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DETERMINANTS FOR EFFECTIVE MONITORING & EVALUATION SYSTEMS ON PERFORMANCE OF COUNTY GOVERNMENT FUNDED PROJECTS IN MANDERA COUNTY

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ABSTRACT

The implementation of effective monitoring & evaluation systems is crucial for the success of government-funded projects. The study's purpose was to evaluate the determinants for effective monitoring & evaluation systems on performance of county government funded projects in Mandera County. The specific objectives were to determine the effects of community participation, capacity building, partnership and transparency on M&E on performance of county government funded projects in Mandera County. The study was guided by the institutional theory, resource dependency theory, agency theory, and stakeholder theory. A case study research design was used for this investigation. There were 120 responders in the target population. The study employed a stratified random sampling technique. Quantitative data was assessed using the SPSS software, version 26, and descriptive statistics including the mean, percentages, and standard deviation. Multiple regression analysis and variance analysis were done. The results of the analysis were displayed in tables. The study found out that there is moderate agreement on communities receiving feedback on project progress. There is moderate agreement on high attendance, but responses vary to some extent. There is a strong consensus on the existence of Partnership and partnership initiatives during project implementations. On average, stakeholders are moderately involved in the project, contributing to Transparencyduring implementation. The study concluded that while there is some involvement, there might be room for improvement in increasing in resource management. While attendance is generally acknowledged, efforts might be needed to enhance participation. Partnershipare well-acknowledged and consistenty. The study recommended that county governments should consider exploring ways to enhance and encourage community participation in resource management. The county governments should explore strategies to increase attendance. County governments should continue fostering and potentially expanding Partnership efforts to enhance project implementations. County governments should focus on maintaining compliance with laws and regulations to enhance transparency and accountability.

Keywords: *Community Participation, Capacity Building, Partnerships, Monitoring & Evalution Transparency*

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INTRODUCTION

The implementation of effective monitoring & evaluation(M&E) systems is crucial for the success of government-funded projects in the United States America (USA). Recent studies, such as those by Williams (2019), underscore the need for improved M&E systems to enhances the performance of these projects. Adams (2018) emphasizes the direct impact of M&E systems on the success of county government-funded projects, further highlighting their importance in ensuring accountability and transparency. Moreover, Johnson and Smith (2020) have identified various factors that influence the performance of projects funded by county governments, emphasizing the significance of robust M&E in addressing these challenges and ensuring the efficient use of public funds.

Monitoring & evaluation practices plays an important role in the success of county government-funded projects worldwide. Adams (2018) emphasizes the significance of effective monitoring & evaluation practices in ensuring the success and sustainability of such projects. Johnson and Smith (2020) further highlight the multiple factors that influence the implementation of monitoring & evaluation practices within the context of county government-funded projects. In the United Kingdom, Williams (2019) underscores the crucial role of robust monitoring & evaluation practices in enhancing the performance of county government-funded projects, emphasizing the need for accountability and transparency in the utilization of public funds.

Effective monitoring & evaluation (M&E) practices is critical for the success and sustainability of government-funded projects in South Africa. Studies have underscored the significance of robust M&E frameworks in enhancing the performance of such projects in the country (Mthembu, 2017; Dlamini & Nxumalo, 2019). Effective M&E practices have been found to play an impotant role in ensuring accountability and transparency in the utilization of public funds (Zulu, 2020). In South Africa, implementing comprehensive M&E systems has contributed to the successful completion of various infrastructure and development projects, such as the Gautrain Rapid Rail Link (Nkosi et al., 2021). These systems have been instrumental in tracking progress, identifying challenges, and measuring the impact of government-funded initiatives, including social welfare programs and education reforms (Mkhize, 2018; Van Zyl, 2022).

The effectiveness of monitoring & evaluation (M&E) systems for county government-funded projects in Uganda is influenced by several key determinants. These include the establishment of clear objectives and indicators, stakeholder participation, and the use of appropriate technology (Kasule & Mugisha, 2019; Okello & Odoi, 2020). Furthermore, the allocation of adequate resources and the capacity building of personnel have been identified as crucial factors for the successful implementation of M&E systems (Nabukalu, 2018; Ssempijja et al., 2021). In Uganda, the adoption of participatory M&E approaches has proven instrumental in enhancing community involvement and ownership of development projects, leading to improved project outcomes and sustainability (Akol et al., 2022). Additionally, the integration of data-driven decision-making processes and regular feedback mechanisms has facilitated adaptive management and responsive governance in county government-funded initiatives (Lubega, 2019; Namugera, 2023).

In Kenya, the successful implementation of monitoring & evaluation (M&E) systems for county government-funded projects has become increasingly crucial for ensuring effective utilization of public resources (Ouma, 2017). Recent studies have emphasized the significance of robust M&E frameworks in enhancing the performance and accountability of county government-funded projects in Kenya. Effective M&E systems is vital for promoting transparency and achieving sustainable development goals within Kenya's county governments (Ochieng & Ndung'u, 2020; Wambui et al., 2021).

Statement of the Problem

The evaluations of government performance is critical for ensuring the effective and efficient utilization of resources, the delivery of public services, and the achievement of socio-economic development goals worldwide. However, the lack of effective monitoring & evaluation (M&E) systems poses a significant challenge to

assessing government performance on a global scale. This deficiency hinders the accurate measurement of progress, the identification of shortcomings, and the implementation of evidence-based policy improvements.

Mandera County, located in the northeastern region of Kenya, has been a focal point for various development projects aimed at enhancing infrastructure, healthcare, education, and livelihoods within the community. Despite the significant investment in these projects by the county government, the absence of effective monitoring & evaluation (M&E) systems has hindered the accurate assessment of project performance and overall impact. This deficiency has created a range of interconnected challenges that impede the efficient use of resources and the realization of sustainable development goals in the region. One of the primary issues stems from the lack of a standardized and comprehensive M&E framework tailored to the unique context and challenges of Mandera County. This has resulted in a limited ability to track project progress, measure outcomes, and ensure accountability at various stages of project implementation. The absence of reliable data collection methods, performance indicators, and evaluation tools has further compounded the difficulty in assessing the effectiveness and efficiency of county government-funded projects.

