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# THIRD-PARTY MONITORING AND SUSTAINABILITY OF RESILIENCE PROJECTS IN GARISSA COUNTY, KENYA

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## ABSTRACT

This study focused on examining how Third-Party Monitoring (TPM) impacts the sustainability of resilience projects in Garissa County, Kenya. Specifically, it investigates the influence of factors such as monitoring frameworks and funding for TPM activities. A descriptive survey research design was employed to conduct this research, targeting project managers, supervisors, M&E officers, and project support staff involved in 16 social resilience projects. Data was collected through questionnaires and analyzed using SPSS (version 28) using both descriptive and inferential statistics, and the findings were tabulated. The study found that the presence of a well-developed monitoring manual framework also demonstrated a noteworthy positive impact ($\beta = 0.308$, $p = 0.018$), underlining the importance of structured frameworks in enhancing project performance and long-term sustainability. Furthermore, adequate funding allocated to Third-Party Monitors exhibited a substantial positive relationship ($\beta = 0.425$, $p = 0.000$), highlighting the critical role of financial resources in supporting effective monitoring practices and ultimately ensuring the sustainability of resilience projects in the region. Based on the findings, it is evident that the variables significantly influence the sustainability of resilience projects in Garissa County, Kenya with Funding of TPMs having the highest effect followed by Monitoring manual framework. Therefore, by establishing robust Monitoring Manual Frameworks and addressing funding challenges for TPMs, Garissa County can improve project oversight, performance, and impact, ultimately contributing to positive development outcomes for communities in the region.

**Key Words:** Third-Party Monitoring, Sustainability, Resilience Projects, Monitoring Frameworks, Funding for TPM activities

## Background of the Study

Monitoring and Evaluation helps program implementers such as the government, donors, and development institutions to make informed decisions regarding program effectiveness, operations, and service delivery using quantitative and qualitative evidence for better program outcomes. Monitoring and Evaluation permit entities to comprehend and validate the results of their effort, determine the superlative policies for achieving the project objectives, and document lessons learned to advance forthcoming programs (Kastle, 2016). Muindi (2018) observes that the M&E practices serve as a core part of the project's cycle and adopting practices such as regularly training the M&E staff, employing skilled M&E personnel, and using technology to collect M&E data, facilitate the increment of project productivity, project management, and project implementation.

For varied reasons, government and non-governmental agencies increasingly turn to private, third-party monitors to inspect and assess regulated entities' compliance with set guidelines. The use of Third-Party Monitoring (TPM) allows organizations to monitor projects that are inaccessible to their staff for various reasons. It also helps provide an independent perspective on project performance. TPM can augment the commissioning organization's and implementing partners' existing monitoring capacities. Additionally, it can be used to monitor projects considered high-risk or contentious (Zhang, 2017). Implementing TPM involves a series of necessary steps, including identification of information and reporting requirements, coverage areas and frequency of monitoring, selection of TPM providers, training and capacity-building, integration with any existing monitoring framework, pilot exercises, validation of findings, and utilization of results. The Third-Party Monitoring Contract's main objective is to monitor the delivery of essential inputs and services and assess the program's impact on the target beneficiaries. This will also contribute to organizational learning as new modalities are set (International Committee of the Red Cross, 2020). Donor organizations and governments have adopted third-party monitoring to monitor local, state, and national project implementation. The principle of using the Third-Party Monitoring (TPM) process is to assess the performance of a project or program and its conformity and highlight emerging issues through a dedicated external party to provide an unbiased perspective on the issue and status while making recommendations for improvement, where relevant (World Bank, 2018).

Aga, Noorderhaven, and Vallejo (2017) posit that project management theorists and practitioners worldwide have prioritized project sustainability since many development projects at the grassroots level, owing to a lack of participation in decision-making by targeted beneficiaries, cannot attain sustainability. Thus, they advocate for the implementation of community participation in project decision-making, especially at the planning stage, in non-technical decisions. Koehn and Uitto (2020) explained that regularly monitoring the partnership arrangement's managerial aspects is imperative for ensuring that participants utilize important data on contextual sustainability program indicators. It also provides a mechanism for the early indication of chances that the expected results will be attained and any necessary changes in activities and approaches introduced accordingly.

