluation tasks with other informal tasks such as communication with other project staff by sharing ideas. Further clear scope and purpose identification by the monitoring and evaluation system are crucial when it comes to making decisions on matters pertaining to budgetary allocation, communication channels, and project indicators among others. During the process of project purpose formulation within the appraisal or a review during the initial phase, there is need to ask questions pertaining to the objective of setting and implementing M&E and how stakeholders are concerned within the processes.

Monitoring and evaluation structural arrangement are crucial for purposes of: - ensuring project objectivity, credibility and consistency within information produced by the monitoring and evaluation systems (Mackay, 2006). According to Khan (2003), posits that Monitoring and evaluation conceptual design should address matters pertaining to system objectivity, competency, and

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credibility, sharing of information, information management and reprocessing the information within processing plan with key importance place on community participation.

Monitoring and evaluation system ought to be created in a manner that information gathered from all the levels are important and thus are analyzed. Moreover, there should be clear responsibilities and roles within the organization for purposes of creating hierarchy of authority (Kusek & Rist, 2019). Often, monitoring and evaluation process require structural support such as a different unit for evaluation, which need a person to identify the internal system for development and implementation. Further, this system should be dependable on the organizational values and cultures that support the approach (Rick, 2001).

Functioning units of monitoring and evaluation systems are twelve and they encompass: - human resources, partnership, work plan, financial allocation, advocacy, M& E system cultures, monitoring routine, sporadic survey, M& E databases, supportive system, data auditing, evaluative research and used of information to enhance performances (UNAIDS, 2008). Monitoring and evaluation objectives aim at improving contemporary and succeeding input, results and impact management. Further, it provides stakeholders and managers with interventions for development as well as indication on the extent to which the project is progressing as well as its success in terms of the needed outcomes and achievement as per the budgetary allocations. Again, it gives important inputs for project evaluation and thus its integral when it comes to the general evaluation. According to Bamberger, (2008) evaluation refers to assessing and organizing objectives of an ongoing project and or policies, its blueprint, execution and outcome to ensure that projects assessment are done in a timely, effective, efficient and in a sustainable manner. M & E guarantees that project outcomes at any level are measurable for purposes of providing grounds for making informed decision and accountability within different level of policy formulation and or projects.

Monitoring and evaluation is important as a management tool used to economic policy management, planning and decision making. Government globally are moving towards embedding Monitoring and evaluation into the economic governance. In Somalia ineffectiveness of monitoring and evaluation systems has led to poor performance of government projects and hindered the achievement of desired economic policy outcomes. Despite the recognition of the importance of monitoring and evaluation in economic policy management and resource utilization, there is a lack of suitable integrated federal frameworks for monitoring and evaluation in Somalia. This has resulted in inadequate feedback mechanisms, scarce resources, and ineffective public services, which have compromised the ability of the government to make informed decisions and effectively implement economic policies. The study aimed to address this problem by examining the current monitoring and evaluation practices among infrastructure projects in Kismayu, Somalia, and proposing recommendations for improving the integrated federal framework for monitoring and evaluation. The study will provide insights into the challenges faced by the government in implementing effective monitoring and evaluation systems and the impact of these challenges on the overall development and economic policy formulation in the country. By addressing these issues, the study hopes to contribute to the improvement of public services and enhance the ability of the government to make informed decisions and allocate resources effectively.

The purpose of this research was to conduct an analysis of the monitoring and evaluation practices among road construction project in Kismayu, Somalia, with interest in answering three research questions; i. What is the influence of M&E training on monitoring and evaluation practices of Road construction projects at Kismayu District? ii. What is the influence of budgetary allocation on monitoring and evaluation of Road construction projects at Kismayu District? And iii. What is the influence of stakeholder's involvement on monitoring and evaluation of road construction projects at Kismayu District?