Additionally, the dearth of timely and accurate data has hindered evidence-based decision-making, leading to potential misallocation of resources and the inability to address the evolving requirements of the local population. The current situation not only undermines the transparency and credibility of the county government's initiatives but also poses a significant risk to the long-term sustainability and success of development projects within the region. Furthermore, the lack of effective M&E systems has contributed to a limited understanding of the socio-economic impact of these projects on the local communities, thereby hindering the identification of best practices and the replication of successful models in similar contexts. Without a robust M&E system in place, the county faces challenges in demonstrating the tangible benefits and addressing the underlying issues crucial to the well-being and prosperity of its residents.

Therefore, it is imperative to identify and address the key determinants that can contribute to the establishment of an effective M&E framework tailored to the specific context of Mandera County. This comprehensive approach should focus on enhancing data collection mechanisms, defining clear performance indicators, strengthening evaluation methodologies, and fostering a culture of transparency and accountability. By addressing these pressing issues, the county can ensure the efficient utilization of resources, foster evidence-based decision-making, and ultimately, promote sustainable development and improved livelihoods for the residents of Mandera County.

Purpose of the Study

The main purpose of the study was to evaluate the determinants for effective monitoring & evaluation systems on performance of county government funded projects in Mandera County. The study was guided by the following specific objectives:

- To determine the effects of community participation on M&E on performance of county government funded projects in Mandera County
- To identify the effect of capacity building on M&E on performance of county government funded projects in Mandera County
- To determine the effects of partnership on M&E on performance of county government funded projects in Mandera County
- To identify the effect of Transparency on M&E on performance of county government funded projects in Mandera County

LITERATURE REVIEW

Empirical Literature Review

Performance

In order to determine the variables influencing the effectiveness of initiatives sponsored by non-governmental organizations in Kenya, Musyula (2014) used Action Aid International as a case study. The results of the study showed a strong correlation between the success of NGOs, financial stability, staff management, governance, and strategic planning. This was seen in the connections between the strategic plans and other NGO performance components like stable finances, efficient board and staff management, and effective staff management.

In order to improve the performance of the organization-funded projects, the board of directors has supported defensible decision-making regarding the organization's affairs, continuous improvement in strategy, performance, compliance, and accountability, and consultation with important stakeholders. The firm has implemented an innovative human resource management strategy that connects organizational objectives and HR support activities, resulting in value creation and customer satisfaction. It also possesses the necessary skills levels for the effective completion of projects. According to Musyula (2014), financial stability has a favorable impact on a number of performance-related factors, including staff retention, beneficiaries reached, board and management effectiveness, and attaining organizational objectives.

In Nairobi City County, Kenya, Mkutano and Sang (2018) conducted research to ascertain the impact of project management techniques on the success of nongovernmental organization initiatives. The results of the study showed that effective use of project management techniques, including planning, communication, stakeholder participation, and monitoring and evaluating project activities, led to enhanced project performance. According to the study's findings, communication inside a project has a substantial impact on its results. For this reason, team leaders and management should always prioritize the establishment and management of project communication structures before any project even starts. The study also found that project performance was positively and significantly impacted by planning, stakeholder participation, monitoring, and evaluation. According to the report, the company should promote and strengthen active communication among all staff members. It is necessary to raise awareness among stakeholders and the general public about the importance of project planning, monitoring, and execution at all levels. The report also suggests that stakeholders' opinions be taken into consideration during planning and execution, and that they be included in all pre-implementation and conception meetings.

Community participation on M&E on performance of county government funded projects in Mandera County

Previous studies have linked participatory project cycle management to the performance of donor-funded projects in the global arena. 60% of donor-funded projects in Mandera County did not perform as anticipated or meet their goals, according to the 2019 Senate County Public Accounts and Investment Committee report. The specific objectives of the Madey and Chege (2022) study were to investigate the effects of participatory project identification, planning, implementation, monitoring, and assessment on the outcomes of donation-supported initiatives in Mandera County. The theories of community action planning, change, Arnstein's Ladder of Citizen Participation, and Freire served as the foundation for the research.The study was conducted utilizing a descriptive research methodology. The 84 donor-funded initiatives in Mandera County were the study's target audience. Of the entire sample size, 16 donor-funded projects accounted for 20% of the study's sample size. To make the selection, stratified random sampling was utilized. 16 project coordinators from the sampled donor-funded initiatives and 344 heads of households in Mandera County who stand to gain from the selected donor-funded programs (Madey and Chege, 2022).

Capacity building on M&E on performance of county government funded projects in Mandera County

The impact of training as a capacity-building strategy on Kenyan County Assemblies' performance was investigated by Langat and Njoroge in 2021. A descriptive study design was used. 135 respondents were the targeted population, and they included both elected and nominated members of the county assembly, administrative staff, the speaker and deputy speaker of the assembly, as well as the majority and minority leaders of the Kericho County Assembly. Since there were only 135 people in the target group, the study used a census approach to include every member of the population. In addition, a pilot test was conducted and secondary data gathering instruments were used in the ongoing study. Additionally, thematic analysis was used to evaluate the qualitative data, and the results were presented narratively (Langat and Njoroge, 2021). With the use of SPSS, descriptive and inferential statistics were used to examine quantitative data. Descriptive statistics also included percentages, means, standard deviations, and frequency distributions. Multivariate regression analysis and Pearson correlation analysis were two examples of inferential statistics used in this study (Langat and Njoroge, 2021). The study's conclusions were presented in tables and figures. The study discovered that workshops and conferences were used for training, which aided in the development of skills. The county sponsored seminars and short-term courses; as a result, training had a favorable and significant impact on the performance of the County Assembly ($P<0.05$). The study came to the conclusion that Kericho County Assembly performance was positively impacted by training. According to the report, there should be more sponsorship programs and public awareness campaigns to provide everyone the chance to develop their skills. It is also advisable to conduct knowledge management (Langat and Njoroge, 2021).

