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Influence Of Financial Monitoring And Project Outcome Study Of World Bank Agricultural Development Jowhar District, Somalia

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Abstract: *The study investigated the influence of Financial Monitoring on the outcome of the World Bank Agricultural Development Project in Jowhar District, Somalia. The objectives was to examine the effects of financial monitoring on the success of World BankAgricultural Development Project in Jowhar District, Somalia. The target population comprised of 170 project stakeholders. Sample size of 118 was selected from the target population of 170 using purposive and random sampling techniques. The study was guided by two theories namely: Systems Theory and Results-Based Management Theory (RBM) Originally developed by Tyler (1949), Data was collected using structured questionnaires, interviews, and focus group discussions. The study found out that .the unstandardized coefficient (B) for financial monitoring is 0.420, which suggests that for every one-unit increase in financial monitoring, project outcome is predicted to increase by 0.420 units, holding other variables constant. The standardized coefficient (Beta) is 0.426, indicating that financial monitoring has a strong positive effects on project outcome relative to the other predictors. The significance (Sig. = 0.013) indicates that this variable is statistically significant, meaning its effects on project outcome is unlikely due to random chance., The study concluded that project financial monitoring allows for better project financial health while improving the overall outcome of the project. Ensures transparent financial reporting and fosters greater engagement from stakeholders, including local communities and government agencies. This leads to increased collaboration and support for project initiatives, While enhances efficiency, accountability, and overall project outcome and effectiveness ensuring that agricultural development goals are met and sustainable growth is achieved..The study recommends that organizations should embrace real time project financial monitoring to improve project outcome and help deliver projects on time and within budget. Project budget should outline the costs associated with each project phase to enabling efficient financial resource monitoring and utilization and monitoring tools should be used to measure progress of project activities against established schedules and indicators of outcome.*

Keywords: *Project outcome. Financial monitoring, informed decision,Transparent financial reporting.*

1: INTRODUCTION AND BACKGROUND

It wasn't until the 1990's that development monitoring and evaluation 'expanded and integrated' into professional associations with standards for the monitoring of international projects (Hogan, 2017). Now there are professional evaluation organizations, such as the American Evaluation Association, evaluation institutes, such as The Evaluators' Institute at George Washington University, and many online e-learning courses. Since the 1990s there has been a major shift in the delivery of aid assistance away from donor designed and managed projects...associated with the end of the Cold War, theoretical critiques of development from the right and left, globalization, increased importance of trade and private investment, aid fatigue among donorsand structural adjustment (Conlin, 2018).

By incorporating Monitoring and Evaluation as an integral part of the project management framework, project teamscan enhance their chances of achieving the desired outcomes and delivering successful-projects. Certainly! Monitoring and evaluation (M&E) play a crucial role in the success of projects. Monitoring and evaluation (M&E) contribute to project success, Monitoring and Evaluation helps ensure that the project's activities and outputs are aligned with the overall goals and objectives (Estrella & John,2020). . By continuously monitoring progress and evaluating the effectiveness of interventions, project managers can make data-driven adjustments to keep the project on track. Monitoring and Evaluation provides valuable data and insights that inform decision-making throughout the project lifecycle.

The study focuses on financial monitoring and project success of the World Bank agricultural development projects in Jowhar, Somalia. Monitoring play a crucial role in the success of projects. Monitoring contribute to project success, Financial monitoring helps ensure that the project's activities and outputs are aligned with the overall goals and objectives. By continuously monitoring progress and evaluating the effectiveness of interventions, project managers can make data-driven adjustments to keep the project on track (Khan,2022) . Financial monitoring provides valuable data and insights that inform decision-making throughout the project lifecycle. This includes decisions related to financial resource monitoring, risk management, and adaptations to changing

circumstances. Financial monitoring frameworks establish clear performance indicators and targets,allowing project stakeholders to track progress and hold the project team accountable.

In the 1970's and 1980's, development monitoring "became a full-fledged profession in many OECD countries" and many financial monitoring approaches, methods and standards were created (IPDET Handbook Module, 2007). The push for aid effectiveness and accountability drives the current emphasis on financial monitoring in the development field. Support for development aid depends on the public's belief in its effectiveness. The moral case for providing support rests upon its achieving its objectives" (Roche, 2 0 19). In 2005, leaders from around the world gathered to express their resolve to improve project performance through the formulation of what become known as the Paris Declaration on Aid Effectiveness.

In Africa, according to Lopez, et al.,(2020) Uganda has a success story of project financial monitoring in Africa. Uganda has had a number of project financial monitoring systems and initiatives. A case in point is the 1990s project known as Public Expenditure Tracking Surveys. In collaboration with the World Bank, Uganda initiated the Public Expenditure Tracking Surveys (PETS) project in the 1990s to monitor the distribution of financial resources from the central government to primary educational institutions (Basheka, & Byamugisha,2015). An initial survey revealed that only a mere 13 percent of the central government funding actually reached primary schools, and it was found that 20 percent of teachers' salaries were unaccounted for.

In Kenya, project financial monitoring constitutes a fundamental aspect of a results- oriented culture within the public service, aimed at delivering value and services to all citizens of Kenya (Okeyo, Ombachi, & Mogusu,2021). In the context of planning and executing development initiatives, financial monitoring serves to verify that established objectives are achieved, to implement corrective actions when projects deviate from their intended course, and to apply the insights gained to enhance operational efficiency and effectiveness (GoK, 2015).