## Statement of the Problem

The Horn of Africa is dominated by arid and semi-arid lands (ASALs). These areas are characterized by low and irregular rainfall and perennial droughts. Over 80% of the land mass in Kenya is defined as arid and semi-arid. North and Eastern Kenya are particularly vulnerable to drought, with greater than a 40% annual probability of moderate to severe drought during the rainy season. The ASAL economy is highly dependent on climate-sensitive activities, yet it supports

more than 70% of the national livestock population (Kenya Institute of Public Policy Research, 2020). Due to the prolonged drought, farmers have been unable to produce substantive crops, and pastoralist communities have lost their livestock. The long floods and droughts are estimated to cost the economy about Ksh 16 billion annually (2.4 percent of GDP). Water resource degradation costs the country at least Ksh 3.3 billion (0.5 percent GDP) annually. To curb this problem, the government, in collaboration with non-governmental organizations, has embarked on various programs to reduce the effects of droughts and floods in the ASALs. These include collaborating with other government, non-governmental, and private actors to implement programs that caution residents against extreme weather conditions and climate change.

However, there have been reported issues with the sustainability of the social resilience programs, including cash remittance, construction of water pans, food relief programs, and training on water conservation. A study by Development International (DI) 2017 further suggests that in Garissa County, the disaster preparedness towards drought was faced with a problematic relationship between the stakeholders, which often led to project delays due to resource allocation, political interference, and over-expenditure, hence stalling the projects. Despite the mitigations to curb drought by NDMA in Garissa County, DI indicates that the county has a 6.7 risk score on lack of coping capacity. The beneficiaries face starvation, which has increased from 4.2 million to 6 million. Muhsin (2020) verified that the NDMA projects in ASALs lacked significant efforts in developing their human capital. KIPPRA (2020) indicates that agencies are involved in drought and flood preparedness, response, and recovery, though their actions are poorly implemented. A report commissioned by ActionAid Kenya (2018) on the third-party monitoring of the National Social Investment Programme in Kenya emphasized the need to address the issue of inadequate funding of TPMs to increase the scope of third-party monitoring to realize the program's stated goals. Some form of coordination among actors involved in drought and flood management exists, though primarily based on an informal agreement among the actors. Coordination mechanisms could be more robust in terms of sharing their objectives, resources, and ideas.

Various scholars in Kenya have undertaken several studies in relation to Monitoring and Evaluation. Munene and Kinoti (2020), on monitoring and evaluation approaches and performance of the Galana Kulalu maize irrigation project in Kenya, concluded that the project team significantly employed a result-oriented approach and logical framework approach and had a positive and significant effect on project performance. Kinyua and Njoroge (2021), on the effects of M&E practices and the performance of health projects in Nyeri County, concluded that an organization determines if its projects would achieve the desired goals based on the M&E practices it conducts. Onyango, Wachira, and Otuya (2019), on the sub-dimensions of M&E system resilience among NGOs in Nairobi, found that resilient M&E systems improved decision-making in program development. There is, however, a study limitation on the sustainability of resilience projects in Garissa County, Kenya. Hence, this study sought to bridge the research gap by examining third-party monitoring and the sustainability of social resilience projects in Garissa County, Kenya.

**Objectives of the Study**

i. To determine the effect of monitoring manual framework on the sustainability of resilience projects in Garissa County, Kenya.
ii. To examine the effect of funding of TPMs on the sustainability of resilience projects in Garissa County, Kenya.

