

# INFLUENCE OF MONITORING AND EVALUATION BUDGETARY ALLOCATION ON PERFORMANCE OF ROAD CONSTRUCTION PROJECTS UNDER KENYA URBAN ROADS AUTHORITY

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**Abstract:** The Kenyan Government highlighted road construction projects as a central part of development. Substantial investments were prepared in the construction and maintaining of national road trunk, representing the country's transport principal approach. The Kenya Road Board assigns finances to the Kenya Urban Roads Authority, the entity accountable for upkeep of roads in Kenya. Nonetheless, the Kenya Urban Roads Authority confronted problems in monitoring and evaluation, ensuing poor performance in road projects. Therefore, this study sought to investigate the influence of monitoring and evaluation budgetary allocation on performance of road construction projects under Kenya Urban Roads Authority. The study applied descriptive design. The study sampled road projects with a total population of 80 respondents. All the 80 respondents participated. The processing of gathering data was done using a questionnaire. Descriptive and inferential statistical methods were utilized in examining data for establishment of variables relationships. A positive significant influence of monitoring and evaluation budgetary allocation on the performance of road construction projects was revealed. The study concluded that the M&E budgetary allocation brings significant difference in project management as the organization ensures the accountability of every single cent. The study recommends that the organization ought to involve all the major stakeholders during the process of budgeting to assure that the allocation of M&E finances.

**Keywords:** Monitoring and evaluation, budgetary allocation, project performance.

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## 1. INTRODUCTION

The capability of a project to attain its precise paybacks is a critical component. Thus, it is credible to intellectualize a project as an asset vehicle where present expenses are created aimed at apprehending sequence of paybacks within a certain duration of time (Todorovic, Mitrovic & Bjelica, 2018). Hyvari (2021) indicate that project performance functions as a dynamic device for both the project team and higher administration to assess organizational performance, incorporating resource use and the company's development to strategic aims, predominantly in organizations where project achievement is a chief attention.

Crawford and Bryce (2020) indicate that the valuation of project performance requires a detailed meaning and precise dimension to expansively understand and track project events. Thus, this outlines the prominence of placing project Monitoring and Evaluation (M&E) into practice. Kamau and Mohamed (2022) note that M&E delivers validations for the present position of a project and supports in tracking project performance at whichever specified instant, endorsing

intensified liability and apparent project resource usage is very central for those offering finances and allies taking part in development projects. Accordingly, M&E positions as a key project responsibility owing to its considerable effect on project results.

Tache and Ispasoiu (2019) underline that M&E procedures show a central portion within management of negative issues for evaluating how healthy a project is and activities, developing as a requirement in entirely organizational projects. Djalalinia, Owlia, Babamahmoodi, and Peykari (2022) state that M&E matches and strengthens project performance over the delivery of applicable facts and information allotment, allowing project stakeholders to acquire from every other's proficiencies, nurture know-how and wisdom, pinpoint mistakes, and suggest ways for organizational development and improvement by incorporating lessons into their strategies. Therefore, keeping a close eye on projects and evaluating them well helps in building a strong base for making project management decisions with reliable proof.

Since the advent of globalization, construction firms worldwide have encountered pressures from inside and outside forces to continuously enhance the management of road projects for improved performance and better meet expectations of stakeholders seeking measurable project outcomes (Mulyono, Agustin, Kushari & Tjahyono, 2021). In Malaysia, Yap et al. (2021) note that project learning activities aid in monitoring and evaluating project performance, with the level of lessons learned influencing inter-project learning. Consequently, Malaysian construction companies have adopted Earned Value Analysis (EVA) to enhance road construction performance quality, ensuring precision, adaptability, and flexibility for complex projects.

Xue, Turner, Lecoeuvre, and Anbari (2020) show that China has paid out a portion of money on constructing roads, bridges and additional imperative things to aid its economy develop. Yet, numerous projects do not justify anticipations owing to exaggerated predictable returns, inadequate execution of crucial features in fresh assets, or insufficient administration of post-completion value apprehension. Huang and Lu (2022) suggest that project achievement can be upgraded by concentrating on attaining goals at each phase of the project with a perfect plan in place that summarizes who is accountable for attaining fallouts and realizing rewards. As a consequence, Monitoring and Evaluation (M&E) aids organizations make smart selections on use of resources better and address problems as when required.