In Somalia, after 30 years of civil war and political turmoil in the country, the federal government of Somalia developed its first National Development Plan (2017 – 2019) NDP8, aiming to align the multidimensional development support from its international partners with the national development priorities. In Jowhar, World Bank developed financial monitoring plan for agricultural development project and attached it with project document as it sees critical components of the project, ensuring that development initiatives achieve their intended outcomes and provide value for money. Effective financial monitoring are vital for the success of World Bank agricultural development project, enabling adaptive management, accountability, and informed decision-making. By prioritizing financial monitoring, the World Bank aims to enhance the impact of agricultural development project efforts locally (W H O ,2021) .

Historically, the role of agricultural development in promoting economic growth has been recognized since the Green Revolution of the mid-20th century, which introduced new technologies and farming practices to increase crop yields in various parts of the world (Pingali, 2012). However, the global agricultural landscape is now increasingly threatened by climate change, population growth, and geopolitical instability factors that necessitate robust Monitoring frameworks to adapt and respond effectively (Jenkins & Smith,2017).. The Food and Agriculture Organization (FAO) estimates that by 2050, agricultural production will increase by 70% to meet the needs of a projected global population of 9.7 billion (Hunter, 2017).

The global agricultural landscape has undergone significant transformations over the last few decades, driven by technological advancements, shifts in policy frameworks, and changing socio-economic conditions. Agricultural development is central to sustainable economic growth, especially in developing nations where agriculture often constitutes a primary source of income, employment, and food security (W.H.O,2021). According to the Food and Agriculture Organization (FAO, 2021), about 80% of the world's hungry people live in rural areas, highlighting the critical need for effective agricultural development initiatives. Financial monitoring play a crucial role in assessing the success of these initiatives, ensuring accountability, informing decision-making processes, and ultimately enhancing the impact of agricultural projects.

In the specific context of agricultural development, financial monitoring helps in improving the impact of interventions aimed at improving food security, enhancing farmer livelihoods, and promoting sustainable agricultural practices (Zhang et al., 2020). Agricultural initiatives are particularly susceptible to various socio-economic and environmental factors, making robust financial monitoring systems essential for gauging progress and realignment of strategies when necessary.

Africa faces unique challenges and opportunities in agricultural development. The continent has abundant natural resources and diverse ecosystems, yet it continues to grapple with issues such as poor infrastructure, limited access to financing, and climate change (Bouët, Odjo, & Zaki, 2022). The New Partnership for Africa's Development (NEPAD) emphasizes the importance of regional collaboration and investment in agriculture to realize food sovereignty and enhance agricultural productivity (Union, 2021).

Furthermore, the African Union's Agenda 2063 highlights the need for member states to adopt effective policies for agricultural transformation, underscoring the significance of financial monitoring systems in tracking progress and outcomes (Union, 2015).

The Horn of Africa, including Somalia, stands out due to its geopolitical significance and vulnerability to various shocks, including drought, conflicts, and economic instability (Mohamed et al., 2025). Somalia's agricultural sector, which is predominantly rain-fed, faces tremendous pressures from climate variability and insecurity, impacting food security and livelihoods. The World Bank (2020) reported that agriculture contributes approximately 60% of Somalia's GDP and employs over 70% of the population, highlighting the sector's critical role in national recovery and development. However, the lack of systematic financial monitoring practices has often hampered the effective implementation of agricultural projects, leading to wastage of financial resources and failure to achieve desired outcomes (I E G .2007). Enhancing financial monitoring frameworks in agricultural projects in this region is vital for adapting interventions to the nuanced challenges faced by local communities (Abbot, & Guijt, 2017).. However, the lack of systematic financial monitoring practices has often hampered the effective implementation of agricultural projects, leading to wastage of financial resources and failure to achieve desired outcomes (Samatar, 2022).

In Somalia's rich yet troubled agricultural history presents a complex scenario. Following decades of civil strife and state collapse, the country has been on a path of recovery, with agriculture being a focal point of the reconstruction efforts (Ssendagire et al., 2023). The World Bank's Agricultural Development Project in Jowhar District, for instance, aims to enhance agricultural productivity and food security through comprehensive support and investment in local farming practices (I E G,2007). Financial monitoring mechanisms are embedded within these projects to assess their effectiveness, adapt strategies in real-time, and enhance service delivery to the farming community (Samatar, 2022).

Jowhar District, situated in the Middle Shabelle region of Somalia, is known for its agricultural potential, predominantly focusing on crop cultivation and livestock rearing. However, the region faces significant challenges stemming from limited technical know-how, infrastructural decay, and ongoing security threats. As the District seeks to improve agricultural outcomes and livelihoods, understanding the intricacies of financial monitoring in this context becomes critical for realizing the project's objectives (Omar et al., 2024).

1.1.3 Conceptual Perspective

As mention by Abrahams, Naeema. (2017) Financial monitoring are a critical process for improving the performance and effectiveness of projects. This process involves collecting and analyzing financial data on project activities to determine whether the financial resources are used effectively.

Financial monitoring: Refers to the monitoring of financial resources to inform users about critical financial events. Financial monitoring: is a process of selecting, processing and analyzingthe economic and financial activity indicators of SOEs, in order to strengthen the financial discipline of the project.

