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## Monitoring and Evaluation Techniques and Project Performance of Internally Displaced Persons' (IDPs) Project: A Case of Danwadaag in Mogadishu Somalia

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*Critical Path Identification, Critical Task Scheduling, Danwadaag Project, Monitoring and Evaluation, Project Performance, Risk Allocation*

### ABSTRACT

The study investigated on the influence of Monitoring and Evaluation Technique on Internally Displaced People on Project Performance with specific on Danwadaag project in Mogadishu Somalia. To examine the effects of Critical Path Identification on Danwadaag Project Performance, to evaluate the effects of Critical Task Scheduling on Danwadaag Project Performance and to investigate effects of Critical Risk Allocation on Danwadaag Project Performance. The study analyzed through two key theories: the Theory of Constraints (TOC) and the Results-Based Management (RBM) approach. The study employed descriptive correlation research design. The study population comprised of 260 subjects, from which a sample size of 158 was selected according to Kothari, 2004, out of whom 128 fully participated in the study, indicating a response rate of 81%. The study used both qualitative and quantitative techniques to collect and analyse data. The findings indicate that Critical Path Identification (CPI) has a significant positive impact on the performance 37.5% while Critical Task Scheduling (CTS) significantly enhances the performance 65.3% and Critical Risk Allocation (CRA) has had a mixed impact on the performance 44.9%. The study concludes that Critical Path Identification (CPI) significantly enhances the performance of the Danwadaag Project by improving task scheduling, coordination, project timelines, and resource management. Similarly, Critical Task Scheduling (CTS) positively impacts project performance by enhancing timeline accuracy, resource allocation, and overall project outcomes. However, Critical Risk Allocation (CRA) demonstrates a mixed influence, suggesting that its effective implementation in planning, monitoring, coordination, and resource allocation can improve project outcomes, though uncertainties about its effectiveness remain. The researcher recommends that the Danwadaag Project management should ensure the full integration of Critical Path Identification (CPI) by involving all key stakeholders, including project team members and external consultants, in task scheduling and resource coordination. The researcher further recommended that the Danwadaag project should prioritize the implementation of Critical Task Scheduling (CTS) by involving all relevant stakeholders, including project teams and coordinators, in the scheduling process. While CRA shows potential for improving project outcomes through risk mitigation, the study acknowledges its limitations and offers recommendations for better implementation. The future studies could assess the role of technology in enhancing the implementation of CPI, CTS, and CRA.

### INTRODUCTION

The study focuses on the monitoring and assessment technique's historical, theoretical, conceptual, and contextual views on the performance of internally displaced people projects. The Danwadaag project in Mogadishu, Somalia, is one example. On a global scale, project performance can be viewed as a collection of tasks that must be carried out in compliance with particular goals that entail the use of a company's resources. Bakar *et al.* (2011). Projects are frequently planned and carried out to operationalize an organization's strategic goals. As a result, the amount spent on projects worldwide is growing at an exponential rate, and the field of project management is expanding quickly. However, there is no simple way to improve project performance, and many projects fall short of expectations. Anantatmula (2015) in line with PMBOK 6<sup>th</sup> edition. Another way to describe a project is as a short-term undertaking with a clear start and finish used to develop a special good or service. Projects

are frequently implemented by organizations to enhance their performance, but the literature is still divided on how to assess their ultimate success. The outcome variable of project success is thus measured using disparate scales by researchers, leading to inconsistent research findings. Current models for evaluating project success have two drawbacks: they cannot be applied to all project kinds, and they do not distinguish between the performance of project persons (such as the project manager) and project success measurement in Zwikael and Meredith (2021).

It is crucial to take into account a number of elements that affect the sustainability and success of projects in Africa in order to improve project performance there. According to research, cooperation and communication with regional institutions and stakeholders are essential elements that can enhance project results in Africa (Loor 2005). The efficiency and sustainability of projects in Africa can be further improved by addressing issues with knowledge transfer and responsiveness to local demand

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(Mgendi *et al.*, 2019). In Africa, successful projects also depend on efficient project management. Better project results can result from increasing construction stakeholders' preparedness for project management (Ochungo & Odinga, 2019).

In Somalia, Recent research has shown interest in project performance in Somalia. According to a study on the factors influencing project performance in Mogadishu construction enterprises, understanding the elements that affect project success is crucial. The researchers discovered a strong positive correlation between project performance and every element. Every element that could jeopardize the project's successful execution should be known to the project managers. At every level, they will make sure that proper performance reporting is done. (Dalmar *et al.*, 2019).

Addressing the different factors that affect the sustainability and success of initiatives in the area is crucial to improving project performance in Somalia. The importance of strong financial backing, clear communication, close monitoring and evaluation, and careful planning is shown by the analysis of factors influencing project performance in Mogadishu's construction industry (Wang & Li, 2022).