## LITERATURE REVIEW

### Theoretical Review

### Results-Based Management Theory

The Results Based Management Theory (RBMT) originated in the mid-1980s from the Australian government. The organization that popularized the theory was the Economic Co-operation and Development (OECD) in 1990. The core aspects of the RBM are the fundamentals of detailed planning, including the definition of objective, mission, and outcome-based process tools. RBM is an evolving procedure involving daily participant input, which helps improve a program or project. RBM stresses monitoring as a continuing process and lessons from the regularly discussed monitoring process (UNDP, 2012). An imperative aspect of effective tracking is ensuring that information systems are established and data is collected consistently. Baseline data is usually obtained to demonstrate the system or mission at a specified time (Valadez & Bamberger, 2012). Although monitoring is considered a managerial task and intrinsic to the operation of a system or initiative, assessment is autonomous and external. RBM requires external approval of the published findings to be deemed credible. This process reflects on the scheduled and accomplished tasks and explores outcomes chain, methods, and contextual causality causes to explain the achievements or the lack thereof.

According to Robert (2010), monitoring and Evaluation should provide evidence-based data that is proven credible, reliable, and helpful and allow for timely inclusion of results, suggestions and lessons in the decision-making process. During the assessment, key stakeholders should be engaged in several ways to improve the usefulness of the results, along with suggestions (Clarke, 2011). The theory helps to develop performance-monitoring tools that influence the performance of the projects. Evaluations are used to improve performance through the documented lessons learned and findings. The theory emphasizes reporting to the stakeholders and holding the management accountable for project outcomes. The theory focuses on sustainable change through a sound structure planning process using skilled labor to influence the project performance. This theory applied to the variable on monitoring manual framework since it involves the tools and techniques used to monitor project progress and give feedback to project donors.

### Resource Allocation Theory

The resource allocation theory was first put forward by Hackman (1985). The theory argues that a unit's centrality in an organization's workflow is primarily relevant to the organization's mission. Therefore, task over workflow is preferred in allocating resources. The allocation of resources for any function in an entity is pegged on its relevance to those in authority. Resources are considered scarce; therefore, the rationality of choice in an organization influences what function will be funded. In most cases, project managers, with the help of middle-level management, are responsible for choices in allocating resources in projects (Bower, 2017). Monitoring and evaluation and TPM practices require both physical and human resources to run their operations. Resource allocation is relevant to program sustainability, as it is imperative to finance programs to enhance and facilitate continuity. The theory related to the objective of funding for TPM. The project managers need to ensure adequate funds are available to compensate the third-party monitors as outlined in the contract documents.

## Conceptual Framework

A conceptual framework is a visual presentation of key variables and shows how the variables will be measured. It is a graphical presentation of the study variables (Miles, Huberman, & Saldana, 2013). The conceptual framework is presented in Figure 2.1