Project success is a critical issue of concern because it directly influences the effectiveness, sustainability, and impact of development initiatives. Achieving success in projects is not merely about completing activities but ensuring that intended outcomes and long-term goals are realized. Many projects fail to deliver their expected results due to challenges such as inadequate financial monitoring, weak implementation strategies, lack of political will, and ineffective financial monitoring frameworks. Without proper financial monitoring, projects may face inefficiencies, misappropriation of financial resources, and an inability to adapt to changing circumstances. Additionally, defining and measuring project success is complex, as it goes beyond meeting financial budget and schedule constraints to include long-term social-economic, and environmental impacts. Therefore, project success must be systematically assessed through robust financial monitoring processes to ensure accountability, continuous improvement, and alignment with stakeholder expectations. Addressing this concern helps policymakers and project managers refine strategies, optimize financial resource utilization, and enhance the overall effectiveness of interventions.

1.1.4. Contextual Perspective

The World Bank Agricultural Development Project in Jowhar District has undergone extensive review , yielding valuable lessons for Financial monitoring processes (World Bank, 2018). A critical observation from these evaluations is the need for simplicity and better integration of financial monitoring within the broader project management framework (World Bank, 2018). Financial monitoring has been identified as essential for improving the effectiveness of project operations, ensuring accountability, and enhancing the project's overall success (Bamberger et al., 2021).

During the design phase, several key issues were identified: lack of project financial monitoring and progress reports which did not sufficiently capture project resources (Kusek & Rist, 2014) These challenges reduced the ability of financial monitoring systems to generate useful insights for project improvement (Hatry, 2016). Delays or failure to implement project financial monitoring procedures, thus reducing project success (Leeuw & Vaessen, 2019); an approach to financial monitoring that primarily satisfied donor requirements only rather than serving as project management tool (Cracknell, 2020); and failure by project managers to effectively use project financial monitoring data for decision-making and adaptive management (Funnell & Rogers, 2021).

Several factors contributed to the ineffective operationalization of financial monitoring, including limited institutional capacity, shortages of skilled personnel, misunderstandings regarding the role of financial monitoring and a weak mandate for project financial monitoring personnel (Kusek & Rist, 2014). However, more recent World Bank projects have demonstrated improvements in finacial monitoring tools design and implementation, incorporating participatory methods for financial monitoring, ensuring greater stakeholder involvement (Görgens & Kusek, 2019), innovative applications of financial management systems. Despite these improvements, practical challenges with financial monitoring results frameworks in World Bank-supported projects persist (Hockings, Stolton, & Dudley, 2020). These challenges include: weak integration between project financial monitoring and difficulties in financial monitoring data collection (Imas & Rist, 2019).

1.2 Statement of the Problem

Financial monitoring is a pivotal component in the successful implementation of projects, particularly in the agricultural sector where effective strategies can significantly influence food security and economic stability (Aaqil, et al., 2023). Despite the recognition of its importance, the World Bank Agricultural Development Project in Jowhar District, Somalia the actual outcomes of project success. In an ideal scenario, robust financial monitoring frameworks reflects a disconcerting gap between the ideal performance of financial monitoring systems and project success, enhance accountability, and provide actionable insights that lead to sustainable agricultural development. Effective financial monitoring systems should systematically gather financial data that reflect project outcomes, allowing for project financial management strategies that respond to emerging project financial challenges in agricultural development (Ravallion, 2016).

Project financial monitoring is a pivotal component in the success of projects of agricultural development projects, particularly in the agricultural sector where effective strategies can significantly influence food security and economic stability, In an ideal scenario, robust financial monitoring frameworks facilitate timely financial decision-making processes. Effective financial monitoring should systematically gather data that reflect project outcomes, allowing for adaptive financial monitoring strategies that respond to emerging challenges and opportunities in agricultural sector (Ravallion, 2016).

Conversely, the reality on the ground in Jowhar District reveals numerous inconsistencies in the application of financial monitoring in agricultural project. Reports indicates that while project financial monitoring are being established, there is a noticeable deficiency in systematic financial monitoring data collection and analysis. This deficiency hinders the accurate monitoring of project outcomes, often resulting in misaligned financial monitoring strategies that do not adequately address the needs of the project (Mourad, 2023). Consequently, the success of agricultural development projects is compromised, by financial monitoring systems that do not reflect the intentions outlined in project frameworks (Aaqil, et al., 2023). This gap highlights the need for a comprehensive examination of Financial monitoring processes and their direct correlation to the outcome of agricultural initiatives in Jowhar District.

1.3: Objectives of the study

To examine the influence of financial monitoring and project outcome of World BankAgricultural Development in Jowhar District, Somalia

2.0: LITERATURE REVIEW

2.1: Theoretical review

The study was guided by Systems Theory**;** Originally developed by Tyler (1949), Systems Theory conceptualizes projects as complex systems composed of interdependent elements that interact within a broader operational environment. It emphasizes the importance of understanding the influence among different project components, external influences, and feedback loops to enhance financial monitoring (Bamberger, Rugh, & Mabry, 2021). Within M&E, Systems Theory provides a structured approach to assessing the interactions between project financial inputs, processes, and outputs, alongside external factors such as political, economic, and social dynamics (Kusek & Rist, 2019).

In the context of the World Bank Agricultural Development Project in Jowhar, applying Systems Theory allows for a holistic assessment of how various elements such as financial resources monitoring affects project outcome. By mapping interactions within the project system, decision-makers can identify inefficiencies, monitor performance indicators, and ensure adaptive project management (Patton, 2018). Furthermore, Systems Theory supports the development of robust financial monitoring frameworks that help project managers respond effectively to emerging challenges, thereby improving project outcome and sustainability (Funnell & Rogers, 2011).