The success of projects in Somalia is, however, severely hampered by problems like inadequate infrastructure, political fragmentation, institutional weakness, security concerns, and project funding issues (Serpe *et al.*, 2022). In order to evaluate the success of initiatives, the African Development Bank Group has been actively involved in projects and activities in Somalia, including performance evaluations of the country's portfolio. Despite the significant capacity mismatch, the Government and the Bank have worked together well to manage the portfolio. Report of the AFDB 2017–2021

Previous research on the effectiveness of construction companies in Mogadishu has highlighted the significance of elements including communication, project planning, risk management, and monitoring and control. Furthermore, the impact of Somalia's insecurity has caused humanitarian actors to adopt "remote programming" or "remote management" technologies, which has an impact on project control and implementation. Climate fluctuation and related difficulties make Somalia's project performance problems worse, particularly when paired with the country's already-existing war and governance constraints.

### Theoretical Review

The study will be based on the management theory of constraints, which Goldratt (quoted in Goldratt, 1990) claims is helpful to organizations in enhancing their control over their activities in an attempt to achieve their set goals (Goldratt, 1990). The theory of constraints (TOC) assumes that the existence of constraints within any manageable system, like an organization's M&E system, limits the successful achievement of an organization's goal (Watson *et al.*, 2007). A constraint is anything that is internal or external to the system, such as

a problem, element, or factor that acts as a bottleneck to prevent the system from reaching its goal.

Blackstone (2001) asserts that TOC recommends that in order for organizations to enhance the achievement of their system's goals, the most significant constraint or limiting factor must be identified and then systematically managed by first figuring out "what should be change" and then "how cause the change." According to Goldratt (1990), "TOC is a systemic way to identify constraints that hinder system's success and to effect measures to remove them."

Monitoring is a strategy used by management and key stakeholders to gather information on certain indicators. This information is then used to assess the degree of goal achievement and the manner in which funds have been spent (Crawford & Bryce, 2023; Bartle, 2017). Therefore, it assists organizations in monitoring program inputs, activities, outputs, outcomes, and impacts. This aids in assessing the value or importance of a program activity in relation to achieving program objectives in terms of sustainability, impact, efficiency, and effectiveness (Uitto, 2022; Stufflebeam & Shinkfield, 2017).

Thus, M&E can be defined as those actions used in acquiring, analysing and making use of information that is affordable, relevant, timely and accurate for performance improvement (Stufflebeam & Shinkfield, 2017). In this study will therefore refer to critical path identification, critical task scheduling and critical resource allocation. Monitoring is seen as a continuous function that uses systematic collection of data on specified indicators to provide management and main stakeholders of an on-going organization with indications of the extent of progress and achievement of objectives (OECD, 2022).

In the late 1950s, James E. Kelley, Jr. of Remington Rand and Morgan R. Walker of DuPont created the critical path method (CPM), a project modeling tool. Walker and Kelley shared their recollections of the 1989 CPM development. According to Richman (2002), the critical path is the network path that takes the longest overall time, which establishes the earliest time the project can be finished. According to White (2006), CPM is useful for monitoring and assessing project activities in addition to the problem of time completion. In his paper on the scheduling assessment of construction projects, Bragadin (2016) pointed out that a number of elements can influence a project's performance.

The term "project performance" describes how well a project accomplishes its goals, produces the desired results, and meets the expectations of its stakeholders. It includes a number of project management, execution, and delivery-related topics. In management academic circles, performance is still a controversial topic (Dubin, 2022). The process of evaluating an organization's performance entails contrasting its expected and actual outputs or results (Manzoor *et al.*, 2021). Organizations can use this comparison to assess whether they are accomplishing their goals.

It is evident that managers, owners, and strategic partners usually carry out this performance review, which

entails identifying and putting into place procedures that can enhance the performance of the organization (Richard *et al.*, 2019). Managers and business owners assess an organization's performance for important purposes, including as ensuring the efficient use of organizational resources, identifying issue areas to guide managerial decision-making, and justifying the use of capital. The definition of success for a business might change depending on its goals (Javier, 2022). Nonetheless, it can be argued that, in accordance with Huges (2017), performance evaluation might assist businesses in refining their protocols. In addition to offering insights into the talents and skills of current personnel, performance reviews can assist projects in identifying areas where improvements may be possible (Mpume, 2017). Therefore, gaining knowledge on how to assess and enhance an organization's performance will help you make the most of your resources in order to accomplish your objectives. The problem of insecurity in Somalia has existed for a very long time. All public social services in Somalia were significantly affected by the civil war that broke out in 1988 and the central state's subsequent collapse in 1991 (Nuguti, 2019). As a developing nation, Somalia has numerous administrative and technical project management difficulties. First, there is a dearth of empirical research on Somalia's project management success, which leaves no records of the best practices in that area. Second, development projects in particular face a distinct set of issues and difficulties, in contrast to projects in general, which have difficulties with execution and, thus, success (Dalmar *et al.*, 2019). The following outcomes can help initiatives in Somalia be implemented successfully: strong financial backing, solid communication, close monitoring and evaluation, and careful planning (Marren, 2016). In her article, Davis discovered certain common project success elements, such as project budget and cost, stakeholder satisfaction, communication and collaboration, a capable project manager, and well-defined project time constraints and goals (Davis, 2014). Even said, the lack of those elements may also cause problems for the project and make project management difficult, which will affect the general caliber and success of projects in Somalia (Dalmar *et al.*, 2019). In humanitarian aid and development initiatives, the effectiveness of Internally Displaced Persons (IDP) projects is crucial since these initiatives are designed to assist vulnerable groups and enhance their quality of life (UNHCR, 2020). But there are still many obstacles to overcome before IDP project performance can be effectively monitored and evaluated (M&E), especially in conflict-affected areas like Mogadishu, Somalia (Menkhaus, 2017). In order to better understand how monitoring and evaluation (M&E) methods affect the Danwadaag IDP project's success in Mogadishu, Somalia, this study aims to do just that.