In Angola, Charles and Humam (2021) argue that unmaintainable road construction project results carry on owing to shortages in monitoring and evaluation competences. Sospeter, Rwelamila, and Gimbi (2023) proclaim that insufficient transportation logistics and road infrastructure hamper Angola's general economic expansion. Moreover, Huang and Lu (2022) recommend that project achievement can be enhanced by concentrating on reaching goals at all stages of the project, with a strong plan in place outlining who is accountable for realizing results and gaining rewards. As an outcome, M&E becomes important in assisting project managers in making informed decisions and effectively tackling any issues arising during in every activity of the project.

The government of Uganda introduced major reforms on the road segment since the government assumed that with better roads is certainly vital. Though improvements and amplified financing have remained apparent within the road industry, service pointers inside the region have revealed inadequate enlargement (Byaruhanga & Basheka, 2017). Muzaale and Auriacombe (2022) show that the Uganda National Roads Authority (UNRA) has been confronted with public complaints of numerous misconducts comprising cost invades, postponements, dishonesty, and insufficient contractor mistakes. Hence, it is vital for governments to make first and reinforce monitoring systems to discourage dishonorable manners by project investors affecting contract charges all through the course of implementing a project.

Muturi and Oguya (2021) outline the decisive role of the road construction industry with the Kenya's improvement, seeing it amongst principal industries funding 10% of Gross Domestic Product (GDP). However, there is a rising difficult with a bigger number of Kenya's roads projects. Muturi and Oguya (2023) stress the actuality of numerous overdue road construction projects of Kenya notwithstanding central reputation of dependable road infrastructure for communal and financial purposes. Accordingly, there is a persistent prerequisite for the construction industry within Kenya to advance its capability in assuring that projects are commissioned within the expected timeframe, budget and quality.

The idea of Monitoring and Evaluation (M&E) technique relates to an organized and well thought out strategy used for the assessment and dimension of a project's development, efficacy, and control over data gathering, examination, and clarification to make certain realization of anticipated conclusions and purposes (Stem, Margoluis, Salafsky & Brown, 2019). Reynolds and Sutherland (2022) proclaim M&E technique presents crucial function for enhancing capability of

managing a project and decision-making, guaranteeing well-organized resource use, successful mediation results, and optimistic power.

Mackay (2019) commends having distinct budgets for tracing and assessing projects makes certain they can function individually from additional project responsibilities. Bastoe (2021) highlighted that the exclusion of budgets merely for monitoring and evaluation actions denotes the inspiration of their independence inside the project. Hence, securing suitable funding and operational deployment is vital for inclusive data collecting, scrutiny, and distribution, supporting evidence-based decision-making and increasing answerability.

Kenya Urban Roads Authority (KURA) is a State Corporation under Ministry of Transport and Infrastructure, recognized by the 2007 act of Kenya Roads. The KURA's principal obligations comprise administration, expansion, reintegration and sustaining of national urban road trunk. KURA is liable for the building, improvement, renewal, and conservation of the roads in its power, in adding to supervising roads within the City together with regulating entering of the city to expansions of waldways. Besides, the authority is indicted with the execution of road guidelines linked to urban roads, observing their utilization, and forecasting for the growth and upkeep of these roads. KURA likewise systematizes road work for city roads and team up with additional road agencies on forecasting and operative aspects.

Determining how fine a project is undertaking is truly vital in project management since it benefits the manager to establish difficulties with the project's aims and plan financially in advance to reach the best effective way forward (Haponava & Al-Jibouri, 2020). Though, Ankrah and Proverbs (2021) claim that project managers repeatedly miss the mark to address proactively uncertainties. Accordingly, a shortage of risk acknowledgment commonly results to postponements and budget invasion. Insufficient material and unsuccessful project administration ends in cost ravages and adjournments but likewise untimely finish of projects. The Kenya Road Board (KRB) apportions finances to the Kenya Urban Roads Authority (KURA), which achieves road conservation in Kenya. A 2023 KURA survey discloses noteworthy interruptions within Nairobi's road construction projects, by above 60% accomplished late and several surpassing early budgets by way of 30% to 50%. About 70% of projects surface budget plunders, representing poor financial preparation. Moreover, nearby 40% of finished roads need upkeep within the first year, and merely roughly 30% of populaces are gratified with the excellence of the fresh roads bringing apprehensions concerning workmanship and resources.