2.1.2. Financial monitoring and Project outcome

Financial monitoring refers to the continuous oversight of a project's financial resources, including budget management, expenditure tracking, and financial reporting. Effective financial monitoring ensures that resources are allocated efficiently, preventing waste and enhancing accountability (Schuster et al., 2016).. As asserted by Sam, Haliah, & Kusumawati (2024), the lack of rigorous financial tracking can lead to mismanagement and underperformance, making it essential for project managers to prioritize financial oversight

Within the context of agricultural development projects, effective financial monitoring can facilitate the timely allocation of resources necessary for implementing project activities. As highlighted by Hynes and Ritchie (2011), timely financial information allows project managers to make informed decisions that can significantly impact project outcomes. This is particularly important in contexts such as Jowhar District, where agricultural projects must adapt to variable conditions and ensure sustainability.

The relationship between financial monitoring and project outcomes has been examined in various studies, showing that systematic financial oversight correlates with enhanced project performance. Kusek and Rist (2004) argue that projects with robust financial monitoring frameworks are better poised to achieve their intended outcomes due to improved accountability and transparent decision-making processes. Furthermore, Rist and Stame (2006) emphasize that effective financial tracking can provide critical insights into resource utilization, enabling adjustments that can enhance project effectiveness.

In the agricultural sector, financial monitoring not only safeguards against miss-allocation but also fosters trust among project team members, including beneficiaries, donors, and other stakeholders. Research by Hughes et al. (2015) indicates that stakeholders' confidence in a project's financial management can lead to increased cooperation and investment in initiatives, ultimately resulting in greater project outcome.

For instance, according to Binnedik & Annette (2019), financial monitoring is one of the most crucial project monitoring activity which answer the question. "Is the project over or under budget?" is a question that project managers and teams ask frequently. Most project teams retrieve the latest budget information and compare the total projected costs to the total actual expenses of the project up to a specific period in order to respond to this query found during financial monitoring. Regretfully, the applicability of this computation during financial monitoring is frequently restricted. Although it could offer a quick overview of whether the project has spent more or less money identified during financial monitoring than anticipated during a specific time frame, it does not offer any information to clarify any discrepancies that may have occurred. Though it can be easy to assume that the project is "over budget" based on the cost variance at the end of the period, under review , This call for exercise of financial caution before making any financial assumptions.

One of the following two scenarios could be the cause of the higher-than-expected costs: *Scenario 1*: Firstly, the project may turn out to be more costly than anticipated. In this case, corrective action via financial oversight will be necessary to guarantee that budget deficits identified during financial monitoring are avoided for the project. Scenario 2: In contrast, if the project is ahead of schedule, it may end up costing more than anticipated. It is not always a problem with *scenario 2*. In this case, additional financial data collection is required to determine whether financial monitoring is enabling the project to spend relative to the quantity of work being undertaken. A project team is presented with an intriguing challenge in scenario 2. This hypothetical situation emphasizes the crucial lesson that examining whether a financial budget has spent more or less money than anticipated over a specific time period is insufficient. Rather, two distinct but connected indicators need to be kept an eye on in financial monitoring: earned value analysis for cost monitoring and cash flow monitoring. A tool called a financial monitoring analysis and financial report analyzes the actual and projected costs for each work completed as well as the pace of progress made on each activity in relation to the project financial plan's timetable. Accordingly, the project manager will want a full set of data that includes the project budget and the project financial calendar in order to do earned value analysis (Kusek, & Rist 2021).

To have a better grasp of the financial budgetary situation in relation to the projected completion date of project deliverables, the project manager ought to review data from financial monitoring tool to be used to improve the project's financial state, but it also necessitates the integration of activity-based cost and schedule data into an accurate project accounting and monitoring systems.

According to Leeuw and Frans (2023), the positions responsible for managing and monitoring finances typically vary depending on the size of the project or organization. For example, a project manager may monitor finances in addition to managing timelines and capacity planning. You may also come across the specialist position of the project financial accountant in certain projects, which deals with financial-monitoring. To establish the budget and keep an eye on spending, the project manager typically collaborates with a finance manager.(Naidoo, 2012). The outcome of a project depends on the financial monitoring, regardless of the exact role performing the duties of a project finance manager.

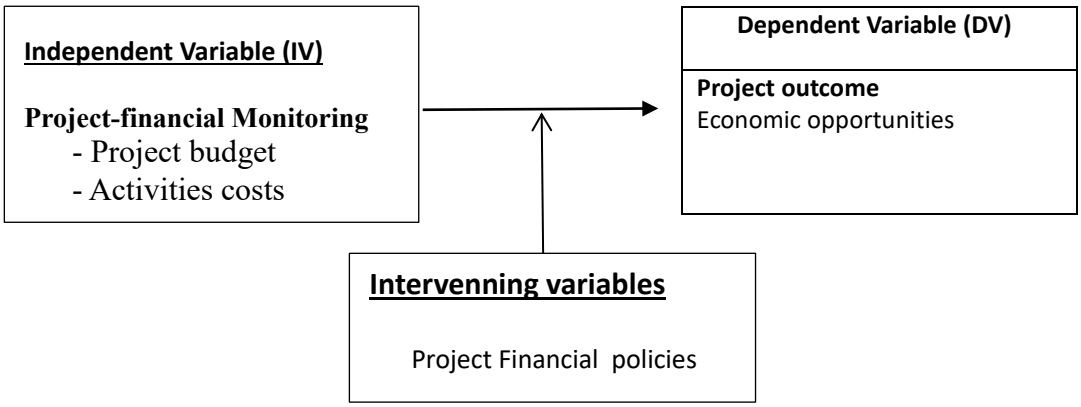
Evaluating the effects of an outcome requires financial planning, adequate time for financial baseline data collection, and the potential establishment of a comparison group or randomized financial monitoring control trials (Samatar,2022). Outcome monitoring should not stand alone but be integrated into a broader financial monitoring plan, which helps determine the necessity and timing for outcome evaluations based on the type of financial intervention and financial monitoring data context. Initiating financial monitoring early can provide insights for project finacial adjustments and efficiencies, but there is a risk of underestimating results if conducted prematurely, as outcomes may not have had sufficient time to develop. Conversely, delaying financial monitoring could lead to missed opportunities within the project timeline (Hatry, Harry, et al., 2023).