### Objective

To examine the effects of Critical Path Identification on

Danwadaag Project Performance in Mogadishu Somalia. To evaluate the effects of Critical Task Scheduling on Danwadaag Project Performance in Mogadishu Somalia. To investigate effects of Critical Risk Allocation on Danwadaag Project Performance in Mogadishu Somalia.

### LITERATURE REVIEW

The debates on the M & E concept discussed in light of two theories in the subject area namely; The Theory of Constraints (TOC) theory and the results e-based management (RBM) view theory.

#### The Theory of Constraints (TOC)

Is an organization's approach to improving a system's performance by addressing the fundamental issues (limiting factors) that are impeding the achievement of the system's goals (Gupta & Kline, 2018; Inman *et al.*, 2019; Kim Mabin & Davies, 2018; Mabin & Baldestone, 2013; Watson *et al.*, 2017). Systems Thinking (Taylor & Churchwell, 2018) is the foundation of the TOC method, which takes into account enhancing the overall performance of the system. According to the TOC, every system contains "constraints" that limit its functionality; in order to improve the system's performance, management of an organization must identify and remove these variables (Gupta & Kline, 2018; Simatupang *et al.*, 2014).

#### The Results-based management (RBM) Theory

Began with the Australian government in the middle of the 1980s, and the Organization for Economic Co-operation and Development (OECD) led the charge to make the idea more significant in the 1990s. As the name implies, this theory is focused on outcomes. Public Sector Management in the 1960s, Program Management by Activity in the 1970s to 1980s, Management by Objectives (MBO) and Logical Framework Approach in the mid-1970s, New Public Management (NPM), and Total Quality Management (TQM) in the 1980s were among the earlier theories that influenced the development of the results-based theory, according to the Results Based Management Group (RBMG).

#### Critical Path Identification and Project Performance

A key component of project management is the identification of critical routes, which highlights the crucial tasks that must be finished on schedule in order to achieve the project's deadlines and has a direct impact on the project's overall performance. A popular method for identifying these crucial jobs and figuring out the order of interconnected tasks that make up a project's critical path is called the Critical Path Method (CPM) (Kerzner, 2017). This route establishes the bare minimum amount of time needed to finish a project and gives project managers vital information about where delays can happen without impacting the project's overall schedule (Klastorin, 2021). Creating a thorough project plan that lists all of the jobs, their dependencies, and the projected duration of each activity is the first step in determining

the critical path, claim Meredith and Mantel (2020). The longest series of tasks that directly affect the project's eventual completion date is then mapped out by the project manager using CPM calculations. The critical path is the name given to this order of actions. There is no slack or float in the jobs on the critical path, thus if they are delayed, the project as a whole will also be delayed (Larson & Gray, 2021). This emphasizes how crucial it is to correctly identify and oversee these jobs in order to guarantee project completion on schedule. Project managers can concentrate their attention on these high-priority tasks, which are essential to the project's success, once the critical route has been determined. Managers can more effectively schedule work, allocate resources, and track progress in real time by using the critical route method (Nicholas & Steyn, 2022). By concentrating on the most important aspects of the project, delays and interruptions that can impair its overall performance are reduced. Furthermore, proactive risk management for important jobs guarantees that possible problems are resolved before they cause major delays (Gido *et al.*, 2018). Maintaining project performance, particularly in dynamic situations where project conditions might change quickly, requires regular reviews and updates of the critical path (PMI, 2021). Over time, unforeseen circumstances like resource constraints or unforeseen task dependencies could affect the critical route. To make sure that any changes are taken into account and that the project stays on track for timely completion, project managers must thus periodically reevaluate the critical route and modify the project plan accordingly (Nicholas & Steyn, 2022).

#### **Critical Task Scheduling and Project Performance**

One of the most important project management practices is the prompt and efficient identification and scheduling of crucial tasks. This procedure enables project managers to guarantee that important tasks are finished within the budget and time period allotted, which is essential for a project's overall success (Kerzner, 2017). Determining which tasks are on the critical path, comprehending the resources needed to finish them, and creating a schedule for their effective completion are all part of critical task scheduling. In addition to increasing the likelihood of achieving deadlines, efficient scheduling reduces the possibility of cost overruns (Larson & Gray, 2021). Effective management of key activities leads to improved time management, resource allocation, and risk mitigation, all of which increase project performance. Gantt charts are one of the most popular tools for scheduling critical tasks because they give a visual representation of project tasks, including their dependencies, durations, and timelines (Meredith & Mantel, 2020). They are especially helpful in showing how critical tasks are dependent on each other and how delays in one task can affect the project timeline. Project managers can use Gantt charts to easily track progress, modify task timelines, and reallocate resources as needed to ensure that critical tasks are completed on time. The

Project Management Institute (2021) notes that Gantt charts also allow for flexibility in shifting the start and end dates of tasks, which facilitates smoother transitions and resource management when task schedules need to be adjusted.