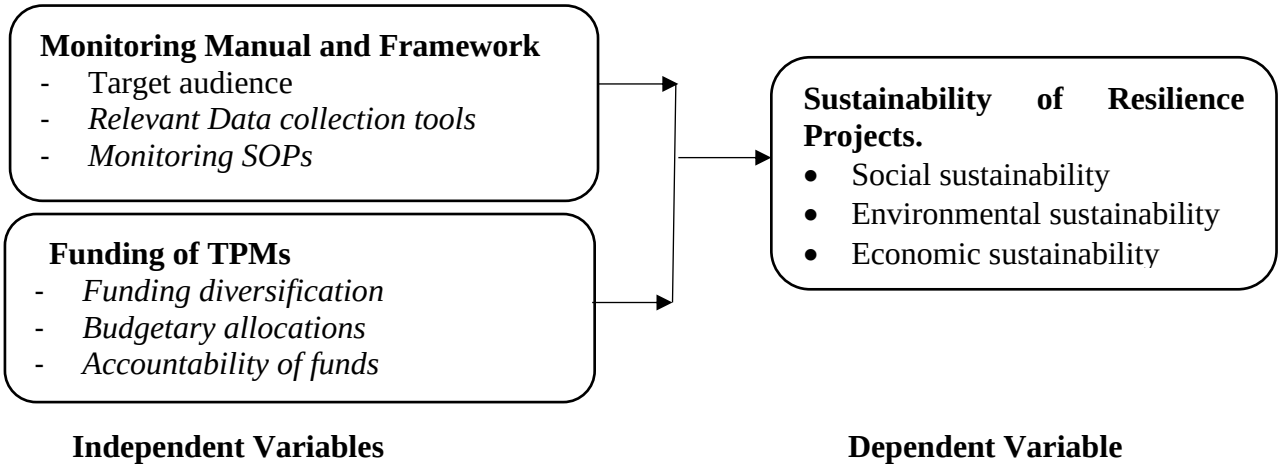


**Figure 2.1: Conceptual Framework**

## Monitoring Manual Framework

Monitoring manual frameworks are developed to support tracking project activities, use of resources and as reflection for determining whether change occurs within a project. This monitoring manual framework is often tedious to develop and follow through during implementation. Developing a robust M&E framework will improve the organization's staff capacity to monitor programmes effectively. The monitoring framework includes details on budgeting and allocating technical expertise and informs government and project management on its implementation (Chaplowe, 2018). The monitoring and Evaluation framework shows how the project intends to achieve its objectives, and it outlines how the activities will influence project performance

A logical framework is a matrix that uses monitoring indicators at each project stage and identifies possible risks. The logical framework hence shows the conceptual foundation on which the project monitoring system is built. It also works well with other monitoring tools (Haylock & Miller, 2016). The log frame (logical framework) has four columns and rows that link the project goals and objectives to the inputs, processes, and outputs required to implement the project. Monitoring results can, however, be criticized regarding whether the data collection, analysis, and results lead to reliable information that reflects the real situation. The selection of monitoring tools depends on the information needed, the stakeholders, and the cost involved. Although costly, regular methods have high reliability and validity and include surveys, participatory observations, and direct measurements. Less regular methods, which are also rich in information, are subjective and intuitive, hence less precise in conclusion. They include, among others, field visits and unstructured interviews. Monitoring tools vary with type, sector, and country of application. A well-prepared and executed monitoring will contribute to both project outcomes and international standards of doing things (Adkins, 2018).

## Funding of TPMs

Adequate resources should be allocated during the planning phase to guarantee quality M&E. M&E's necessary human and financial resources should be incorporated in the total costs of delivering the consented objectives rather than as a separate expense (Anywahu, 2022). M&E

planning should begin at the beginning of a project or program. Monitoring and evaluation consultants must analyze their post needs while developing and planning the project to commit funding to implement critical monitoring and evaluation operations. This indicates that monitoring and evaluation planning consider every factor that must be in place to track project success (Zwikael & Globerson, 2016). Although utilizing project funds for TPMs has the advantage of embedding the third-party monitoring process in the project component, it usually affects the independence of monitors when the government does the funding (Tesfaye et al., 2017).

The budgetary allocation process deals with determining what revenues will be used to achieve what goals and objectives in M & E. Also, budgetary or fiscal allocation entails the provision of financial resources, typically in the form of money or other values, such as effort or time, to finance a program or project's monitoring and evaluation activities (Caffrey & Munro, 2017). Allocation of clear and adequate financial resources for effective M&E is imperative for the successful implementation of M&E. Therefore, appropriate budgeting methods must be employed in allocating sufficient funds for M&E. The researcher needs to consider the scope and complexity of the activities involved in the project. The project or program budget should provide a clear and adequate condition for monitoring and evaluation activities. The monitoring and Evaluation budget can be delineated within the overall project or program budget to give the monitoring and Evaluation function the due recognition it plays in project management (Mugo & Oleche, 2015).

Eyibio and Daniel (2020) indicate that the development of costs for each task should be simple and direct and consist of labor, material, and other direct costs. The cost of performing a task is directly related to the personnel assigned to the job, the duration of the job, and the cost of any non-labor items required. According to Kongere (2017), a project's budgeting must meet several requirements resulting from overall corporate consideration, such as being consistent with the project's long-term aims, consistent with the resources available, manageable, and supported by senior management. Furthermore, it would be ideal if resilience were considered while evaluating capital projects. Resilient systems decrease the likelihood of failure and breakdown costs, including detrimental.