## **Literature Review**

### ***Influence of Training on Monitoring and Evaluation of Road Construction Project***

According to Weiser (2016) training the process through which people acquire skills, attitude and knowledge that are importance. To steer project effectively, Wamuhu (2018) posits that training is essential to enhance workers acquire skills and knowledge. Further than Monitoring and evaluation processes carried out by individuals, lacking experiences makes monitoring and evaluation process take long duration, making the process costly and thus the project outcome might become irrelevant or impractical thus

negatively influencing M & E processes. According to Wageningen Kusek (2019), training enables workers to develop, sustain and support monitoring and evaluation system that are result based. Thus, they need training on the current data gathering method and analysis to enhance project accomplishment. Venessa & Gala (2011), Technical capacity for institution to conduct project development evaluation, its value and participation within the process of policy making to influence decision largely determine the lesson brought forth by the evaluation process through communication.

According to Ong'are (2017) for effective monitoring and evaluation skill acquisition through training, there is need to conduct employee training need assessment. Officer in charge should identify the gaps within the institution to offer training that seek to fill the skill set gaps which can be done wither off site or on site. Harris, (2018). Puts to it that education and training is essential within organization as a human capital because of knowledge and skill acquisition to enhance productivity. For monitoring and evaluation to succeed, institutions must have adequate number of staff as well as the skill set that could enable them to collect, analyze and interpret data. Monitoring and evaluation officials should have proper knowledge on how to use techniques and tools within different institutions. For M & E system to succeed their expectation, employee who are part of the M& E system must acquire knowledge pertaining to the process of evaluating projects. Therefore, employee should be acquainted with the current trends pertaining to M & E. further they should be collaborated and interact with other professional on the same discipline to acquire a broad dimension pertaining to lesson learnt for M & E.

According to Ndakwe & Muchelule (2022) on monitoring and evaluation performance within nongovernmental organization in Somali, established that monitoring and evaluation have positive importance on organizational performance. According to the research executive managers should frequently review M & E systems to implements needed changes for purposes of cost minimization and increased utilization of resources. Further that they should adopt employee training to fill the necessary skill gap among M & E staff. Another research by Mutindi (2016), on factors influencing UNDP programmes in Somali, established that stakeholder's involvement, leadership, training influence capacity development programs and therefore recommended donors to get involved into the development programs, enhance technical skills, motivate staff and enhance management skills.

### ***Influence of Budgetary Allocation on Monitoring and Evaluation of Road Construction Projects***

Budgetary allocation for M&E ought to be projected during project planning (UNDP, 2009). Since financial obtainability determines to which extent a project is implemented, sustainable and to enhance M&E. The key functions within the project planning process for M & E is projecting cost, staff and additional resources required for the process. According to Chaplowe (2015), there is need to weight the budgetary allocation at the project design phase to enhance financial allocation for implementation and monitoring. Further, budgetary allocation for monitoring and evaluation should not be small to an extent that it compromises credibility and accuracy of the M & E outcomes. According to McCoy (2016), budget should be adequate for monitoring and evaluation to enhance its functionality within project management. This is because financial resources are always required to be consumed by people during project implementation for purposes of managing information systems, transport, training among other. Within the budget only important items have to be considered such as cost pertaining to contract investment, consultation, project inputs, capacity building, nonoperational cost, allowances and monitoring and implementation. According to Preskill & Boyle (2012), donors are putting much emphasis on M&E budget before approving funds constitute in the proposal while the implementing agencies do or do not put emphasis on it. Mbogo, & Mirara, (2022) posits that putting very little budgetary allocation to M& E process slows project progress and thus reduced productivity and thus waste resource that could have been used in other activities effectively. Inadequate budgetary allocation result to poor M& E among Road construction projects thus hinder economic growth.