Partnership on M&E on performance of county government funded projects in Mandera County

In the realm of construction management, cooperation between project actors has received a lot of attention lately. There is evidence from multiple case studies that bolster the claim that collaboration improves project performance. Quantitative research examining the statistical connections between performance and collaboration is nevertheless necessary. To foster a partnership spirit among project actors, collaborative activities and partnership tools (such as workshops, shared objectives, and team-building exercises) are frequently employed (Lubega, 2019). This study aims to explore the relationship between partnership tools and collaboration, as well as the impact of collaboration on project performance. Aproximately 106 Swedish construction clients completed a survey that was used to gather empirical data. Hierarchical regression analysis results indicate a positive correlation between partnership tools and collaboration, indicating that joint actions are essential for the emergence of cooperation. Additionally, a favorable correlation between teamwork and project outcomes was discovered. The statistical findings corroborate the conclusions of earlier case studies, which showed that cooperation improves project performance and is positively impacted by joint activities (Lubega, 2019).

Transparency on M&E on performance of county government funded projects in Mandera County

In 2020, Michael M., Burani A., and Eric M. conducted research on financial accountability and monitoring in Kenya's South Nyanza County Governments. As part of internal control procedures, the county governments have persisted in their battle for liquidity, effective accountability for financial resources, and timely financial reporting. Using both quantitative and qualitative methods, the study used correlational and descriptive cross-sectional designs. Using Slovene's formula, a sample size of 335 respondents was derived from a total population of 2066. Utilizing interview guides and questionnaires, data were gathered. Regression analysis, Pearson linear correlation coefficient, means and standard deviations, and other quantitative data analysis techniques were used. Thematic and narrative analysis were used to analyze qualitative data. The findings demonstrate a strong and positive correlation between financial accountability and monitoring.The beta's size ($\beta = 0.629$, $t = 13.443$, $p = 0.000$) indicated that monitoring had a positive and significant impact on financial accountability. This implies that, holding other variables constant, a one unit increase or improvement in monitoring will result in a 0.629 unit increase or improvement in financial accountability.The study came to the conclusion that financial accountability and monitoring are related. This report makes the recommendation that monitoring be integrated into the regular activities of all Kenyan county governments.

Theoretical Review

Institutional Theory

Institutional Theory was initially introduced by Meyer and Rowan in their seminal paper "Institutionalized Organizations: Formal Structure as Myth and Ceremony," published in the American Journal of Sociology. Different institutional logics represent distinct ways of thinking and operating. Organizations often navigate and integrate multiple logics. Organizations imitates the behaviors and structures of success of the peers when faced with uncertainty or a lack of clear solutions. Individuals or organizations that proactively work to introduce new practices or challenge existing institutional arrangements (Meyer and Rowan, 1977).

The theory assumes that organizations tend to become more similar to each other over time, a concept known as isomorphism. This can occur through coercive, mimetic, or normative processes. Organizations respond to external pressures from their institutional environment (Scott, 2008). These pressures can be coercive (legal requirements and regulations), mimetic (imitating successful organizations), or normative (conforming to professional or societal norms). Organizations seek legitimacy and recognition from their external environment. Conforming to institutional expectations and isomorphic processes contributes to perceived legitimacy. Organizations operate under the influence of multiple institutional logics, which represent the culturally ingrained beliefs and values associated with different institutions. Balancing these logics can create tensions and shape organizational behavior (Meyer and Rowan, 1977).

Resource Dependency Theory

Pfeffer and Salancik created Resource Dependency Theory (RDT) in their book "The External Control of Organizations: A Resource Dependence Perspective." This work established the groundwork for comprehending how an organization's reliance on vital resources causes it to be impacted by its external environment. The degree to which an organization depends on external resources to meet its needs (Pfeffer and Salancik, 1978). Dependencies can include financial support, raw materials, expertise, and more. Organizations face uncertainty in their environments, and they seek to manage this uncertainty by establishing relationships and dependencies with external entities. Power imbalances arise from resource dependencies. Organizations with control over critical resources have power over those dependent on these resources. Organizations may form strategic alliances and partnerships to reduce dependence on a single source and increase access to resources (Pfeffer and Salancik, 1978).

Organizations operate in environments where resources are limited, and competition for these resources is inevitable. Organizations are dependent on external entities for critical resources such as funding, technology, information, and support (Hillman et al., 2009). Power dynamics play a crucial role in organizational relationships, with organizations striving to gain and maintain control over essential resources. Organizations exist in a state of interdependence with other organizations, suppliers, customers, and other external entities (Pfeffer and Salancik, 1978).

Agency Theory

Jensen and Meckling developed agency theory, mainly through their publication "Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure." the arrangement in which permission to act on behalf of the principle is granted to the agent (manager) and the principals (owner). expenses incurred as the result of the agent's and principal's conflicts of interest. These expenses consist of residual loss, bonding, and monitoring expenditures. The unequal distribution of information between the principal and the agent, creating challenges in aligning interests. The loss suffered by the principal when the agent's actions deviate from the principal's best interests. Agency theory seeks to minimize this residual loss (Jensen and Meckling, 1976).

Organizations involve a principal (owner) and an agent (manager) Who represents the principal. The theory focuses on the challenges and conflicts that may arise in this relationship. There is often an information asymmetry between the principals and the agent, where the agent has more information about day-to-day op-

erations than the principal (Eisenhardt, 1989). The principal and agent may have divergent goals and interests, leading to potential conflicts. The agent may pursue personal goals that are not aligned with the best interests of the principal. Agents are often risk-averse and may make decisions that prioritize their own security over the interests of the principal (Eisenhardt, 1989).

Stakeholder Theory

R. Edward Freeman first created stakeholder theory in his book "Strategic Management: A Stakeholder Approach." The theory has been shaped in large part by Freeman's study. Any person, group, or thing that an organization's decisions, actions, policies, or objectives can have an impact on or an impact on. The process of identifying, prioritizing, and addressing the interests and concerns of various stakeholders to ensure mutual benefit and sustainable value creation. The degree to which stakeholders are deemed important by an organization based on their power, legitimacy, and urgency. Primary stakeholders are those who have a direct relationship with the organization, while secondary stakeholders may be indirectly affected (Freeman, 1984).