Despite the acknowledged benefits of financial monitoring, effective financial monitoring faces numerous challenges, especially in developing regions such as Somalia (world Bank 2018). According to The World Bank (2018), financial monitoring infrastructure deficits, limited skilled human capital, and instability hinder the implementation of effective financial monitoring systems. As a result, projects may struggle to achieve their outcomes due to inadequate financial monitoring and oversight mechanisms (Casley, Dennis, Kumar &Krishna,2017). Moreover, Yolles et al. (2019) point out those organizational factors that may influence financial monitoring practices, often resulting in a lack of transparency and accountability. In the context of Jowhar District, addressing these challenges is crucial to ensuring that financial monitoring contributes meaningfully to project outcome (Ali & Ahmed, 2024).

2.3. Conceptual framework

As mention by Abrahams, Naeema. (2017) Project financial monitoring are a critical process for assessing the outcomes of projects. This process involves collecting and analyzing data on project financial monitoring and project outcomes to determine whether the intended purpose is achieved.

Figure 2.1: Conceptual framework showing the relationship between financial monitoring and the project outcome.



Source: Adopted from Andersson, Jensen, Naitore, & Christoplos, (2019) and modified by researchers, 2025.

Figure 2.1, above, provides an illustration of the conceptual framework that shows the nature of the relationship connecting the independent variables to their corresponding dependent variables in the context of project financial monitoring. The independent variable, which is identified as project financial monitoring , encompasses a range of components including project budget and activities costs, each of which plays a crucial role in the performance of financial monitoring. The project outcomes, which serve as the dependent variable in the framework, are quantitatively assessed through various metrics including project economic opportunities , adherence and the maintenance of quality standards throughout the project life cycle. The independent variables identified in this framework may be subject to influence from the intervening variable namely project financial policies , which can potentially alter the dynamics of the relationship between these variables. The interplay between these independent and dependent

variables is crucial for understanding the overall impact on project outcome and efficacy. The framework elucidates the complexity of financial resource monitoring but also highlights the significance of understanding how these elements interact within the broader context of project financial management systems. Ultimately, the insights derived from this conceptual framework informs effective financial monitoring decision-making processes and financial planning efforts in the monitoring of financial resources across various project life cycle.

3.0 : RESEARCH METHODOLOGY

3.1: Methodology

The researchers employed mixed methodology (qualitative and quantitative methods) to conduct the study and involved interviews and focus group discussions on collectingdata. The method was suitable since it made it possible for a large number of responses to be obtained in a shorter time period.(Patton, 2015).

3.1. 2: Research design

The research employed cross-sectional research designs, that is an observational research tool that examines information on variables collected for a specific period. This design was employed since it the data can be collected relatively in short period and its cost effective.ness .(Krippendorff, 2018).

3.2:Target population

Schutt, (2022) stated the targeted population is the total number of participants from which thestudy intends to gather data.. Therefore the target population was 170 respondents and shown in the distribution table 3.1. below.

Table 3.1 . Tagert population distribution

Target population category	Number
Project Staff	10
Local Authority	10
Regional Authority	15
Main Contractors	15
Sub-Contractors	15
Project Beneficiaries	105
Total	**170**

Source: *Researchers, 2025.*

3.3:Sample Size

The researchers utilized a combination of non-probability and probability sampling methods to select respondents. Specifically, purposive sampling techniques was employed alongside stratified random and simple random sampling. The stratification of groups ensured that various sub-categories of respondents had the opportunity to contribute to the research (Al Zefeiti & Mohamad, 2020). According to Jenkins-Smith (2017), simple random sampling ensures that each member of the population has an equal chance of being included in the study. Purposive sampling was particularly relevant in instances where the number of participants was limited but sufficient data existed within the field of study (Best & Khan, 2006). To determine the sample size, the researchers applied Slovin's formula to calculate the minimum required sample size:

□□=N / l+N(e)^2,

Where;

n= the sample size we want

N= the known/stated population size

e = level of significance at which the researcher expects to test the null of the study, usually

0.05 in social sciences .