According to research conducted in Uganda and Rwanda pertaining to M & E budget allocation by Sikhosana & Nzewi (2019). Established that the citizen expects government projects to be more transparent and accountable within the public administration. With time, the level of trust has been eroding attributed to administrative setbacks such as corruption, public funds embezzlement and ineffective public service delivery thus resulting to development project failures because of insufficient budgetary allocation on M & E practices. The result shows that as much as numerous countries in African have transformed the M & E budgeting system

only a few have been able to align themselves with the project goals. Kanyamuna Kotzé & Phiri, (2019). Posit that there is a missing strand between transformation in Africa development agenda and sustenance of good governance in M & E practices. In their research they established that African continent is challenged with increased mission reports, corruption and bad choices within the M & E system thus lack enough information for decision making, policy formulation and implementation. Further that despite all the challenges for Africa to meet its vision 2063, it has to allocate enough financial resources, technology, working forces towards transforming M & E systems in their countries. Research conducted in Kenya examining the influence of budget on M&E process established that budget enhance firms performance within the horticultural projects. From the study it was revealed that budgets should be delineated with project budget in order to enhance M & E function. Further Kamau, Osuga & Njunguna (2017) established that health information system, financial resources, training were among the challenges affecting implementation of Kiambu county health care system. Research recommended that health project should formulate policies that enhance health workers training, financial resources within their monitoring system to enhance project implementation.

### ***Stakeholders Influence on Monitoring and Evaluation of Road Construction Projects***

Engaging stakeholders in project decision in examining why, what and how program activities are often encourages inclusion, empowerment and facilitate participation of stakeholders within different groups (Donaldson, 2013). This means that project managers are obligated to identify stakeholders in the early stages of project planning and implementation to ascertain their degree of engagement, interest, prospects, impact, impact, power and communication. It crucial to know that some of the stakeholders have no interest and or influence on the project thus managers need to take care of them since they might become dormant thus calling for the best practices of facilitating stakeholders' involvement evaluation update. According to Proudlock (2019), stakeholders are important in the early stage of evaluation process to attract high champion profile and enable political agents learn instrument used in monitoring and evaluation to demonstrate effectiveness. Stakeholders can improve impact evaluation when it comes to its interpretation and analysis thus enhancing M&E performances.

Magassouba, Tambi, Alkhlaifat, & Abdullah, (2019) posits that too much involvement of stakeholders leads to stakeholders' dominations within the processes thus might hinder project evaluation success. This is because evaluation impact in terms of purposes and scope are political in nature and thus suitable approaches have to be used, and knowledge and general conclusion created on how knowledge can be used. This calls for the need for the managers to allocate adequate time to enhance stakeholders' participation in determining evaluation scope and purpose. Further the shift is supposed to be more participatory than conventional to Monitoring and evaluation to enhance good results.

Le, Nguyen & Zhu, (2018). Posit that project managers must decide on the stakeholders they are involved with and to what extent. The stakeholder's participation level is depended on the question and circumstances that is to be evaluated. Participatory evaluation is important when it comes to implementation of changes affecting project and need stakeholders' knowledge and or opinion to move forwards. Evaluation approach that is orthodox in nature is more suitable when there is independent, objective judgment, special information and requires technical experts. This approach is only necessary when stakeholders don't have time to participate, or they lack collaborative involvement. Research conducted in Ghana pertaining to stakeholders' engagement in construction project by Tengan & Aigbayboa (2017), established that construction projects are capital intensive and complex therefore needed transparency and accountability within its monitoring and evaluation to enhance learning. It was established that there is very minimal stakeholders engagement into M&E of public projects within domestic government which resulted to poor project implementations in Ghana. Other factors that compromised M & E practice included corruption, bad payment schedules, project non conformity, delayed project, lack of health and safety measures and client dissatisfaction.

### **Methods**

The study used a mixed research methodology which comprises of qualitative and quantitative data. Using a descriptive research design, the study was conducted in Kismayu District located in south-eastern part of Somali in juba land. The target population was 89,333 from Shaqalaha, Calanley, Fanoole and Fariano village and 18 Officials. Sample size was determined using the Krejci and

Morgan (1970) sampling table; giving 383 which was selected through stratified random sampling. Data collection entailed questionnaires (closed ended giving quantitative data while open-ended question generating qualitative data).