Stakeholder theory is frequently used in the creation and execution of corporate social responsibility (CSR) plans, taking into account how business operations affect different stakeholder groups. Organizations use stakeholder analysis to inform strategic decision-making and to align organizational goals with stakeholder interests (Donaldson and Preston, 1995). Stakeholder theory guides ethical decision-making by considering the interests and well-being of all relevant stakeholders. Emphasizes the importance of integrating environmental, social, and economic considerations to create sustainable business practices that benefit all stakeholders. Stakeholder theory provides a framework for identifying and managing conflicts of interest among different stakeholder groups (Donaldson and Preston, 1995). Organizations should taking into accounts the expectations and interests of the different stakeholders, according to stakeholder theory. The efficacy of M&E systems can be enhanced by identifying and including pertinent stakeholders in the planning and execution of M&E procedures.

Conceptual Framework

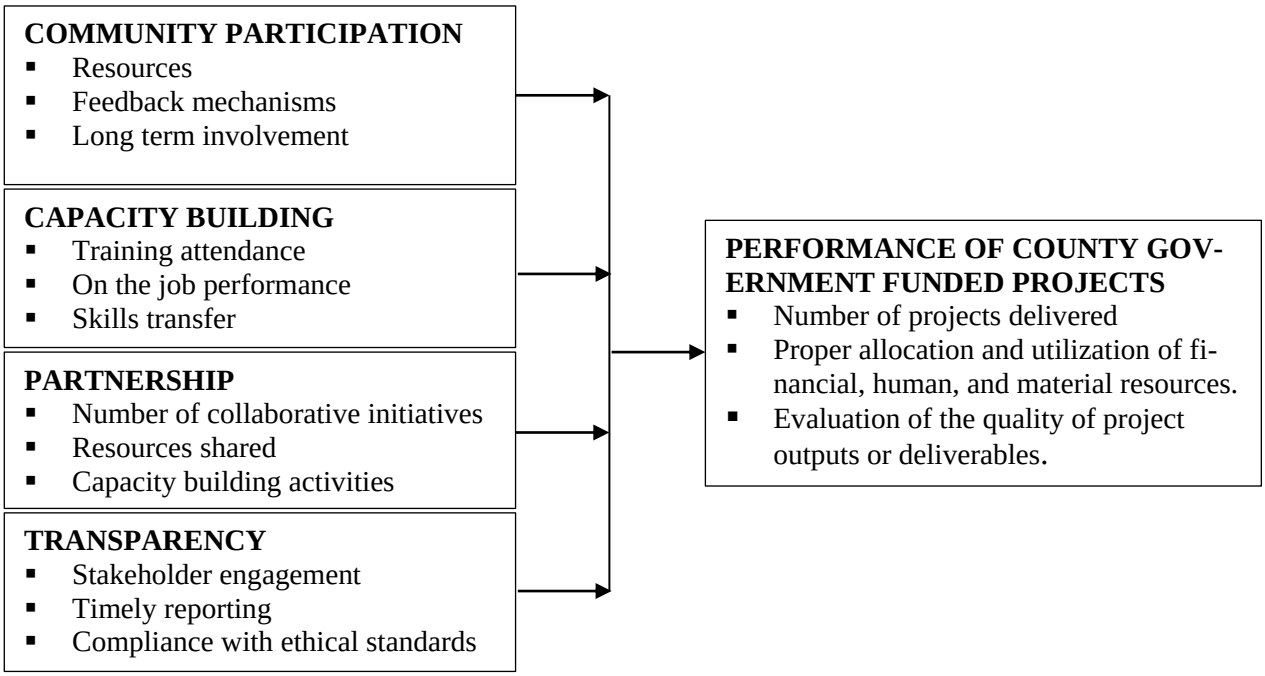

Figure 1: Conceptual Framework for the Study

Source: Researcher (2023)

METHODOLOGY

A mixed methods approach was used to gather and evaluate data in order to assess the impact of monitoring and evaluation (M&E) systems on the performance of county government-funded projects in Mandera County. The study employed a case study research approach. Mandera County, County No. 9, in northern Kenya, which shares borders with Ethiopia to the north, Somalia to the east, and Wajir County to the south, was the study's location.

The study's target population consisted of Mandera County government personnel as well as project contractors. The Mandera County Government HR Department (2022) reports that the departments of interest depicted in Table 1 employ 136 people.

Table 1: Target Population

Category	Population
Dept of water, Sanitation, Energy and natural resources	35
Dept of Land, housing and physical planning	34
Dept of finance and economic planning	22
Dept of Roads, Transport & public works	30
Contractors	15
Totals	**136**

Source: researcher (2024)

The study utilized stratified random sampling due to the heterogeneity of the population. The study made use of the sample size of 103 when the population is 136.

The primary tool for gathering data was a questionnaire with 5-point Likert scale questions. Fourteen questionnaires were distributed for the pilot project, which was carried out in the nearby county of Wajir. The final study did not incorporate the pilot study's final conclusions.

Construct validity was used for the study. The researcher looked for the value of Cronbach's alpha in the SPSS output. Cleaning and Preparation involved organizing and cleaning the raw data to ensure its accuracy and completeness. The researcher used SPSS version 26.0 to prepare the data for analysis by coding, categorizing, and structuring it appropriately.

The study summarized and described the key characteristics of the data using descriptive statistics including mean, median, mode, standard deviation, and variance. The researcher presented the descriptive statistics in tables to provide a clear overview of the data distribution. The study used inferential statistical techniques, such as regression analysis, chi-square testing, and ANOVA to analyze relationships, patterns, and differences within the data, and a multiple regression model to investigate how the various variables connect to one another.

RESEARCH FINDINGS AND DISCUSSIONS

Response Rate

Table 2 presents data on the response rate for a set of questionnaires. It shows two categories: "Returned questionnaires" and "Unreturned questionnaires," along with their respective frequencies and percentages.