$n= \frac{170}{1+ 170(0.05)^2}$ $n= \frac{170}{1+170\ (0.0025)}$

$n= \frac{170}{1+(0.425)}$ $n= \frac{170}{(1.44)}$ **N= 118**

Table 3.2: *Sampling frame*

Category	**Population**	**Sample Size**	**Percentage**	**Sampling Technique**
Project Staff	10	10	8.47%	Simple Random Sampling
Local Authority	10	10	8.47%	Purposive Sampling
Regional Authority	15	11	9.32%	Purposive Sampling
Main Contractors	15	11	9.32%	Purposive Sampling
Subcontractors	15	11	9.32%	Simple Random Sampling
Project Beneficiaries	105	65	55.08%	Simple Random Sampling
Total	**170**	**118**	**100%**	

Source: *Research data ,2025*

As shows in the above table 3.2 above, a stratified random techniques were utilized in selecting samples from World bank agricultural development projects and stakeholders. This offered every group a chance to deliver respondents for the study. Then simple random sampling used. 10 project staff drew from the target population of thestudy, which is 8.47%, to represent the project staff. Similarly, the study engaged 10 local authority and 11 regional authority and 11 main contractors from the target population, applying9.32% of each group, and 11 subcontractors constituting 9.32% and 105 project beneficiaries who made up 55.08%

3.4: Validity and Reliability

3.4.1 Validity of research Instrument

According to Mugenda (2009), validity is the extent to which findings from data analysis accurately depict the phenomenon being studied. In order to make sure that the data collected produced significant and trustworthy results that represents the study's variables, the researcher made sure that the questions were pertinent. The researcher sought advice from the supervisor. Following the evaluation of the questionnaire, the required modifications were made with consideration for the study's objectives. As can be seen below, the researcher established the validity of the study instruments using the following formula.

Content Validity Index (CVI) = CVI = $\frac{\textit{Number of questions declared valid}}{\textit{Total no. of questions in the questions}}$

$CVI = \frac{72}{90} = 0.8$

The above results shows that the CVI is 0.80 and this is greater than the minimum value of valid instrument which is 0.7 implying that the instrument is valid.

If the overall Content Validity Index (CVI) of the instrument is equal to the average acceptable index of 0.7 or above, then the instrument accepted as valid (Amin, 2005)

3.4.2 : Reliability

A research instrument's reliability is determined by how consistently it produces data or outcomes after multiple trials (Mugenda, 2009). A test-retest method was used to determine the instrument's reliability. To ensure reliability of the instrument, pilot study was done to 10 staff of the projects and two weeks after the instrument was administered again, questionnaire responses from the pilot test was entered in SPSS (version 22) after which, the Cronbach's alpha was generated. Cronbach's alpha ranges between 0 - 1. Scores between 0 - 0.6 indicate that the instrument has a low reliability while scores of 0.7 and above indicate that the instrument has a high level of internal consistency and reliability (Neuman, 2020).

Table 3.2: Cronbach's Alpha

Construct Variable	Cronbach's Alpha	Number of items
Financial Monitoring	0.78	6
Project Outcome	0.72	10
Mean	**0.75**	

The mean of the reliability is established at 0.75 therefore the internal consistency (Reliability) of the instrument was confirmed

4: PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Response Rate

Table 4.1: *Response Rate*

Questionaires	Frequency	Percentage
Returned	107	90.7
Not Returned	11	9.3
Total	**118**	**100**

Source: *Field Survey (2025)*

The finding in table 4.1 showed that out that 118 questionnaires that were distributed to selectedrespondents of the study, 107 respondents filled in and returned the questionnaires;this represented a 90.67% response rate. This is a reliable response rate for analysis as Mugenda and Mugenda (2013) showed that above 50% of response rate is sufficient for analysis and presentation of the data, 60% is reliable and 70% of response rate and over is excellent. However, 9.32% (11) of the respondent was reluctant to respond or did not fill the questionaire properly.

4.2. Demographic characteristics of Respondents

Table 4:2: *Gender of respondents*

Category	Frequency	Percentage
Male	75	70.0
Female	32	30.0
Total	**107**	**100**

Source: *Field data (2025)*

The data indicates that out of the total respondents, 75 (70%) identified as male, while 32 (30%) identified as female. This disparity highlights a greater representation of males in the study. The findings suggest that there are more male working in the project than female likely due to their roles as primary decision-makers within their families, particularly regarding project financial

management. Additionally, it reflects the World Bank's commitment to addressing gender balance, which is crucial for enhancing gender equity in the agricultural projects in the communities of Jowhar, Somalia.

4.3. 1: Descriptive statistics on the influence of financial monitoring on Project outcomes

The objective sought to examine the influence of financial monitoring in Project outcome Somalia. To achieve the objective, the selected respondents were asked to indicate the extent to which they agreed to the items. Their responses were rated on a five-point Likert scale where 5 represented stronglyagree, 4 represented agree, 3 represented not sure, 2 represented disagree and 1 represented strongly disagree.

Table 4.3.3: *Showing the influence of financial monitoring on Project outcome*

Statements	SD 1	D 2	NS 3	A 4	SA 5	Mean	Std Dev	Interpretation
Monitoring project budgets, actual expenditures, and variances allows project managers to identify and address potential cost overruns or budget issues early on, ensures better project outcomes.	10 (9%)	23 (21%)	36 (33%)	25 (23%)	13 (11%)	3.07	1.23	Moderate
Financial monitoring of cash flow, including accounts payable, accounts receivable, and funding sources ensures that the project has sufficient financial resources and improves project outcomes	08 (7%)	11 (10%)	20 (19%)	40 (37%)	28 (26%)	3.64	3.01	High
Financial monitoring enables project managers to identify areas of overspending, inefficient resource utilization, or unnecessary-costs, allowing them to implement cost-cutting measures and optimize financial resource for desired project outcomes	09 (8%)	12 (11%)	18 (17%)	42 (39%)	26 (24%)	3.59	2.10	High
Leveraging-financial monitoring,-project managers can develop more accurate financial forecasts and long-term plans, supporting better decision-making and risk management and improved project outcomes	07 (6%)	13 (12%)	22 (21%)	38 (36%)	27 (25%)	3.61	2.32	High
Financial reporting through monitoring helps build trust and confidence among project stakeholders resulting in greater project outcomes	06 (6%)	14 (13%)	19 (18%)	39 (37%)	29 (27%)	3.66	2.65	High