A pilot study using 38 participants was conducted with the employees and officials working on road construction project within Kismayo in different capacities. Expert opinions were used to examine validity while reliability was determined using test-re-test method yielding a correlation coefficient of .80. Qualitative data that was collected via open and closed questionnaire were analyzed using content analysis. Quantitative data was processed using a computer package (SPSS) version 24.0 and employed descriptive statistics.

**Results**

***Influence of Training on Monitoring and Evaluation of road construction Project***

First study objective investigated the influence of training on monitoring and evaluation of development project and the results in Table 1.

Table 1: Training and Monitoring and Evaluation of Road Construction Project

	1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly agree
Training enhances M & E skills acquisition thus enhances effective and efficient M& E processes	10 (3.5%)	15 (5.3%)	35 (12.5%)	120 (42.8%)	100 (35.7%)
Do managers identify institutional M & E gaps in order to offer training	128 (45.7%)	122 (43.5%)	12 (4.2%)	10 (3.5%)	8 (2.8%)
Employees trained on M& E should understand the tiers within M & E processes	13 (4.6%)	15 (5.3%)	35 (12.5%)	117 (41.7%)	100 (35.7%)
M & E employee should be acquainted with current M & E trends	9 (3.2%)	11 (3.9%)	20 (7.1%)	125 (44.6%)	115 (41%)
Training on M& E enables employees to have changed work behavior and enhances confidence	11 (3.9%)	10 (3.5%)	10 (3.5%)	125 (44.6%)	124 (44.2%)

The results of the study showed that the majority of the participants agreed (42.8%) and strongly agreed 35.7% that training has a positive influence on monitoring and evaluation of Road construction projects. This is an indication that M&E training among road construction projects in Kismayu have enhance employee performance and productivity by enabling M&E processes. As much as majority of the participants felt that training is crucial in M&E process of road construction no proper training were conducted attributed to the lack of identification of institutional M&E gaps before training.

On examining whether Managers identify institutional M & E gaps in order to offer training 45.7% of participant strongly disagreed

while 43.5% disagreed to the same contrary to 3.5% who agreed while 2.8% strong agreed. This is an indication that M&E gaps for road construction project are not identified at Kismayu district by the managers and thus training gaps for M&E not identified. By identifying training gaps, employees within the monitoring and evaluation processes are in a position to fill project gaps rather than recruiting thus enhancing retention. Due to the differing nature of projects, participants felt that gaps are not identified and filled due to lack of capacity. This calls for the need for managers within infrastructure projects in Kismayu to identify M&E gap to enhance training.

The research established that employees need to be trained on M& E and understand the tiers within M & E processes with 35.7% and 41.7% of participant strongly agreeing and agreeing to the same. The tiers within monitoring and evaluation process include top tier (monitoring and evaluation logic), terminologies and concepts being the middle tier and data processing, storage, collection, reporting and integration being the bottom tier. Understanding the three tiers provide an all- round understanding of what is entailed in a monitoring and evaluation process. This enables project managers during monitoring and evaluation to get involved and intervene appropriately.

On establishing on whether M&E employee should be acquainted with current M&E trends 44.6% of participants agreed while 41% strongly agreed contrary to 3.2% and 3.9% of the participants who strongly disagreed and disagreed. form the findings it is established that employee working on M&E at Kismayu are well acquainted with current trends in monitoring and evaluation. Being conversant with this current trend enables managers to overcome challenges that might come with the ever-changing project environment.

Participants 44.2% strongly agreed while 44.6% agreed that training on Monitoring and evaluation enables employee to have a changed work behavior and enhance confidence on the contrary 3.9%and 3.5% who strongly disagreed and disagreed. Training on monitoring and evaluation changes working behaviours attributed to the technical capacity instilled through knowledge. This enable M&E practitioners to conduct their work with confidence and value their work through professionalism and thus can make informed decision pertaining to infrastructure projects.