Table 2: Response Rate

Response	Frequency	Percentage
Questionnaires returned	86	93
Unreturned questionnaires	6	7
Total	**92**	**100**

Source: Researcher (2024)

Table 2 presents the response rate for the survey, indicating the numbers of the returned and unreturned questionnaires. The majority of respondents, 93%, have returned their questionnaires. This is a positive sign as it indicates a high response rate, suggesting active participation from the surveyed population. The percentage of unreturned questionnaires is relatively low, at 7%. This could be due to various reasons such as non-interest, non-receipt, or other factors that prevented respondents from participating.

The high response rate of 93% suggests that the survey was well-received and that the data collected is likely representative of the majority of the target population. The 7% of unreturned questionnaires may introduce a potential source of bias if there are systematic differences between those who responded and those who did not. It's important to consider the reasons for non-response to assesses the potential impacts on findings of the study. The overall response rate of 93% is generally considered good and should provide a robust dataset for analysis and interpretation.

Descriptive Statistics

A method of collection called descriptive statistics are employed to enumerates and the characterize the dataset's primary characteristics. Offers the method to arrange and streamlining vast volumes of data into insightful patterns. Measures of dispersion and central tendency are two general categories for descriptive statistics.

Table 3: Community Participation

	N	Mean	Std. Deviation
Communities are involved in resources management for the projects	86	2.3953	.57964
Communities get feedback n the projects progress	86	2.5233	.50239
There is long term involvement of communities on project management	86	2.7558	.43212
There are mechanisms to solve conflicts during project implementation	86	2.9419	.23538
Community are empowered dring project implementation	86	3.0116	.10783
There are Partnership initiatives during project management	86	3.0581	.23538
There is transparency in project management	86	3.5116	.50280

Source: Researcher (2024)

On whether Communities are involved in resources management for the projects. The mean is 2.3953, indicating a moderate level of community involvement. The standard deviation is 0.57964, suggesting some variability in responses. There is a moderate but not extremely high level of agreement regarding community involvement in resource management. On whether Communities get feedback on the project's progress. The mean is 2.5233, indicating moderate agreement. The standard deviation is 0.50239, suggesting moderate variability in responses. There is moderate agreement on communities receiving feedback on project progress. On whether there is long-term involvement of communities in project management. The mean is 2.7558, suggesting a moderate to high level of agreement. The standard deviation is 0.43212, indicating relatively low variability. There is a generally positive sentiment about long-term community involvement in project management.

On whether there are mechanisms to solve conflicts during project implementation: The mean is 2.9419, indicating a relatively high level of agreement. The low standard deviation (0.23538) suggests consistent responses. There is a strong consensus that conflict resolution mechanisms are in place. On whether communities are empowered during project implementation. The mean is 3.0116, indicating a high level of agreement. The ex-

tremely low standard deviation (0.10783) suggests highly consistent responses. There is a strong consensus that communities feel empowered during project implementation. On whether there are Partnership initiatives during project management. The mean is 3.0581, indicating a high level of agreement. The standard deviation is 0.23538, suggesting consistent responses. There is a strong consensus that Partnership initiatives exist during project management. The mean is 3.5116, indicating a high level of agreement. The standard deviation is 0.50280, suggesting moderate variability. There is a generally positive perception of transparency in project management, but there is some variability in responses.

Table 4: Capacity Building

	N	Mean	Std. Deviation
There is high attendance in capacity building	86	1.8140	.39143
There is improved on the job pefomance during during capacity building	86	1.9884	.10783
There is skills transfer during during capacity building.	86	2.6163	.48914
There is capacity utilization during capacity building.	86	2.9884	.10783
There is certification and training during capacity building and train-ing	86	3.0000	.00000
There is resources mobilization during capacity building.	86	3.0000	.00000
There is network building during capacity building	86	3.1628	.37134

Source: Researcher (2024)

On whether there is high attendance in capacity building.The mean is 1.8140, indicating moderate agreement. The standard deviation is 0.39143, suggesting moderate variability. There is moderate agreement on high attendance, but responses vary to some extent. On whether there is improved on-the-job performance during capacity building. The mean is 1.9884, indicating a high level of agreement. The extremely low standard deviation (0.10783) suggests highly consistent responses. There is a strong consensus that on-the-job performance improves during capacity building.

On whether there is skills transfer during capacity building. The mean is 2.6163, indicating moderate to high agreement. The standard deviation is 0.48914, suggesting moderate variability. There is a generally positive perception of skills transfer, though with some variability. On whether there is capacity utilization during capacity building. The mean is 2.9884, indicating a high level of agreement. The extremely low standard deviation (0.10783) suggests highly consistent responses. There is a strong consensus that capacity utilization occurs during training.

On whether there is certification during capacity building and training. The mean is 3.0000, indicating complete agreement. The standard deviation is 0.00000, suggesting no variability. There is unanimous agreement that certification and training are components of capacity building.

On whether there is resources mobilization during capacity. The mean is 3.0000, indicating complete agreement. The standard deviation is 0.00000, suggesting no variability. There is unanimous agreement on the occurrence of resources mobilization during training. On whether there is network building during capacity building. The mean is 3.1628, indicating a high level of agreement. The standard deviation is 0.37134, suggesting moderate variability. There is a generally positive perception of network building during training, though with some variability.

Table 5: Partnership

	N	Mean	Std. Deviation
There are partnership intiatives during project implementations	86	2.7660	.12396
Resources ar shared during partnership	86	1.8372	.50551
There are capacity initiatives during partnership	86	2.2791	.45117
There is sustainability planning during partnership	86	2.4535	.50075
There are mutual goals and objectives during partnership	86	2.8837	.32244
There are joint planning and decision-making during partnership	86	3.0116	.10783
There is stakeholder involvement during partnership	86	3.1860	.39143
There is communication effectiveness during partnership	86	3.5465	.52372

Source: Researcher (2024)

On whether there are partnership initiatives during project implementations. The mean is 2.7660, indicating a moderately to high levels of the agreement. The low standard deviation (0.12396) suggests highly consistent responses. There is a strong consensus on the existence of partnership initiatives during project implementations.On whether resources are shared during partnership. The mean is 1.8372, indicating moderate agreement. The standard deviation is 0.50551, suggesting moderate variability.There is moderate agreement on resource sharing during Partnership efforts.