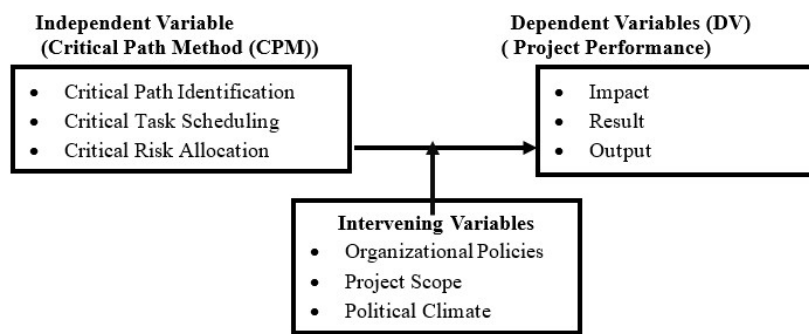
Resource smoothing is a crucial component of important task management, in addition to task scheduling. Resource smoothing minimizes variations that can result in delays or inefficiencies by ensuring that the demand for resources stays largely constant throughout the project (Klastorin, 2021). Project managers can reallocate labor and resources among tasks in ways that optimize productivity and maintain project timeliness by employing strategies like resource swapping, task fragmentation, or task shifting (Heerkens & Baker, 2017). This method guarantees that important tasks get the time and resources they require to be finished without putting too much strain on particular staff members or resources at particular stages of the project. But scheduling key tasks effectively is a dynamic process. In order to adjust to evolving conditions, project schedules need to be periodically reviewed and revised. According to Nicholas and Steyn (2022), initiatives frequently encounter unanticipated difficulties including a lack of resources or delays in finishing tasks. To sustain overall project performance, these problems need that project managers review the project schedule, reallocate resources, and perhaps update task timeframes. Despite the dynamic nature of project environments, this practice of ongoing monitoring and modification is essential for guaranteeing that vital tasks are finished on time (Gido *et al.*, 2018).

#### **Critical Risk Allocation and Project Performance**

A key element of project management is risk management, which makes sure that hazards are properly addressed at every stage of the project. Assigning risks to the right sub-project teams is one of the process's essential components (Kerzner, 2017). In order to identify the most important risks that could affect the project's success, critical risk allocation entails carefully assessing the entire undertaking and selecting the most suitable stakeholders for risk management (Project Management Institute [PMI], 2021). In addition to reducing possible detrimental effects on project performance, efficient risk allocation increases total project success. The risk register, an essential instrument that classifies hazards, describes their ramifications, evaluates their likelihood, and specifies the mitigating activities required to handle them, is a well-known technique for detecting key risks (Larson & Gray, 2021). By providing a thorough overview of potential hazards, the risk register helps project managers assign particular risks to the stakeholders who are most qualified to handle them. These stakeholders could be third-party organizations, clients, or contractors (Meredith & Mantel, 2020). Project managers can promote accountability and guarantee that risks are handled by individuals with the necessary resources and experience by utilizing a well-organized risk register. In order to minimize risk

management expenses, Gido *et al.* (2018) state that the basic rule for assigning risks is to assign them to the party most equipped to manage or mitigate them. For example, clients may decide to assign less important risks to contractors while managing some high-impact, low-probability risks. In the end, this strategic risk distribution improves project performance by strengthening the project's resilience and facilitating prompt decision-making (Heerkens & Baker, 2017). Klastorin (2021) highlights the importance of risk allocation in project management by emphasizing that it can result in lower project costs and a higher chance of a successful project completion. The risk matrix, probability/impact grid, and decision trees are additional tools and methods used in the identification and distribution of key risks, in addition to the risk register (Nicholas & Steyn, 2022).

By facilitating the methodical assessment and allocation of risks, these tools help to match project objectives with the risk appetites and profiles of stakeholders. Project managers can develop better risk allocation strategies by using such approaches to rank risks according to their likelihood and possible impact (PMBOK, 2021). Because stakeholder objectives and project conditions might vary over time, it is therefore critical to evaluate risk allocation strategies often. Schwalbe (2018) points out that because projects are dynamic, risk management techniques must be continuously evaluated and modified. The success of a project depends on the ongoing identification and evaluation of key risks at every stage of its lifetime, including planning, execution, and completion (Kerzner, 2017).



**Figure 1:** Conceptual framework  
Source: Researchers, 2024

**MATERIALS AND METHODS**

Using a descriptive correlation research design, the study concentrated on participants from Mogadishu, Somalia's Danwadaag Project. Ghauri and Gronhaug (2005) assert that descriptive research works well for organizing and fully comprehending a topic. Mugenda and Mugenda (2003) reinforce this opinion by pointing out that this design is favored since it accurately portrays reality. The link between the two variables under examination was evaluated using the design's correlation component.