### **SPECIFIC OBJECTIVE**

To examine the influence of monitoring and evaluation budgetary allocation on performance of road construction projects under Kenya Urban Roads Authority

## **2. LITERATURE REVIEW**

### **Theoretical Literature Review**

The study is guided by Resource Based View (RBV) theory developed by Penrose (1959) who indicated that it serves as a strategic controlling basis for examining how resources give to competitive gain. A business is believed to ensure a competitive gain when it surpasses its opponents by distributing superior value like realizing advanced rate of fruitful projects. Companies can withstand a long-term competitive upper hand through controlling resources properly that is perplexing for others to duplicate. The necessary evidence of RBV postulates that resources are reliable across diverse firms, which aids to explain variations in success degrees amongst them. Penrose underlined the consequence of competitive benefit, declaring that to stay forward, a business desires to know and obtain resources that are treasured, exceptional, distinctive, and inimitable.

RBV purposes as a theoretical outline in strategic organization, controlling organizational frontrunners and experts in project administration studies. It impacts how an organization safeguards a competitive gain by prudently managing precise resources in line with its central policy. Also, it offers understandings for managers around a company's competences, operational procedures, and decision-making approaches (Jugdev, Mathur & Fung, 2020). Govan and Damnjanovic (2021) indicate that RBV is merged into project administration to recognize the resources backing to the organization's competitive gains. Its value is obvious in illuminating acute links amid various aspects of the company's assets, thus enhancing the firm's competences. Accordingly, the untiring relevance of RBV in progressing project management accomplishment and the overall usefulness of organizations is indispensable.

### Empirical Literature Review

A research by Kabogo and Rusibana (2021) scrutinized the project budget provision of on the Great Lakes Trade Facilitation Project's usefulness within Rwanda's MINICOM. 119 members in within the Great Lakes Trade Facilitation Project partook in the study; they all stood part of MINICOM's single project employment unit. The study adopted surveys and interviews as data gathering tools, integrating descriptive and correlational investigation methods. The outcomes exhibited a perfect link concerning financial sharing and project achievement and also showing positive association between budget organization and project successes.

Letsolo, Wanjiru and Gaiku (2022) explored how monitoring money distribution had an effect the achievement of projects for socioeconomic enablement. To completely probe the variables at show, their study encompassed quantitative procedures. Pursuing a precise set of 68 team members from diverse projects, the study adopted census method and questionnaires to collect facts from all of the 68 members. Descriptive approaches involving averages and standard deviations were utilized for data analysis to judge central tendencies and the data delivery. The outcomes presented that budget apportionment monitoring had a promising influence on the success of programs meant for stimulating socioeconomic enablement.

Chepleting and Wanjala (2019) did an investigation focusing budget dissemination by Uasin Gishu County Government and how it had contributed to the performance of youth group programs. The use of survey approach was adopted. The population encompassed 65 officials and 375 associates of numerous youth establishments. Fisher's formula was applied in determining sample and proportional sampling was applied in choosing research participants. The tools meant for collecting data were interviews and a questionnaire. The study employed equally descriptive and inferential statistical methods, and the outcomes exhibited a robust and promising association amongst the Uasin Gishu County Government's youth group programs' success and budget provision.

Murei, Kidombo, and Gakuu (2017) assessed contribution of horticulture programs to the budget distributed for M&E activities of In Nakuru County, Kenya. The application of correlational and cross-sectional survey approaches was adhered to and was based on practical values. The gathering of data was achieved through questionnaire that was finally subjected to quantitative analysis techniques. A statistically substantial connection coefficient designated that the finance assigned for M&E was a main feature in the horticultural projects' outstanding performance.

### 3. RESEARCH METHODOLOGY

The study applied descriptive design. The study sampled road projects with a total population of 80 respondents. All the 80 respondents participated. The processing of gathering data was through a questionnaire. Descriptive and inferential statistical methods were utilized in examining data for establishment of variables relationships. The finding was presented using tables.

### 4. FINDINGS

The descriptive statistics results using percentages, mean and standard deviation to indicate that level of respondents' agreement on statements regarding monitoring and evaluation budgetary allocation of Kenya Urban Roads Authority.