Access to real-time financial data from monitoring enables project managers to make more informed decisions about financial resource, scope changes, and other critical that facilitates better project outcomes.	07 (7%)	15 (14%)	20 (19%)	41 (38%)	24 (22%)	3.56	2.71	High
Average						**3.52**	**2.36**	**High**

Legend

Mean range	Respondents' mode	Interpretation
4.04 - 5.00	Strongly agree	Very high
3.28 - 4.03	Agree	High
2.52—3.27	Not sure	Moderate
1.76 - 2.51	Disagree	Low
1.00 - 1.75	Strongly disagree	Very low

The table presents data on the influence of financial monitoring on the outcome of the World Bank Agricultural Development Project in the Jowhar District of Somalia. Financial monitoring is a crucial part of project management, especially in large-scale projects where effective monitoring of financial resources, budget tracking, and timely interventions can determine the positive outcome or failure of the project. This table includes six statements evaluating different aspects of financial monitoring, with responses distributed across five categories: Strongly Disagree (SD), Disagree (D), Not Sure (NS), Agree (A), and Strongly Agree (SA). The analysis of these responses offers insights into how respondents perceive the role of financial monitoring on the outcome of the project.

The findings of the study suggest that financial monitoring plays a crucial role in ensuring the positive outcome of the project. The study analyzed six key financial monitoring aspects, with respondents providing their levels of agreement based on a Likert scale. The average mean score for all statements was 3.52, indicating a moderate to strong agreement that financial monitoring significantly contributes to positive project outcome . The standard deviation was 2.36, showing some variation in responses but suggesting a general consensus on the influence of financial monitoring. Aspects of financial monitoring was transparent and comprehensive financial reporting, which had a mean of 3.66 and a standard deviation of 2.65. This suggests that respondents view transparency in financial data as essential in fostering trust and confidence in the project's implementation. The findings agrees with Kusek and Rist (2019), which emphasize that clear financial reporting as part of monitoring ensures accountability and enhances stakeholder confidence on project outcomes.

Similarly, proactive monitoring of cash flow scored a mean of 3.64, with a standard deviation of 3.01. This highlights that monitoring and ensuring adequate financial resources are available throughout the project cycle is a key determinant of project outcome. Without proper cash flow monitoring, projects risk delays, inefficiencies, and potential failure due to financial constraints.

Financial monitoring as a tool for identifying overspending and inefficient financial resource allocation had a mean of 3.59, with a standard deviation of 2.10. This suggests that many respondents recognize the value of detailed financial oversight in identifying cost overruns and ensuring optimal financial resource utilization.

Furthermore, leveraging financial monitoring for accurate forecasting and decision-making received a mean of 3.61, with a standard deviation of 2.32. This demonstrates that project managers benefit from using financial monitoring data to develop projections, which support risk management and financial planning.

However, the findings also show some divergence in opinions regarding closely monitoring project budgets and addressing cost overruns, which had the lowest mean of 3.07 and the highest standard deviation of 1.23. While respondents acknowledged its influence, the lower agreement level suggests that budget monitoring alone is insufficient without complementary measures, such as financial planning and adaptive financial monitoring approaches.

In summary, the table highlights the varying levels of agreement among respondents regarding the importance of financial monitoring in different aspects of project management with an average mean of 3.52 and an average standard deviation of 2.36, which implies that financial monitoring is very fundamental to positive project outcome of World Bank Agricultural Development Project in Jowhar District, Somalia. The mean scores for each statement generally indicate positive views, with most respondents agreeing or strongly

agreeing with the influence of financial monitoring. However, the relatively high standard deviations suggest that there is still some diversity of opinion, which may reflect differing experiences with the influence of financial monitoring in practice.

> *"By closely monitoring cash flow, accounts payable, accounts receivable, and funding sources, you can ensure that the project has the necessary financial resources to meet its obligations, avoid disruptions, and maintain momentum throughout its life-cycle. Closely track and manage all upcoming payments to vendors, contractors, and other project-related expenses have direct influences on the project. Ensuringthat bills are paid on time to avoid late fees, interest charges, or damage to vendor relationships.Identify any potential cash flow bottlenecks and address them proactively have also impact onthe project. Monitoring the timely collection of payments from clients or project sponsors . Follow up on any overdue invoices or delayed payments to maintain a healthy cash flow. Closely track the availability and timing of funding sources, such as grants, loans, or* investor contributions (KII, 2025)".

4.3.2: Correlation Analysis for financial monitoring and project come

Table 4.3.4: Pearson's zero order correlation matrixes

Variables	**1**	**2**
Financial Monitoring and project outcome	.687**	1
***. Correlation is positive at the 0.01 level (2-tailed).* **. Correlation is significant at the 0.05 level (2-tailed).*		

Source: *Survey data, (2025).*

4.3.3. Relationship between Financial Monitoring and project success

The result in the table 4.3.4 above shows a significant positive relationship between financial monitoring and project outcome (r = 0. 687, Probability/p-value < 0.01). This implies that improved financial monitoring would have an impact on project positive outcomes.

4.3.4 . Regression analysis for financial monitoring, and project outcome

The Table 4.3.5: below shows regression analysis of financial monitoring, and project outcome.