**Study Population**

In 2024, Mogadishu will have 2,727,000 residents overall. Nevertheless, the researcher focused on 260 respondents, which included Danwadaag Project Organizations

managers, top authorities, Danwadaag Project beneficiaries, and staff members from 2014–2024. A target population is the group to which the researcher hopes to generalize the findings, according to Amin (2005).

**Sample Size**

This is the quantity of objects chosen from the entire universe to make up a sample (Kothari, 2004). 158 respondents made up the population sample size in this study, which was chosen using Yamane's sample size calculation algorithm (Yamane, 2010). Top management on Danwadaag Project Organizations, employees of Danwadaag Project Organizations, and Danwadaag Project beneficiaries from 2014–2024 were among the respondents. with familiarity with the study's subject.

**Table 1:** Sampling Procedures

SN	Category	Population	Sample	Sampling procedure
1	Top authorities of Danwadaag Project organizations managers,	25	15	Purposive sampling
2	Danwadaag Project Organizations staff	20	12	Purposive sampling
3	Danwadaag Project beneficiaries	215	131	Random sampling
	<b>Grand Total</b>	<b>260</b>	<b>158</b>	

**Data Sources**

To gather pertinent data for the study, the researcher employed primary data collection techniques. Through

self-administered questionnaires and interviews, primary data was gathered from the participants. In order to address inquiries regarding this research issue, primary

data are crucial. In order to get as much pertinent information as possible while causing the least amount of discomfort to responders, data gathering methods were carefully studied.

**Data Collection Instruments**

**Questionnaires**

A questionnaire served as the primary data collection tool. Beneficiaries of the Danwadaag Project were given self-administered questionnaires since it was thought that they would possess important knowledge about the subject of the study. Sotirios Sarantakos (2005) defines a questionnaire as a survey data gathering approach that uses written or spoken questionnaires to obtain information. The questions asked about respondent groups’ attitudes on project performance monitoring and assessment. Additionally, the questionnaire sought to learn what respondents thought about the performance of the project and how they thought it could be improved.

**Interview Guide**

To gather information, the researcher also employed an interview guide. Top officials from Danwadaag Project Organizations, including managers and employees, were questioned by the researcher. A couple of the respondents’ comments needed more explanations, so the researcher conducted additional interviews with them. Both closed-ended and open-ended interview questions were used. While the closed questions required specific answers, the open-ended ones allowed for greater discussion. Additional perspectives from respondents regarding the study’s issue were gathered with the aid of the interview approach.

**Validity and Reliability of Instruments**

**Validity**

The degree to which findings from data analysis accurately depict the phenomenon being studied is known as validity. Pretesting established the study instrument’s validity. Pre-testing, according to Mugenda and Mugenda (2005), guarantees the correctness and clarity of the results, ensuring that the data collected yields significant, trustworthy results that represent the study’s variables. Ten (10) respondents who were not part of the sample but were part of the study population were given the questionnaires as part of the pre-testing process, which helps determine how long it will take to complete them. Five university colleagues carefully examined the questionnaires to get their peer opinion on their accuracy and content. Colleagues’ opinions and field results assisted in identifying gaps and, when needed, modifying the equipment. The supervisor was also informed as a result. The following formula was utilized to determine the instrument’s validity:

$$CVI = \text{no of items declared valid} / \text{total no of items}$$

$$CVI = 15 * 100\% / 18$$

$$CVI = 83.3\%$$

**Reliability**

The degree to which an evaluation instrument yields

steady and consistent outcomes is known as reliability. The Cronbach’s alpha coefficient was used to assess the questionnaire’s reliability. The instruments’ reliability was assessed using the Cronbach’s Alpha coefficient.

Cronbach’s alpha was also employed to assess the instruments’ dependability. The new scale and established scales were deemed to be internally consistent if their Cronbach’s alpha values were 0.70 or higher, respectively.

**Table 2: Reliability Statistics**

Cronbach's Alpha	N of Items
.738	18

**Data Analysis**

Only information from the surveys was used in the quantitative data. Field data was too unprocessed to be properly interpreted. After being collected using questionnaires, the raw data was cleaned, categorized, and coded. Using the Statistical Package for Social Science (SPSS) software, the coded data was input into the computer, verified, and statistically analyzed to produce descriptive and inferential statistics. The main variable and related indicator items pertaining to the study’s goals were described using descriptive analysis. Regression analysis was used for all objectives, and frequency tables were used for the study’s biodata.

**Research Procedures**

First, the researcher asked the faculty for an introduction letter. In order to obtain the necessary data, the researcher also requested permission from the respondents to sample them. When presenting the results, the researcher maintained the privacy of every respondent.

**Ethical Considerations**

During the research procedure, it was crucial for the researcher to convey to the participants that their involvement was entirely optional and that they might decline to answer any questions or to stop participating at any time.

Obtaining the informed agreement of those who would be contacted during the research process—which included observations and interviews on topics that might be sensitive to certain respondents was another crucial factor. The researcher committed to keeping this in mind.