**Project Sustainability**

Project sustainability is the ability of a project to remain in good condition and to continue providing services over the long term. Project sustainability ensures that resources are managed to ensure the current generation enjoys the benefits that accrue from the project without denying future generations the enjoyment of similar benefits. The ability of a population to sustain itself will depend on the level of resource extraction, growth, and maintenance or its degradation. The concept of sustainability in a project is characterized by pursuing a common ideal through environmental, economic, and social interconnected pillars, including the cultural, technological, and political subdomains. The concept of sustainability contains within it a duality of meeting current needs while still allowing for future needs to be met, which must be comprehended as a point of compromise and regarded as equal (Robertson, 2021).

The sustainability of a project ensures that project benefits are felt for extended periods that can justify the economic and social input invested into the project (Dobrovolskienė et al., 2017). Project sustainability is achieved if any project is designed to produce a continuous flow of outputs, outcomes, and services for a long time over its economic or useful life. Sustainability is distracted by several factors, including political, social, ownership of projects by target groups, institutional, economic, and financial elements, technical soundness, and environmental factors (Silvius, 2018).

Kahachi (2017) concluded that many environmental, social/ethical, legislative, and economic benefits are derived from integrating sustainability into project management throughout the project's lifecycle. However, there are some restrictions as the tools for integration are still under

development. The economy is viewed as a sub-system of human-social needs within an institution, with the social dimension being a sub-system of the environmental system. The wise use of environmental resources and social well-being will affect the economic element (Sánchez, 2015). Social perspective is a second pillar of 'project sustainability' without which sustainability cannot stand, as it seeks to identify and manage the key stakeholders whose needs and expectations can catalyze the project's success. Both critical internal and external stakeholders, such as employees, trade unions, customers, and suppliers, are considered valuable assets in an organization (Thomas, 2016). The environmental pillar is also known as ecological issues. It is concerned with the setting in which the people inhabit and its preservation and the extent to which humanity has negatively impacted it by its activities and needs to be up-to-date in preserving it (Elkington, 2016)..

## Empirical Literature

### Monitoring Manual Framework

Oyola and Odhiambo (2018) explored the impact of the logical framework approach on early childhood development education initiatives in the Alego Usonga Sub-County. The study adopted a cross-sectional survey design. The target population was 1217 project stakeholders. The study sample was 297 respondents. The study found a significant relationship between the logical framework approach and the performance of ECDE projects. Ouma (2015) examined the effects of the M&E logical framework tool on the program performance of selected NGOs in Nairobi County. A descriptive survey research design was adopted. The study sample was 97 NGOs selected from a target of 3650 NGO staff. Questionnaires were used to collect data. The research discovered that a logical framework is invaluable for controlling program efficiency.

Okinyi (2021) studied the role of logical framework on project success in Non-Governmental Organizations in Nairobi, Kenya. The study population was the heads of monitoring and Evaluation within the selected relief NGOs. A sample of 40 relief NGOs in Nairobi County were selected. Primary data was selected using questionnaires. Findings showed that logical framework adoption enhances project success. A logical framework promotes communication of project-related information, stakeholder participation, and setting targets. Muchelule, Iravo, and Odhiambo (2017) investigated the influence of monitoring techniques on the project performance of Kenyan State Corporations. The study used simple random sampling to select 65 state corporations. Questionnaires were used to collect data. Findings showed that Monitoring techniques have a significant effect on project performance. Munene and Kinoti (2020) investigated the influence of monitoring and evaluation approaches on the performance of maize production projects based on the Galana Kulalu irrigation project. The study concluded that the project team significantly employed result-oriented and logical framework approaches and positively and significantly affected project performance.

### Funding of TPMs

Klaus-Rosinka and Iwko (2021) assessed the role of stakeholder management in project success and sustainability in Poland. The study conducted a qualitative research design on 50 respondents. The findings established a low maturity level in construction companies handling project stakeholders. There was also a lack of stakeholder management plans that could aid the project's success. Shaukat et al. (2022) evaluated the relationship between sustainable project management (SPM) and project success with the moderating effect of stakeholder engagement and team building in Pakistan. The study utilized a descriptive research design on 323 respondents. The results revealed that SPM positively impacts project success. However, it established that the effects of stakeholder engagement and team building were insignificant. The study recommends that project managers focus on stakeholder engagement and team-building strategies and analyze essential project decisions.