***Influence of Budgetary Allocation on Monitoring and Evaluation of Road Construction Project***

The second objective of the study was to investigate on the influence of budgetary allocation on monitoring and evaluation of infrastructure development project. The results are presented in Table 2.

Table 2: Budgetary Allocation and Monitoring and Evaluation of Road Construction Project

	1 Strongly disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
Budgetary allocation for M & E should be done during the project planning phase	9 (3.2%)	8 (2.8%)	10 (3.5%)	120 (42.8%)	133 (47.5%)
Budgetary allocation for M &E is adequate	130 (46.4%)	10 (3.5%)	10 (3.5%)	10 (3.5%)	120 (42.8%)
M & E budget are transparent and accountable	121 (43.2%)	20 (7.1%)	25 (8.9%)	15 (5.3%)	99 (35.3)

Lack of information on M & E budgets jeopardizes decision making and policy formulation	10 (3.5%)	9 (3.2%)	21 (7.5%)	125 (44.6%)	115 (41%)
Internal control affects M & E budgeting	10 (3.5%)	15 (5.3%)	33 (11.7%)	122 (43.5%)	100 (35.7%)

From the results it was established that Budgetary allocation for M & E should be done during the project planning phase with 47.5% and 42.8% of the participants strongly agreeing and agreeing while 3.2 and 2.8% strongly disagreeing and disagreeing respectively. Through planning for M&E budgetary during project planning determines the extent of project implementation and sustainability. Project planning phase aims at projecting project resources to determine project cost.

On investigating on adequacy of M&E budget, 46.4% of participants strongly disagreed that budgetary allocation was adequate and 42.8% strongly agreed. Participant opined that some road construction projects were funded adequately while other were not. Allocation for monitoring and evaluation should not be small to an extent that it compromises credibility and accuracy of the M & E outcomes.

When participants were asked on budgeting transparency and accountability 35.3% of participants strongly agreed that budgeting process is transparent and accountable while 43.2% of the participants strongly disagreed. This is an indication that there is no budget transparency and accountability when it comes to M&E process of road construction projects in Kismayu. This have hindered construction of standard roads. The level of trust among leaders within governance in the District have been eroding attributed to administrative setbacks such as corruption, public funds embezzlement and ineffective public service delivery thus resulting to development project failures because of insufficient budgetary allocation on M&E practices.

Respondent ascertained that lack of information on M & E budgets jeopardizes decision making and policy formulation with 44.6% participants agreeing while 41% strongly agreeing contrary to 3.5% who strongly disagreed while 3.2% disagreed. Participants opined that lack of information pertaining to M& E budgeting hindered policy formulation and decision making thus affecting effective and efficient project implementation thus compromising sustainability.

When investigating on whether internal control affect M& E budgeting, 43.5% and 35.7% agreed and strongly agreed contrary to 3.5% and 5.3% of participants who strongly disagreed and disagreed that internal control affect M& E budgeting. According to the respondents internal control determine financial resource allocation among road construction projects.

**Stakeholders Influence on monitoring and evaluation of development project**

The third objective of the study was to investigate on the influence of stakeholders influence on monitoring and evaluation of infrastructure development project. The results in Table 3 were obtained.

Table 3: Stakeholders influence and monitoring and evaluation of road construction projects

	1 Strongly Disagree	2 disagree	3 Undecided	4 Agree	5 Strongly Agree
Project managers should involve stakeholders in all stages of M & E project implementation	20 (7.1%)	10 (3.5%)	20 (7.1%)	120 (42.8%)	110 (39.2%)
Too much stakeholder’s engagement in M & E process leads to stakeholders’ domination	9 (3.2)	10 (3.5%)	24 (8.5%)	129 (46%)	108 (38.5%)
Project managers decides on stakeholders who are involved in M& E practices and to what extent	10 (3.5%)	9 (3.2%)	21 (7.5%)	125 (44.6%)	115 (41%)