On whether there are capacity initiatives during partnership. The reasonable level of agreement is indicated by the mean of 2.2791. The moderate variability suggested by the standard deviation of 0.45117. There is moderate agreement on the existence of capacity initiatives during partnership. On whether there is sustainability planning during partnership. The mean is 2.4535, indicating moderate agreement. The standard deviation is 0.50075, suggesting moderate variability. There is moderate agreement on the presence of sustainability planning during partnership.

On whether there are mutual goals and objectives during partnership. The mean is 2.8837, indicating a high level of agreement. The standard deviation is 0.32244, suggesting consistent responses. There is a strong consensus on the existence of mutual goals and objectives during Partnership efforts. On whether there are joint planning and decision-making during partnership. The mean is 3.0116, indicating a high level of agreement. The extremely low standard deviation (0.10783) suggests highly consistent responses. There is a strong consensus that joint planning and decision-making occur during partnership.

On whether there is stakeholder involvement during partnership. The mean is 3.1860, indicating a high level of agreement. The standard deviation is 0.39143, suggesting moderate variability.There is a generally positive perception of stakeholder involvement during Partnership efforts, with some variability. On whether there is communication effectiveness during Partnership and partnership. The mean is 3.5465, indicating a high level of agreement. The standard deviation is 0.52372, suggesting moderate variability. There is a strong consensus on the effectiveness of communication during Partnership efforts, with some variability.

Table 6: Transparency

	N	Mean	Std. Deviation
Stakeholder particiaption ensures transparency during project implementation	86	2.8532	.24941
Timely reporting ensures Transparency during project implementation	86	3.0581	1.46612
There is compliance with ethical standards ensures transparen-cy and accountability during project implementation	86	2.5349	.54660
Clear communication ensures Transparency during project implementation	86	2.7674	.47711
Whistleblower protection ensures ensures Transparencyduring project implementation.	86	3.2093	2.09266
Independent audits ensures Transparency during project implementation.	86	3.2326	.54610
Compliance with laws and regulations ensures Transparency during project implementation.	86	3.7442	.59776

Source: Researcher (2024)

On stakeholder participation, the mean score for stakeholder participation is 2.8532, with a relatively low standard deviation of .24941. This suggesting that, on average, stakeholders are moderately involved in the project, contributing to transparency during implementation. The low standard deviation indicates a general consensus among respondents. On timely reporting, the mean score for timely reporting is 3.0581, however, the large standard deviation of 1.46612 suggests that there is a substantial range in the replies.. Some respondents strongly agree with the effectiveness of timely reporting in ensuring transparency, while others disagree. The wide range of opinions suggests a need for further investigation or clarification on the importance and effectiveness of timely reporting.

On compliance with ethical standards, the mean score for compliance with ethical standards is 2.5349, indicating a relatively low level of agreement among respondents. The standard deviation of .54660 suggests varied opinions on the impact of ethical standards on transparency. This area may require a closer examination to identify specific concerns or challenges related to ethical compliance. On clear communication, the mean score for clear communication is 2.7674, with a moderate standard deviation of .47711. This suggests a moderate levels of the agreement on the importance of clear communication in ensuring transparency during project implementation. However, the standard deviation indicates some variability in responses, indicating the need for more detailed feedback or clarification on communication practices.

On whistleblower protection, the means score for whistleblower protection is 3.2093, with a high standard deviation of 2.09266. This suggests a wide range of opinions among respondents regarding the effectiveness of whistleblower protection in ensuring transparency. The high standard deviation indicates a need for further investigation and possibly addressing concerns or misconceptions related to whistleblower protection. On independent audits, the means score for independent audits is 3.2326, with a relatively low standard deviation of .54610. This suggests that opinions on the usefulness of independent audits in guaranteeing transparency range from moderate to strong. The low standard deviation indicates that respondents generally agree that independent audits have a beneficial effect.

On compliance with laws and regulations, the mean score for compliance with laws and regulations is 3.7442, with a moderate standard deviation of .59776. This suggests that respondents generally agree on how important it is to follow rules and laws in order to maintain transparency while implementing projects.

Table 7:Performance

	N	Mean	Std. Deviation
Financial, human, and material resources are allocated and used appropriately.	86	3.2193	.49229
Project cost overruns are minimal.	86	3.7326	1.26885
Initiatives have achieved financial return on investment	86	3.5581	.49952
The project's net present value has been realized.	86	3.7907	.46314
The project's financial internal rate of return has been achieved.	86	4.0349	.23998
The project has achieved the required level of quality.	86	4.3953	.49179
The project has addressed user needs.	86	4.6512	.47940

Source: Researcher (2024)

On proper allocation and utilization of resources, the means score is 3.2193, indicating a moderate levels of the agreement that there is proper allocation and utilization of financial, human, and material resources. The low standard deviation of .49229 suggests a relatively consistent perception among respondents, indicating a shared understanding of resource management practices. On low-cost overruns, the mean score for low-cost overruns is 3.7326, suggesting a moderate to high level of agreement that projects in Mandera County generally have low-cost overruns. The standard deviation of 1.26885, however, indicates a significant variation in opinions. Further investigation is recommended to identify specific concerns or areas where cost overruns might be more prevalent.

On realized return on investment, the means score is 3.5581, indicating a moderate levels of agreement that projects have realized the return on investment. The low standard deviation of .49952 suggests a consistent perception among respondents regarding the achievement of return on investment. On realized net present value, the means score for realizing the net present value is 3.7907, indicating a moderate to high level of agreement among respondents. The low standard deviation of .46314 suggests a shared understanding of the financial performance of projects in terms of net present value.

On realized financial internal rate of return, the means score is 4.0349, suggesting a relatively high level of agreement that projects have realized the financial internal rate of return. The low standard deviation of .23998 indicates a consistent perception among respondents, reflecting a strong consensus on the financial success of projects.

