



EFFECT OF MONITORING LEVEL ON COMPLETION RATE OF DEVELOPMENT PROJECTS IN MANDERA COUNTY, KENYA

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ABSTRACT

This study aimed at assessing the effect of monitoring level on completion rate of development projects in Mandera County, Kenya. The study adopted a descriptive survey design. 160 respondents were targeted and sample size of 113 was chosen using Krejcie and Morgan (1970) method. Questionnaire was used to collect data from respondents in seven departments in County Government of Mandera. Pilot study was conducted on 8 respondents in Mandera West Sub County hence these respondents were not included during data collection. Descriptive and inferential statistics was used to analyze data by use of mean, percentages, correlation and regression coefficients. Data was analyzed using SPSS and presented using frequency distribution tables and figures. Researcher maintained ethical consideration by obtaining research permits from the University, County Government of Mandera and Kenyan Government through NACOSTI. The study monitoring level had a significant and positive effect on completion rate of development projects (beta value of 0.129). The study concluded that county government of Mandera need to monitor the progress level of development projects in order to identify if there is any gap to be rectified. The gaps can be in term of resource constraints which when mobilized can increase the completion rate of development projects in Mandera County, Kenya.

Keywords: *Completion Rate, Development Projects and Monitoring Level*

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INTRODUCTION

Research Objective

This study assessed the effect of monitoring level on completion rate of development projects in Mandera County, Kenya. The study was guided by the following research question;

- What is the effect of Monitoring level on the completion rate of the development projects in Mandera County, Kenya?

Conceptual Framework

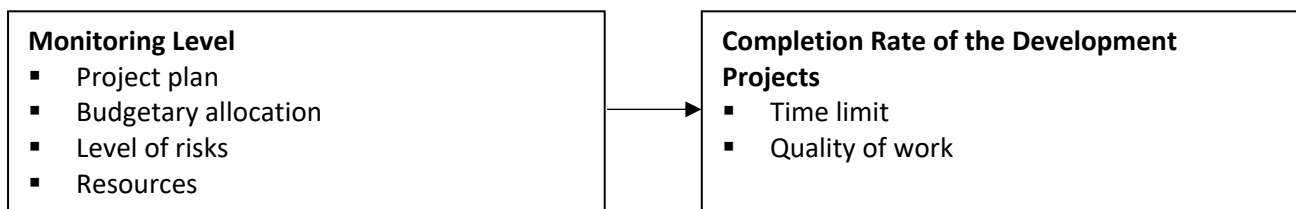


Figure 1: Conceptual Framework. Source: Researcher (202023)

LITERATURE REVIEW

Theoretical Framework

The study was anchored on the Theory of Public Finance. This theory was developed by Musgrave in 1959, as put forward in the influential text. The Theory of Public Finance, which demonstrated that fiscal efficiency and equity were the core principles of public finance, and established the three main branches of the fiscal department as allocating resources, distributing resources, and stabilizing the financial system (Harelimana, 2017).

The Theory of Public Finance provides insights into how governments allocate resources, generate revenue, and make decisions about public expenditures. When considering its implications for monitoring level on the completion rate of developmental projects in Mandera County, this theory offers valuable perspectives on the role of government officers in managing public funds, ensuring efficient resource allocation, and promoting economic welfare (Hertati, 2015). Applying the insights from the Theory of Public ensures that financial management aligns with broader economic and social objectives. By

The Scope of the Study

The research concentrated specifically on the effect of monitoring level on completion rate of development project in Mandera County. The study was conducted for a period of seven (7) months, from March 2023 to October 2023.

optimizing resource allocation, minimizing inefficiencies, and promoting accountability, monitoring level contributes to the effective implementation of projects that benefit the community and advance the county's development goals (Harelimana, 2017).