Table 4.3.5: : Regression analysis for financial monitoring, and Project outcome

Model	**Unstandardized Coefficients**	**Standardized Coefficients**			
	B	**Std. Error**	**Beta**	**t**	**Sig.**
Constant	1.041	0.304		2.504	0.000
Financial Monitoring	0.420	0.141	0.426	2.690	0.013

The unstandardized coefficient (B) for Financial Monitoring is 0.420, which suggests that for every one-unit increase in Financial Monitoring, Project outcome is predicted to increase by 0.420 units, holding other variables constant. The standardized coefficient (Beta) is 0.426, indicating that Financial Monitoring has a strong positive effect on Project outcome relative to the other predictors. The significance (Sig. = 0.013) indicates that this variable is statistically significant, meaning its effect on Project outcome is unlikely due to random chance.

5. INTERPRETATION OF THE RESULTS

The study findings highlights the critical role of financial monitoring in ensuring the project outcome. Effective financial oversight enables project managers to track budgets, expenditures, and financial variances, preventing cost overruns and ensuring optimal resource allocation. Kusek & Rist (2019) emphasize that regular financial reviews help detect discrepancies early, allowing for timely corrective actions that prevent project delays or failures. The study suggest that accurate financial monitoring data supports

decision-making by enabling managers to reallocate resources efficiently, ensuring that funds are directed to areas of highest need. This aligns with Funnell and Rogers (2011), who emphasize that financial monitoring enables data-driven decision-making and improves project outcomes and sustainability.

Furthermore, financial monitoring ensures accountability among stakeholders, enhancing trust and collaboration. Bamberger, Rugh, & Mabry (2021) asserts that clear financial reporting ensures that all parties remain informed about resource utilization, promoting responsible spending and financial discipline. The study findings reinforce that cash flow monitoring is essential for maintaining a project's financial stability. Regular tracking of invoices, payment schedules, and funding options—such as grants and investments—ensures that financial obligations are met on time, avoiding unnecessary fees and strengthening relationships with suppliers (Hatry, 2016).

The results further indicate that budget management and cash flow forecasting are indispensable for proactive financial planning. According to Görgens & Kusek (2019), monitoring actual expenditures against the budget helps identify areas of overspending and allows for prompt corrective measures. The study findings shows that analyzing financial data as part of monitoring aids in predicting future financial needs, enabling better financial planning and resource allocation. Imas & Rist (2018) argue that this approach enhances financial accuracy and project sustainability by ensuring that budget constraints do not compromise quality. This aligns with the work of Patton (2018), who suggests that lessons learned from project evaluations contribute to better financial decision-making and improved project outcomes.

Additionally, real-time financial monitoring empowers project managers to optimize resource allocation and make adjustments to project scope when necessary. Patton (2018) highlights that continuous financial monitoring allows for quick decision-making, minimizing financial risks and ensuring efficient use of funds. The study underscores that financial monitoring enable managers to identify unnecessary expenses, negotiate better contract terms, and enhance overall cost efficiency. Finally, financial reporting strengthens stakeholder confidence, which is crucial for sustaining long-term development projects. Weiss (1995) argues that clear and accurate financial data promotes informed decision-making and strengthens partnerships. The study findings confirm that consistent financial accountability enhances project credibility, attracting further investment and ensuring continued funding from donors such as the World Bank.

The relationship between financial monitoring and system theory can be understood through the lens of how financial monitoring systems operate as complex, interconnected process. System theory provides a framework for analyzing and understanding the behavior of systems, which are composed of interrelated components that work together to achieve specific objectives. Financial monitoring, on the other hand, involves the oversight and analysis of financial activities to ensure stability, compliance, and performance. These findings align with Bamberger, Rugh, and Mabry (2021), who argue that maintaining liquidity and managing funding sources effectively are fundamental to achieving project outcomes and milestones. The findings are consistent with Sterman (2020), who noted that effective financial monitoring helps mitigate financial risks, enabling project managers to implement cost-cutting measures where necessary.

The relationship between financial monitoring and system theory is symbiotic. System theory provides the theoretical foundation for understanding financial systems as complex, interconnected, and adaptive systems. Financial monitoring, in turn, applies this understanding to oversee, regulate, and stabilize financial systems. By leveraging concepts like feedback loops, emergent properties, interdependence, and adaptability, financial monitoring can effectively identify risks, prevent crises, and promote stability. This integration of system theory and financial monitoring is essential for managing the complexity and uncertainty of modern financial systems. Systems theory encourages a comprehensive approach to financial monitoring, recognizing that financial health is influenced by various interconnected factors, including operational efficiency, market conditions, and organizational structure. Financial monitoring can benefit from systems theory by incorporating feedback loops. For example, financial performance data can inform strategic decisions, which can then affect future financial outcomes.
Systems theory highlights the need for adaptability within financial monitoring.

5.2 : Conclusion:

Project financial monitoring allows for better project financial health while improving the overall outcome of the project. Ensures transparent financial reporting and fosters greater engagement from stakeholders, including local communities and government agencies. This leads to increased collaboration and support for project initiatives, While enhances efficiency, accountability, and overall project outcome and effectiveness ensuring that agricultural development goals are met and sustainable growth is achieved.

5.3: General Recommendation

Organizations should embrace real time project financial monitoring to improve project outcome and help deliver projects on time and within budget. Project budget should outline the costs associated with each project phase to enabling efficient financial resource monitoring and utilization and monitoring tools should be used to measure progress of project activities against established schedules and indicators of outcome.

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