Minimal participation of stakeholders in M& E processes results to poor project implementation	14 (5%)	10 (3.5%)	8 (2.8%)	120 (42.8%)	128 (45.7%)
Stakeholders are more involved in high level M & E activities than low level M & E activities	8 (2.5%)	10 (3.5%)	9 (3.2%)	121 (43.2%)	132 (47.1%)

From the results 42.8% and 39.2% of the respondents strongly agreed and agreed that project managers ought to involve stakeholders in all stages of M &E to successfully implement project while 7.1% and 3.5% strongly disagreed and agreed respectively. This is an indication that in Kismayu District project manager involve stakeholders in M&E processes and thus through engaging stakeholders in project lifecycle project managers get answer to why, how and what of a project activity concern thus enables successful implementation of project.

On establishing whether too much stakeholder's engagement in M&E process leads to stakeholders' domination, 46% and 38.5% of participants agreed and strongly agreed respectively. This is an indication that managers within road construction projects in Kismayu Districts does not offer extensive opportunities to stakeholders. By involving stakeholders very many results to their domination within the project implementation phase and thus hinder project success.

This is an indication and same as the results obtained by the research that project managers decide on stakeholders who are involved in M& E practices and to what extent where 44.6% and 41% agreed and strongly agreed while 3.5% and 3% strongly disagreed and agreed respectively. Majority of the respondents agreed 42.8% and strongly agreed 45.7% that minimal participation of stakeholders in M& E processes resulted to poor project implementation while 5% strongly disagreed and 3.5% agreed. This is an indication that very few stakeholders are engaged in the M&E process of road construction at Kismayu.

From the research participants strongly agreed 47.1% and agreed 43.2% that stakeholders are more involved in high level M&E activities than low level M&E activities while 2.5% and 3.5% of participants strongly disagreed and agreed to the same. This is an indication that in most road construction projects in Kismayu district stakeholders are involved in high level than low level M& E process.

**Discussion**

Lack of advance training compromised the benefit of training. This lead road construction delay and costly M&E processes thus compromising effectiveness and efficiency of road construction project ME processes. These findings are consistent with previous research studies, such as those by Weiser (2016) and Wamuhu (2018), who asserts that individuals lacking experience in M&E processes can result in prolonged and costly monitoring and evaluation processes that may lead to irrelevant or impractical outcomes. On the other hand, Kusek (2019) stated that through training, individuals can develop result-based M&E systems and processes, thus ensuring the effectiveness and efficiency of M&E practices.

The need for managers within infrastructure projects in Kismayu to identify M&E gap to enhance training is in tandem with the findings established by Ong'are, (2017). Who asserts that identifying gaps and training is essential among projects to enhance productivity among works. On the other hand, Harris (2018). Established that Identification of gaps enables, and training enables employed to be in a position to collect, analyze and interpret M& E data. Further it enables them acquire knowledge on how to use M& E tools.

From the findings, employees working on M& E process among road construction projects acquire knowledge on the three tiers of M&E thus have a detailed understanding of monitoring and evaluation processes. These results are the same established by Wotela (2017), Bell & Marais (2015) who asserts that by fully understand M& E processes enhances work change behaviors by increasing confidence levels among employees.

The findings showed that M&E employs the use of current technology. This research findings are same with those established by Bell & Marais (2015) who asserted that acquisition of current M&E trends enhances skill acquisition and knowledge thus enhances successful project implementation as well as project sustainability.

The enabling of M&E practitioners to conduct their work with confidence reflect the work of Venessa & Gala (2011) who established that technical M&E capacity enable workers to conduct project development evaluation, its value and participation within the process of policy making to influence decision largely determine the lesson brought forth by the evaluation process through communication.

Project planning phase aims at projecting project resources to determine project cost. This finding equates to Chaplowe (2015), who asserts that there is need to weight the budgetary allocation at the project design phase to enhance financial allocation for implementation and monitoring.

Allocation for monitoring and evaluation should not be small to an extent that it compromises credibility and accuracy of the M & E outcomes which reflects the work of McCoy (2016) who found out that budgetary allocation for M&E should be adequate to enhance its functionality and enhance project sustainability. Mbogo, & Mirara, (2022) posits that putting very little budgetary allocation to M& E process slows project progress and thus reduced productivity and thus waste resource that could have been used in other activities effectively.