On realized quality standards, the means score is 4.3953, indicating a high levels of the agreement that projects have realized quality standards. The low standard deviation of .49179 suggests a consistent perception among respondents, reflecting a strong consensus on the achievement of quality standards. On realized user requirements, the means score is 4.6512, indicating a very high levels of the agreement that projects have realized user requirements. The low standard deviation of .47940 suggests a consistent perception among respondents, indicating a strong consensus on meeting user expectations.

Correlation Analysis

Table 8: Correlation Analysis

		Community Participation	Capacity Building	Partnership	Transparency
Community Participation	Pearson Correlation	1	.208	.056	.126
	Sig. (2-tailed)		.055	.609	.249
	N	86	86	86	86
Capacity Building	Pearson Correlation	.208	1	-.133	.053
	Sig. (2-tailed)	.055		.221	.629
	N	86	86	86	86
Partnership	Pearson Correlation	.056	-.133	1	-.042
	Sig. (2-tailed)	.609	.221		.701
	N	86	86	86	86
Transparency	Pearson Correlation	.126	.053	-.042	1
	Sig. (2-tailed)	.249	.629	.701	
	N	86	86	86	86
Performance	Pearson Correlation	.265*	.101	.311**	.100
	Sig. (2-tailed)	.013	.356	.004	.357
	N	86	86	86	86

Source: Researcher (2024)L

The table presents Pearson correlation coefficients between different variables related to community participtaion, capacity building, partnership, transparencyand performance. The significance (p-value) associated with each correlation coefficient is also provided. There is positive correlation between Community Participation (r = 0.265) and Partnership(r = 0.311), both statistically significant (p = 0.013 and p = 0.004, respectively). There is positive correlation between capacity building (r = 0.101) and Transparency(r = 0.100), but not statistically significant (p = 0.356 and p = 0.357, respectively).

The statistically significant positive correlations between Community Participation, Partnership, and Performance suggest that higher levels of community particiaption and partnership are associated with improved project performance. The lack of statistical significance in some correlations may indicate that the relationships are weak or influenced by other factors not considered in this analysis.

Regression Analysis

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417[a]	.174	.133	.42534
a. Predictors: (Constant), Transparency, Partnership, Community Participation, Capacity Building				

Source: Researcher (2024)

The value of R=0.417R = 0.417R=0.417 indicates the strengths and directions of a linear relationship between an independent variables (Transparency, Partnership, Community Participation, Capacity Building) and

the dependent variable. With an RRR of 0.417, a moderately positive association is shown. R2=0.174 suggests that the independent variables in the model can account for around 17.4% of the variance in the dependent variable. This implies that although the model has some explanatory power, additional factors that are not part of the model account for a sizable share of the variance.

To account for the number of predictors in the model, the R2R^2R2 value is adjusted using the Adjusted R2=0.133R^2 = 0.133R2=0.133. It is a more accurate depiction of the explanatory capacity of the model, particularly when several predictors are available. With an Adjusted R2R^2R2 of 0.133, the model continues to explain roughly 13.3% of the variance even after adjusting for the number of predictors. The estimate's standard error is 0.42534. This calculates the average separation between the regression line and the observed values. A lower number denotes a better match, but without comparing to the dependent variable's scale, this value by itself does not offer enough context.

I can conclude that the model indicates a moderate positive relationship between the predictors (Transparency, Partnership, Community Engagement and Participation, Capacity Building and Training) and the dependent variable. The models explains a modest proportions of a variance in the dependent variable (17.4% with R2R^2R2; 13.3% with Adjusted R2R^2R2). Given that a sizable amount of the variance is still unexplained, the model could be improved.

I recommend the need to consider identifying and including other relevant variables that may impact the dependent variable. this could improve the model's explanatory power. Ensure that the current predictors are measured accurately and consider whether they fully capture the constructs of interest. Refining how these predictors are operationalized might improve the model. Investigate if non-linear relationships exist between the predictors and the dependent variable. Sometimes, transforming variables or using polynomial terms can improve model fit.

Table 10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.078	4	.770	4.254	.004[b]
	Residual	14.654	81	.181		
	Total	17.733	85			

A. Dependent Variable: Performance Of County Government Funded Projects

B. Predictors: (Constant), Transparency, Partnership, Community Participation, Capacity Building

Source: Researcher (2024)

Regression Sum of Squares (3.078) shows the variation that the model explains. The error term, or variance not explained by the model, is represented by the residual sum of squares (14.654). The overall variation in the dependent variable (Performance Of County Government Funded Projects) is represented by the sum of squares (17.733). The number of predictors in the model (Transparency, Partnership, Community Participation, Capacity Building) is shown by regression df (4).

The statistical significance of the F-statistic is indicated by the p-value. With a p-value of 0.004, the model is considered statistically significant at the 1% level ($p < 0.01$), indicating a high correlation between at least one predictor and the dependent variable. The findings of the ANOVA show that the regression model is statistically significant ($p = 0.004$), indicating that the success of projects sponsored by the county government is significantly impacted by the predictors (transparency, partnership, community participation, and capacity building) taken together. A considerable portion of the variance in the dependent variable can be explained by the model, as shown by the F-statistic (4.254) and the corresponding p-value.

I recommend that given the statistical significance, continue to use these predictors but also consider adding other relevant variables that may further explain the variance in project performance. perform individual significance tests (e.g., t-tests for each predictor) to identify which specific variables are the most significant contributors to the model. this can help focus on the most impactful factors.

Table 11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.026	.711		2.850	.006
	Community Engagement And Participation	.425	.203	.218	2.091	.040
	Capacity Building And Training	.085	.096	.093	.891	.375
	Partnership	.260	.084	.315	3.076	.003
	Transparency	.054	.067	.081	.798	.427

a. Dependent Variable: Performance Of County Government Funded Projects

Source: Researcher (2024)

For unstandardized coefficients (B), these coefficients represent the change in the dependent variable (Performance Of County Government Funded Projects) for a one-unit change in the predictor, holds all other predictors constant. Constant (2.026), this is the predicted value of the dependent variable when all predictors are zero. On community Participation (0.425), for each one-unit increase, the performance increases by 0.425 units. On capacity building (0.085), for each one-unit increase, the performance increases by 0.085 units. On partnership (0.260), for each one-unit increase, the performance increases by 0.260 units. On transparency (0.054), for each one-unit increase, the performance increases by 0.054 units.