**Table 1: M&E Budgetary Allocation**

Statements	M	SD
KURA makes sure budget meant for M&E aligns with project's overall goals	4.16	0.84
Clearly outlined objectives assist the organization in identifying the required resources	4.53	0.47
The organization sets aside money for educating staff and stakeholders in monitoring and evaluation practices to improve their ability to gather and interpret data efficiently	3.96	1.04
Sufficient funds are set aside for workshops, seminars, or conferences to exchange discoveries and successful approaches among stakeholders	3.54	1.46
The frequency of evaluations, whether quarterly or annually, is determined by the organization, which then allocates funds accordingly for each cycle	4.25	0.75
The organization takes into account seasonal factors that could impact budget timing by affecting data collection and analysis	3.67	1.33
<b>Cumulative mark</b>	<b>4.02</b>	<b>0.98</b>

Source: Research Data (2025)

The study observed that the value of mean (4.02) and standard deviation (0.98) signified that there was unified agreement from the respondents on all the statements presented for M&E budget allocation of KURA towards improving the performance of projects. The finding signals that it was perceived positively that KURA had effective implementation of allocating M&E budgets. The finding is supported by Kabogo and Rusibana's (2021) who scrutinized the project budget provision of on the Great Lakes Trade Facilitation Project's usefulness within Rwanda's MINICOM. The outcomes exhibited a perfect link concerning financial sharing and project achievement and also showing positive association between budget organization and project successes.

### Inferential Statistics Results

The inferential statistics involved correlation analysis and regression analysis.

### Correlation Analysis Results

**Table 2: Correlation Analysis Results**

		M&E budgetary allocation	Project Performance
Project Performance	Pearson Correlation	.703**	1
	Sig. 2-tailed	.004	
	N	76	76

Source: Research Data (2026)

The result is that the M&E budget allocation was strongly correlated with project performance since r value is 0.703 at .004 significance level less than 0.05. This supports the Letsolo, Wanjiru, and Gaiku (2022) who explored how monitoring money distribution had an effect the achievement of projects for socioeconomic enablement. The outcomes presented that budget apportionment monitoring had a promising influence on the success of programs meant for stimulating socioeconomic enablement.

### Regression Analysis Results

**Table 3: Model Summary**

Model	R	R-Square.	Adjusted R-Square	Sd. Err Est.
1	.891	.794	.716	1.012

Source: Research Data (2025)

The results indicate that the adjusted R square value which justifies that the performance of road construction projects varied at 71.6% due to the contribution of M&E budgetary allocation as indicated by adjusted R square value. This meant that the difference of 28.4% stands for the M&E techniques not examined.

**Table 4: Analysis of Variance**

Model		Sum of Square	df	Mean Squares	F.	Sg
	Regressions	101.235	1	101.235	145.696	0.004
	Residuals	51.418	74	0.695		
	Totals	152.653	75			

Source: Research Data (2025)

Finding confirms that the model was statistically significant since the mean square (101.235) is below F value (145.696) value and the significance value is below threshold (0.05) at .004.

**Table 5: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.574	0.215		2.669	0.003
	M&E budgetary allocation	0.709	0.306	0.0161	2.317	0.004

Source: Research Data (2025)

The results confirm that the performance of KURA's road construction projects would be at 0.574 when M&E budgetary allocation is kept constant. The expression of regression equation is:

Project performance = 0.574 + 0.0161(M&E budgetary allocation).

The research revealed that the budget allocation for Monitoring and Evaluation (M&E) had a significant value of 0.004 and a beta value of 0.0161. The outcome corresponds to the Murei *et al.* (2017) assessment on how the achievement of horticulture programs was related to the budget distributed for M&E activities of in Nakuru County, Kenya. A statistically substantial connection coefficient designated that the finance assigned for M&E was a main feature in the horticultural projects' outstanding performance.

## 5. CONCLUSIONS

The distribution of budget for M&E presents prominent part within project administration, as the business ensures that each shilling is accounted for, which has a straight impact on project accomplishment. It is indispensable for road projects to be carefully and dependably monitored to ensure that trials, such as delays in the supply chain or unforeseen weather situations, are addressed speedily, permitting projects to be accomplished inside the set timeframe.

## 6. RECOMMENDATIONS

The provision for M&E funds bring into line with the priorities and requirements of stakeholders right influencing road projects, the organization should include all main stakeholders in the accounting process. Moreover, the company should capitalize significantly in contemporary training packages for its M&E staff to improve their abilities in budget organization and appraisal methods.

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