Empirical Literature

Monitoring the progress and completion rate of development projects is essential for ensuring their successful execution. Before a project begins, a baseline plan is established, outlining the project's scope, objectives, timeline, budget, and key performance indicators (KPIs). This serves as the basis for monitoring progress. Project managers and teams should provide regular status reports that include updates on project activities, milestones achieved, expenditures, and any deviations from the baseline plan (Moretti et al., 2017). These reports can be weekly, monthly, or at other intervals as determined by project requirements. KPIs are specific, measurable metrics that are used to gauge project progress. They can include items such as completion of project phases, adherence to timelines, budget utilization, and quality benchmarks (Al Mhirat and Irtemeh, 2017).

Depending on the nature of the project, site visits and inspections may be conducted to verify that work is being performed according to specifications and standards. This can be especially important for construction and infrastructure projects. Monitoring expenditures and budget utilization is crucial to ensure that a project stays within its allocated budget. Deviations from the budget should be analyzed and addressed promptly (Abdallah, 2018). Regular risk assessments should be conducted to identify potential issues that could impact project completion.

This includes both internal and external risks, and mitigation strategies should be developed. Effective communication with project stakeholders, including government agencies, funders, and the public, is essential. Regular updates on project progress and any changes to the plan should be shared transparently (Nickson, 2017).

For projects where quality is a critical factor, a monitoring component for quality control should be in place. This may involve inspections, testing, and adherence to industry standards. Changes in project scope, objectives, or requirements should be carefully documented, assessed, and approved as necessary. These changes can impact the project's timeline and budget (Harelimana, 2017). Once the project is near completion, a thorough verification process is conducted to ensure that all objectives have been met, and the project meets the predefined quality standards. This may involve final

inspections, testing, and acceptance by stakeholders. After project completion, it's important to conduct a post-project review to identify successes and areas for improvement. These lessons can inform future projects and improve overall project management practices (Harelimana, 2017).

To maximize a project's performance and enhance the probability of its success, every organization needs to build a better project management process dedicated to meeting the customer's most important needs (Harelimana, 2017). Application of Six Sigma together with robust and efficient project management can be considered an effective tool in driving and accelerating the development and delivery of a high-quality product within budget and timelines. Six Sigma within organizations is primarily practiced as a process improvement methodology to drive operational and business excellence (Nickson, 2017).

METHODOLOGY

The researcher used descriptive research to assess the effect of monitoring level on completion rate of development projects in Mandera County, Kenya. The target population for the study comprised of seven departments in Mandera County Government with a staff population of 160.

A sample of 113 staff was chosen using Krejcie and Morgan (1970) method.

Table 1: Sample Size

Category	Population
Agriculture, irrigation, livestock, fisheries and veterinary services Department	17
Water, Sanitation, Energy & Natural Resources Department	15
Land, housing and physical planning Department	20
Education & Social Services Department	16
Finance and Economic Planning Department	14
Roads, Transport & Public Works Department	16
Health services Department	15
Totals	113

Source: Mandera County Government HR Dept. (2023)

The sampling procedure used for this study was stratified random sampling where respondents who conform to the purpose of the study were selected from the selected departments in Mandera County Government.

In this study, a structured questionnaire was used to facilitate in data collection. In the study the content validity of the research questionnaire was determined through consultation by the supervisor

whose opinion is deemed to be sufficient. The questionnaires from respondents were sorted, checked and edited for completeness and consistency. Data was analyzed using descriptive and inferential statistics. The researcher ensured that ethical consideration was adhered to. The study results were presented using frequency distribution tables.