For standardized coefficients (Beta), these coefficients represent the change in the dependent variable in standard deviations for a one standard deviation change in the predictor. On community participation (0.218), this is a moderately strong predictor. On capacity building (0.093), this is a weak predictor. On partnership (0.315), this is the strongest predictor among the four. On transparency (0.081), this is a weak predictor.

T-values and Significance (Sig.), these values test whether each predictor is statistically significantly different from zero.Constant ($t = 2.850$, $p = 0.006$), the constant is statistically significant. Community participation ($t = 2.091$, $p = 0.040$) is statistically significant. Capacity Building ($t = 0.891$, $p = 0.375$) is not statistically significant. Partnership ($t = 3.076$, $p = 0.003$) is not statistically significant. Transparency ($t = 0.798$, $p = 0.427$) is not statistically significant.

I can conclude that community participation and partnership are significant predictors of the performance of county government funded projects, with p-values of 0.040 and 0.003, respectively. capacity building and transparency are not significant predictors, with p-values of 0.375 and 0.427, respectively. among the significant predictors, partnership has the highest standardized coefficient (0.315), indicating it is the most influential predictor in the model.

CONCLUSION AND RECOMMENDATIONS

While there is some involvement, there might be room for improvement in increasing community participation in resource management. Although there may be feedback mechanisms in place, they could be more consistent or improved. Long-term involvement is perceived positively but can still be strengthened for even better community integration. The existing mechanisms for conflict resolution are well-acknowledged and effec-

tive. Empowerment is perceived positively and consistently across respondents. Partnership efforts are recognized positively. Transparency is generally acknowledged, but efforts can be made to address any concerns contributing to variability.

While attendance is generally acknowledged, efforts might be needed to enhance participation. The effectiveness of training in improving on-the-job performance is well-established. Skills transfer is acknowledged, but there may be opportunities to enhance the consistency of this perception. The utilization of capacity during training is well-acknowledged and consistent. Certification and training are integral and universally acknowledged. Resources mobilization is well-established and universally acknowledged. Network building is acknowledged, but there may be opportunities to enhance consistency.

Partnershipare well-acknowledged and consistent. While resource sharing is recognized, there might be room for improvement or clarity. Capacity initiatives are acknowledged, but there might be opportunities to enhance their effectiveness. While sustainability planning is recognized, it may benefit from further attention and refinement. Mutual goals and objectives are well-acknowledged and consistent. Joint planning and decision-making are well-established and universally acknowledged. Stakeholder involvement is acknowledged, but there may be opportunities to address concerns contributing to variability. Communication is generally perceived positively, but efforts can be made to address any concerns contributing to variability.

Stakeholder participation, independent audits, and compliance with laws and regulations are perceived positively in terms of their contribution to transparency.The respondents generally agree on the significance of the compliance with the laws and regulations for transparency. However, there is more variability in opinions regarding the effectiveness of other measures such as timely reporting and whistleblower protection. Stakeholder participation and clear communication are considered moderately important, while compliance with ethical standards is viewed with relatively lower importance.

County governments should consider exploring ways to enhance and encourage community participation in resource management. They shoud strengthen and ensure consistent feedback mechanisms to keep communities informed about project progress. County governments should build on the positive perception and explore ways to enhance and sustain long-term community involvement. County governments should continue and potentially enhance the current conflict resolution mechanisms based on their perceived effectiveness. They shoud recognize and maintain efforts that contribute to community empowerment during project implementation. They shoud continue and potentially expand Partnership initiatives to further enhance community participation. They shoud evaluate and potentially improve transparency practices to address any concerns or inconsistencies.

The county governments should explore strategies to increase attendance, such as improving communication, tailoring content, or addressing potential barriers. Continue and potentially expand training initiatives, ensuring they remain aligned with job requirements and expectations. Assess and potentially refine training programs to ensure a more consistent and effective skills transfer. The county government should maintain and potentially enhance initiatives that promote the active application of newly acquired skills and knowledge. The county governments continue and possibly expand certification and training components, ensuring they align with industry standards and needs. They should Continue and potentially enhance efforts to mobilize resources effectively during capacity building. Strengthen efforts to facilitate and promote network building during training, potentially through structured networking activities.

County governments should continue fostering and potentially expanding partnership efforts to enhance project implementations. There should be clarify and strengthen mechanisms for resource sharing, ensuring transparency and fairness. They need to evaluate and potentially refine capacity initiatives within Partnership efforts to ensure they align with needs and expectations. County governments should strengthen sustainability planning efforts within Partnership projects, ensuring long-term impact. They should continue and potentially

reinforce the alignment of goals and objectives in Partnership projects. They should continue and potentially enhance efforts to involve stakeholders in joint planning and decision-making processes. They should evaluate and potentially refine strategies for stakeholder involvement to enhance consistency and effectiveness. They should strengthen communication strategies to address concerns and enhance effectiveness within Partnership projects.

Further investigation and clarification may be needed regarding the perceived effectiveness of timely reporting and whistleblower protection. County governments should focus on maintaining compliance with laws and regulations to enhance transparency. Strengthening stakeholder participation and clear communication practices can contribute to improved transparency during project implementation.

There is need to conduct a comprehensive review and analysis of the existing monitoring & evaluation frameworks in Mandera County. Evaluate the components, indicators, and methodologies used to assess project performance. Identify gaps or areas that may need refinement for a more effective system. There is need to investigate the levels of the stakeholder involvement and participation in the monitoring & evaluation processes. Assess how effectively community members, local authorities, and other relevant stakeholders are engaged in providing feedback and participating in project assessments.

There is need to explore the impact of capacity building programs on the effectiveness of monitoring & evaluation systems. Assess whether project stakeholders, including government officials and community members, has received enough training to participation in the monitoring & evaluation processes. Examine the integration of technology in monitoring & evaluation systems. Assess the use of digital tools, data analytics, and Geographic Information System (GIS) technologies to enhance the accuracy, efficiency, and real-time nature of project monitoring & evaluation.

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