**Limitation of The Study**

Due to their hectic daily schedules, some respondents were unable to find the time to complete the surveys on time. In these situations, the researcher allowed the concerned respondents some time to complete the surveys. Another study restriction was the provision of inaccurate information and the failure to respond to specific questions. This resulted from

some respondents' concerns that the researcher might reveal confidential information to the general public. However, the researcher employed probing questions to get information from the respondents that the researcher wanted. Another drawback was a language barrier that made it harder for respondents to grasp the questionnaire. To improve the study's validity, the researcher translated the questionnaire into Somali.

## RESULT AND DISCUSSION

**Table 3:** Response Rate

Research Instrument	Planned/targeted	Actual	Percentage
Questionnaire	131	105	80%
Interview guide	27	23	85%
Total	158	128	
Over all percentage response rate			81%

Table 3 indicate the response rate for both the questionnaire and interview components of the research. Questionnaire: Out of the planned 131 respondents, 105 individuals completed the questionnaire, resulting in an 80% response rate. Interview guide: Of the 27 individuals targeted for interviews, 23 participated, yielding an 85% response rate.

**Table 4:** Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	75	71.5
Female	30	28.5
<b>Total</b>	<b>105</b>	<b>100</b>

The Table 4 above indicates that (71.5%) were male while (28.5%) were female respondents. This suggests that most respondents were men, reflecting societal beliefs that they are more capable than women in the area of monitoring and evaluation and its impact on project performance.

**Table 7:** Effect of the Critical Path Identification on Danwadaag Project Performance on Mogadishu, Somalia

	Strongly Disagree (%)	Disagree (%)	Not Sure (%)	Agree (%)	Strongly Agree (%)	Mean	Std. Dev
The overall efficiency of project task scheduling and coordination since the implementation of the Critical Path Identification	3.8	15.4	23.1	37.5	20.2	3.15	1.519
The change in project deadlines and milestones since adopting the Critical Path Identification	1.9	6.7	18.3	46.2	26.9	2.68	1.402
The Critical Path Identification influenced the identification and management of project bottlenecks or critical activities	3.8	7.7	17.3	49.0	22.1	2.74	1.262

**Table 5:** Age Distribution of The Respondents

Age category of respondents	Frequency	Percentage (%)
20-35 years	45	42.8
36-51 years	35	33.3
51 and above	25	23.9
<b>Total</b>	<b>105</b>	<b>100</b>

In terms of ages, (42.8%) were in age ranging 20-35 years. This was followed by respondents aged between 36-51 years with (33.3%) while the minority group was of respondents aged above 51 years with a (23.9%).

**Table 6:** Education Level of Respondents

Educational level of Respondents	Frequency	Percentage (%)
Primary level	7	6.7
Certificate	20	19
Diploma Level	22	21
Secondary Level	10	9.5
Bachelor's Degree Level	36	34.3
Master's Degree	10	9.5
<b>Total</b>	<b>105</b>	<b>100</b>

The data on educational levels indicates that the majority of respondents held a Bachelor degree (34.3%), followed by Diploma (21%), Primary level (6.7%) and Certificate (19%). Those with secondary school education accounted for (9.5%), while Master's degree holders (9.5%). This suggests that most respondents were relatively well-educated, which aligns with the belief that individuals with higher educational qualifications are better equipped to manage tasks related to monitoring and evaluation on project performance

### Objective 1: Effect of the Critical Path Identification on Danwadaag Project Performance on Mogadishu, Somalia

The Critical Path Identification has contributed to the overall success of the Danwadaag Project	6.7	7.7	18.3	39.4	27.9	3.55	1.096
Critical Path Identification takes care of all aspects that need to be in place so that there is early detection of progress or lack thereof	4.8	9.6	15.4	34.6	35.6	3.89	.944
<b>Average Mean</b>						<b>3.2</b>	

Source: Primary Data (2024)

leading to a mean score of 2.68 and a standard deviation of 1.402. The third finding reveals that CPI significantly enhanced the identification and management of project bottlenecks, as 49.0% of respondents agreed and 22.1% strongly agreed, producing a mean score of 2.74 and a standard deviation of 1.262.

The fourth finding emphasizes that CPI contributed substantially to the overall success of the Danwadaag Project, with 39.4% of respondents agreeing and 27.9% strongly agreeing, resulting in a higher mean score of 3.55 and a standard deviation of 1.096. Lastly, the fifth finding underscores that CPI accounted for necessary early

detection of project progress, as 35.6% of respondents strongly agreed and 34.6% agreed, achieving the highest mean score of 3.89 and the lowest standard deviation of 0.944. These findings collectively indicate that CPI has had a generally positive impact on the project, enhancing coordination, addressing bottlenecks, and ensuring effective task, resource, and timeline management, with an overall mean score of 3.2 reflecting moderate to strong