Ineffective public service delivery resulting to development project failures because of insufficient budgetary allocation on M & E practices. These findings are same as to those established by Sikhosana and Nzewi (2019), where corruption among government institutions have hindered transparent and accountable budgetary allocation for M & E thus have been unable to attain project goals. Further, Kanyamuna Kotzé, and Phiri (2019). Asserts that there is a missing strand between transformation in Africa development agenda and sustenance of good governance in M & E practices thus hindering project implementation. Ineffective and inefficient project implementation that compromise sustainability reflect findings established by Kanyamuna, Kotzé and Phiri (2019), Kamau, Osuga and Njunguna (2017) who established that budgetary allocation for M&E affected formulation of policies that enhance informed decision making.

Internal control determines financial resource allocation among road construction projects. This finding equates to research by Mohamed (2018) in research who established that internal control affected budgeting among Non- government Somali projects. With increased budgetary allocation for M & E process increases monitoring and evaluation performance thus there is need to ensure that both managers and employee are given the right authorities to enhance effective and efficient internal control that would enhance favorable budgetary allocation for M& E process among infrastructure projects.

The findings showed existence of engaging stakeholders in project lifecycle project manager which are in tandem with the work of Proudlock (2019) who established that engaging stakeholders in M&E process from project inception is important attributed to the fact that it attracts high champion profile and enable political agents learn instrument used in monitoring and evaluation to demonstrate effectiveness. On the other hand, Le, Nguyen & Zhu, (2018) who established that participation of stakeholders is important in effecting project changes to acquire knowledge and provide information and opinion to move forward (Njama 2015).

The findings showed some involvement of the stakeholders very many results to their domination within the project implementation phase and thus hinder project success. The same findings are same to Magassouba, Tambi, Alkhlaifat, & Abdullah, (2019) who established that evaluation of impact in terms of purpose and scope are political in nature and thus stakeholders should be engaged to some extent.

The findings showed that the project managers decide on stakeholders who are involved in M& E practices and to what extent. The findings also rather than equating to Magassouba, Tambi, Alkhlaifat, & Abdullah, (2019), it also equates to Le, Nguyen & Zhu, (2018). Who posits that project managers must decide on the stakeholders they are involved with and to what extent. When managers decide on what extent participants are involved in project monitoring and evaluation, they are able to successful enhance project completion. This is because the process of project evaluation is orthodox in nature and therefore suitable when there is independent,

objective judgment, special information and requires technical experts.

Monitoring and evaluation of project require adequate stakeholder representation so that affected stakeholders can contribute to the monitoring and evaluation process this helps to bridge the gap between action and words to conduct monitoring and evaluation for thematic areas required by the project. The findings of this project are same as that established by Tengan and Aigbayboa (2017) who established that minimal participation of stakeholders within M &E process of Public projects resulted to poor project implementation.

The study found that there was some project negligence which was an indication that less attention is put to low level infrastructure projects thus compromising project delivery. The results are same as to those found by Callistus & Clinton (2018) who opined that sidelined M&E process by stakeholders resulted to project failures. To successful implement infrastructure projects there is need for stakeholder to adequately participate to enhance technical capacity building and allocated the required resources (Njama, 2015).

### Conclusion and Recommendations

The study concluded that training had a positive influence on monitoring and evaluation of Road construction projects at Kismayu District by enhancing performance and productivity within the M&E process. The budgetary allocation for M&E for road construction project at Kismayu district were done during the planning phase thus helped in determining project costs. The budgeting process are not transparent and accountable attributed to bad governance and corruption resulting to project failures attributed to insufficient budgetary allocation for M&E practices. The study recommends that employees are trained on monitoring and evaluation and as well current trends on M&E but the gaps are identified among workers on M&E and thus there is need to identify gaps on M&E among employees

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