RESULTS AND DISCUSSIONS

Response Rate

Table 2: Response Rate

	Total	Percentage
Number of questionnaires returned	97	86%
Number of questionnaires given	16	14%
Total number of questionnaires distribute	113	100%

Source: Field Data (2023)

Descriptive Analysis

Table 3: Effect of Monitoring Level on Completion Rate of Development Projects

	N	Mean	Std. Deviation
Monitoring level support the overall project plan	97	1.5567	.49936
Stakeholders are involved in planning for the projects	97	1.9897	.33834
Monitoring level mitigate against potential risks	97	2.9175	.31192
Project plans set up clear goals	97	3.0103	.10153
The budgetary allocation allows monitoring and control	97	3.9588	.24654

Source: Researcher (2023)

Table 3 illustrates summary on monitoring level, on whether monitoring level support the overall project plan, majority of respondents disagreed as shown by (Mean =1.5567 Standard Deviation=0.49936), this shows that this shows that monitoring level influence the overall plans for the implementation of the projects as plans are anchored on budgetary allocation. Majority of respondents disagreed that stakeholders are involved in planning for the projects as shown by (Mean =1.9897 Standard Deviation=0.33834), this shows that the county government officials did not involve the stakeholders in planning of the projects this led to poor management of project processes to implementation. Respondents were neutral that the projects plans mitigate against potential risks as

shown by (Mean =2.6701 Standard Deviation=0.47262), this shows that the county government staff did not allocate finances to caution the projects for the potential risk that may arise during the implementation of the project.

On whether project plans set up clear goals, majority of the respondents were neutral as shown by (Mean =3.0103 Standard Deviation=0.10153), this shows that the county government had clear goals by did not fit within the budget. Majority of the respondents agreed that the budgetary allocation allows monitoring and control as indicated by (Mean =3.9588 Standard Deviation=0.24654), this shows that there was money allocated for monitoring and evaluation.

Inferential Analysis

Table 4: Coefficients Outputs

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	2.136	.333		6.422	.000
Monitoring Level	.129	.068	.200	2.910	.000

Source: Researcher, (2023)

Table 4 shows that monitoring levels enhance the completion rate of development projects indicated by a significant p-value (P value=.000 and a beta of 0.129). The P value is within the significance level of 0.05 range. This connotes a strong relationship between the monitoring level and the completion rate of the development projects. Based on this situation, therefore, the analytical model for the study is;

$\gamma = f(\beta_0 + X_1 + \epsilon)$, which can be translated as below;

$$\gamma = 2.136 + 0.129\epsilon$$

This therefore can be interpreted that monitoring level affects by 12.9% of the completion rate of development projects thus the County Government of Mandera executive should ensure that monitoring controls put in place are operational and strictly adhered to ensure a 100% completion of the development projects. These findings were in agreement with Abdallah, (2018) and Nickson, (2017) who asserted that depending on the nature of the project, site visits and inspections may be conducted to verify that work is being performed according to specifications and standards.

SUMMARY AND CONCLUSION

The study revealed that monitoring level support the overall project plans for the completion of development projects as plans are anchored on budgetary allocation. Also, majority of respondents disagreed that stakeholders are involved in planning for the projects, this exhibits that the county government officials did not involve the stakeholders in planning of the projects this led to poor management of project processes to completion. On

whether projects plan mitigate against potential risks respondents were not sure. This shows that the county government staff did not allocate finances to caution the projects for the potential risk that may arise during the completion of the project.

On whether project plans set up clear goals, majority of the respondents were still non-committal. This also shows that the county government goals did not fit within the budget. On the other instance, majority of the respondents agreed that the budgetary allocation allows monitoring and control, this shows that there was money allocated for monitoring and evaluation.

The results reflect a strong consensus among respondents regarding the role of monitoring level in supporting project plans and the engagement of stakeholders in planning. Additionally, there is agreement that project plans are designed to mitigate potential risks and establish clear goals. Respondents also recognize the budget allocation's effectiveness in enabling monitoring and control. It was also depicted that monitoring level has a significant and a positive effect on completion rate of development projects in County Government of Mandera.

The study also concluded that there was a strong positive and significant effect of monitoring level and completion rate of development projects. The study therefore recommends that resources should be put in place by county governments to strengthen the monitoring processes through; project plan, budgetary allocation, assessment of level of risks, and provision of adequate resources.

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