**Objective 2: Effect of the Critical Task Scheduling on Danwadaag Project Performance Mogadishu, Somalia**

**Table 8:** Effect of the Critical Task Scheduling on Danwadaag Project Performance

	<b>Strongly Disagree (%)</b>	<b>Disagree (%)</b>	<b>Not Sure (%)</b>	<b>Agree (%)</b>	<b>Strongly Agree (%)</b>	<b>Mean</b>	<b>Std. Dev</b>
The integration of Critical Task Scheduling affects the accuracy of project timelines and resource allocation in the Danwadaag project	15.3	9.2	14.3	21.4	39.8	3.93	1.209
The implementation of Critical Task Scheduling contributes to better project coordination and communication among team members in the Danwadaag project	12.2	12.2	8.2	30.6	36.7	3.62	1.224
The notable differences in project performance metrics (such as completion time, cost efficiency, etc.) between projects that used Critical Task Scheduling and those that did not within your organization	7.1	10.2	40.8	14.3	27.6	3.69	1.124
Recommend improvements or modifications for enhancing the effectiveness of Critical Task Scheduling in future projects based on your experience with the Danwadaag project	18.4	29.6	10.2	10.2	31.6	3.88	1.129
The influenced Critical Task Scheduling had an impact of the Danwadaag project performance	12.2	8.2	8.2	65.3	6.1	3.78	1.024
<b>Average Mean</b>						<b>3.78</b>	

Source: Primary Data (2024)

**The Findings Objective 2**

Indicate that Critical Task Scheduling (CTS) has positively impacted the performance of the Danwadaag Project in Mogadishu, Somalia, particularly in timeline accuracy, resource allocation, and team coordination. Finding 1 highlights that 39.8% of respondents strongly agreed and 21.4% agreed that CTS improves timeline accuracy and

resource allocation, with a high mean score of 3.93 and a standard deviation of 1.209, reflecting strong support despite some variability. Finding 2 shows that 36.7% strongly agreed and 30.6% agreed that CTS enhances team coordination and communication, with a mean score of 3.62, indicating a positive impact with some variations in responses. Finding 3 demonstrates that CTS positively

affects project performance metrics like completion time and cost efficiency, with 27.6% strongly agreeing and 14.3% agreeing. The mean score of 3.69 reflects moderate to strong agreement. Finding 4 reveals that 31.6% strongly agreed on the need to refine CTS practices for better outcomes, with a mean score of 3.88 showing consensus on this necessity. Finding 5 underscores the

overall impact of CTS, where 65.3% agreed and 6.1% strongly agreed that CTS positively influences project performance, with a mean score of 3.78.

**Objective 3: Effect of the Critical Risk Allocation on Danwadaag Project Performance in Mogadishu Somalia**

**Table 9:** Effect of the Critical Risk Allocation on Danwadaag Project Performance in Mogadishu Somalia.

	Strongly Disagree (%)	Disagree (%)	Not Sure (%)	Agree (%)	Strongly Agree (%)	Mean	Std. Dev
The effectiveness of using Critical Risk Allocation in the planning and monitoring of the Danwadaag project	6.1	8.2	7.1	71.4	7.1	3.3	1.402
The utilization of Critical Risk Allocation enhances the coordination and communication among Danwadaag project team members	9.2	9.2	10.2	35.7	35.7	3.27	1.262
The improvements in project scheduling accuracy and resource allocation efficiency as a result of employing Critical Risk Allocation in the Danwadaag project.	6.1	13.3	8.2	10.2	62.2	2.75	1.096
The continued integration of Critical Risk Allocation in future projects based on their effectiveness demonstrated in the Danwadaag project	13.3	12.2	13.3	34.7	26.5	2.70	1.044
The using of Critical Risk Allocation influences the overall success of the Danwadaag project	14.3	22.4	7.1	11.2	44.9	2.70	1.004
<b>Average Mean</b>						<b>2.94</b>	

Source: Primary Data (2024)

**The Findings in Objective 3**

Indicate that Critical Risk Allocation (CRA) has had a mixed impact on the performance of the Danwadaag Project in Mogadishu, Somalia. Finding 1 highlights that 71.4% of respondents agreed and 7.1% strongly agreed that CRA is effective in planning and monitoring, with a mean score of 3.3 reflecting a generally positive view despite some variability, as indicated by a standard deviation of 1.402. Finding 2 reveals that CRA moderately enhances coordination and communication, with 35.7% agreeing and 35.7% strongly agreeing, resulting in a mean score of 3.27 and a standard deviation of 1.262. Finding 3 shows lower agreement regarding CRA’s impact on project scheduling accuracy and resource allocation, with only 62.2% agreeing and a mean score of 2.75, highlighting some disagreement or uncertainty among participants. Finding 4 demonstrates varied opinions about the future integration of CRA, as 34.7% agreed and 26.5% strongly agreed on its continued use, with a mean score of 2.70 and a standard deviation of 1.044. Finding 5 assesses CRA’s overall influence on project success, with 44.9% agreeing, but 14.3% strongly disagreeing, resulting in a mean score of 2.70 and reflecting mixed perceptions of its impact.

Based on the findings, The study concludes that there

is a significant relationship between Monitoring and Evaluation techniques (Critical Path Identification, Critical Task Scheduling, and Critical Risk Allocation) and the performance of the Danwadaag Project in Mogadishu, Somalia, leading to the rejection of the null hypothesis. Critical Task Scheduling has the most substantial positive effect on project outcomes. Incorporating these M&E techniques into project planning and execution enhances coordination among teams, improves risk management, and optimizes resource use. Strengthening M&E practices results in better decision-making, improved project performance, and increased success rates, particularly in complex environments like the Danwadaag Project.

**Discussion**

The discussion highlights that Critical Path Identification (CPI) significantly enhances the performance of the Danwadaag Project in Mogadishu, Somalia. Respondents agreed that CPI improves task scheduling and coordination (mean score: 3.15) and positively influences project deadlines (mean score: 2.68). CPI’s effectiveness in managing bottlenecks was acknowledged by 49.0% of respondents, with a mean score of 2.74. The overall contribution of CPI to project success received robust support, with a mean score of 3.55, while its capability

for early detection of project progress achieved the highest mean score of 3.89. These findings suggest CPI is vital for improving task coordination, managing bottlenecks, and monitoring progress proactively, thereby ensuring efficient resource and timeline management and contributing to the success of the project.

The findings indicate that Critical Task Scheduling (CTS) significantly improves the performance of the Danwadaag Project. A majority of respondents (39.8%) strongly agreed on its positive impact on timeline accuracy and resource allocation, supported by a high mean score of 3.93. Regarding project coordination, 36.7% acknowledged CTS's contribution, with a mean score of 3.62 reflecting its influence on team collaboration. Additionally, 27.6% noted improvements in project performance metrics when CTS was used, resulting in a mean score of 3.69. The need for refining CTS practices was identified by 31.6%, with a mean score of 3.88 indicating consensus on its enhancement. Overall, 65.3% of respondents affirmed the positive impact of CTS, with a mean score of 3.78, emphasizing its role in optimizing project outcomes, task coordination, and resource management. Implementing CTS is deemed crucial for better project management and successful delivery of the Danwadaag Project.

The findings on Critical Risk Allocation (CRA) for the Danwadaag Project reveal its mixed impact on project performance. While CRA demonstrated effectiveness in planning and monitoring with a mean score of 3.30, and in enhancing coordination and communication with a score of 3.27, its influence on scheduling accuracy and resource allocation was lower, reflected in a mean score of 2.75. Opinions on its future integration were divided, resulting in a mean score of 2.70. Overall, while 44.9% viewed CRA positively for project success, varying perspectives suggest inconsistent effectiveness across different project management areas.

## CONCLUSION

The findings from the Danwadaag Project in Mogadishu, Somalia, highlight the critical role of project management methodologies, particularly Critical Path Identification (CPI), Critical Task Scheduling (CTS), and Critical Risk Allocation (CRA), in enhancing overall project performance. CPI emerged as a vital tool for improving task scheduling, coordination, and proactive monitoring of project progress, significantly contributing to timely project delivery and efficient resource management. With respondents acknowledging its effectiveness in managing bottlenecks and positively influencing project deadlines, CPI is essential for ensuring that projects remain on track. Similarly, CTS was found to substantially enhance timeline accuracy and resource allocation, with a strong consensus among respondents regarding its positive impact on team collaboration and project outcomes. The emphasis on refining CTS practices further underscores the importance of continual improvement in project management strategies.

In contrast, the findings on CRA indicate a more

mixed impact on project performance. While it showed promise in planning and enhancing communication, its effectiveness in scheduling accuracy and resource allocation was less consistent. The divided opinions on CRA's future integration suggest that further evaluation and adjustment may be necessary to fully realize its potential benefits.

## Recommendations

The study recommends that Danwadaag Project management fully integrate Critical Path Identification (CPI) by engaging all key stakeholders, including team members and external consultants, in task scheduling and resource coordination. This approach is essential for improving project timelines and performance, as CPI helps align activities with deadlines. Early identification of critical tasks, through comprehensive stakeholder involvement, enables better planning and resource optimization. The lack of inclusive stakeholder engagement, as highlighted by the study, can lead to inefficiencies that negatively affect overall project outcomes.

Based on the study findings, the researcher recommends that Danwadaag Project management should prioritize the implementation of Critical Task Scheduling (CTS) by involving all relevant stakeholders, including project teams and coordinators, in the scheduling process. This will help improve timeline accuracy, resource allocation, and task coordination. CTS is crucial for enhancing project efficiency, as structured scheduling fosters collaboration among team members and ensures that deadlines are met. Failure to incorporate effective CTS strategies, as highlighted by the study, could result in delays and resource mismanagement, negatively affecting overall project performance.

Based on the study findings, the researcher recommends that Danwadaag Project management should enhance the implementation of Critical Risk Allocation (CRA) to improve project performance. This includes identifying and assessing potential risks early in the project and allocating resources effectively to mitigate them. Involving key stakeholders in the risk assessment process is essential to ensure comprehensive risk management strategies are developed and applied. Proper CRA can improve coordination, communication, and project scheduling, which will help in reducing uncertainties and avoiding delays. Failure to properly address risk allocation, as indicated by the study, could hinder the project's success and affect its outcomes.

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