Cudjoe (2019) investigated cost planning as a tool for monitoring construction projects in the government sector in the Ghana Armed Forces. The study adopted a descriptive research design. A structured questionnaire was used to collect data from 66 respondents. The study results showed that cost planning must correspond with the funds available for the projects. Cost planning was highly ranked as an effective modern technique for enhancing project delivery. Wolde (2019) assessed the effectiveness of M&E systems in agricultural development projects in Ethiopia. The study adopted a descriptive design and targeted 88 respondents. The findings established that there needed to be a better allocation of budget for M&E and low involvement of beneficiaries in M&E processes. The study recommended that the M &E personnel be involved in project design, budgeting, and capacity development.

Uwiragiye and Mulyungi (2018) evaluated the influence of the budget on project success in the Water for Life project. The study was limited to the employees of the project. A descriptive research design was used. Simple random sampling techniques were used to obtain 86 employees. The study found that when planned activities and resources are poorly implemented, the project cannot succeed, leading to failure. Similarly, it was confirmed that unclear budgets make it difficult to raise resources required to implement project activities and undertake activities as planned, affecting project success. If a budget is poorly executed, the project cannot become successful, hence leading to failure to achieve project objectives.

Ndege (2016) looked into how monitoring and evaluation methods affected the success of projects aimed at empowering women in Mombasa County's Changamwe constituency in Kenya. The sample for the study was chosen using a disproportionate stratified random sampling and a descriptive research methodology. It was discovered that the M&E budget is essential for achieving the objectives, performing as expected, and generally carrying out the project. Onyango (2017) evaluated the Monitoring and Evaluation System's performance in implementing County government initiatives. The efficacy of the M&E system for project execution in the Kirinyaga County Government was one of the dependent variables on which the researcher based the study. The study used a descriptive survey approach, with questionnaires as the major data collecting technique and county government employees as the study's target population. The study's conclusions showed that the M&E budget significantly affected how well M&E systems worked for project execution at the County Government of Kirinyaga.

Mbogo and Mirara (2022) sought to investigate the influence of budgetary allocation on the monitoring and Evaluation of humanitarian project planning. This study was a descriptive survey. Data were collected using questionnaires in a census targeting 46 employees of the International Rescue Committee. The results revealed that budgetary allocation in monitoring and evaluation activities positively impacted humanitarian project planning. Njeru (2022) examined the effect of monitoring and evaluation practices on road construction projects' performance by the Kenya National Highway Authority (KENHA) within Nairobi City County, Kenya. Descriptive and explanatory research projects were utilized. The study targeted seven road construction projects undertaken by Kenya National Highway Authority for 2015-2019 within Nairobi City County. The unit of observation was 100 management employees in the Ministry of Roads, Public Works and Transport in Nairobi City County and 7 Kenya National Highway Authority officials. The study found that budget allocation was a key performance factor. Specifically, project cost evaluation helped to determine the right budget, which positively affected the performance of road projects. Timely disbursement of funds ensured that the projects were delivered in good time.

## RESEARCH METHODOLOGY

The study was guided by a descriptive survey research design. According to KIPPRA (2021), 16 actors implement social resilient programs in Garissa County. They included national and county government agencies, non-government agencies, and financial institutions. The study unit of analysis are the agencies' project managers, project supervisors, M&E officers, and project support staff involved in the social resilience projects in Garissa County. A Census survey is undertaken in this research where all the 160 project management and team members are studied. The study used questionnaires for data collection. Data analysis was done through the Statistical Package for Social Sciences (SPSS version 26). The analysis was conducted using descriptive and inferential statistics. Descriptive statistics like percentages, frequency distribution, and mean were used. Regression analysis and Pearson correlation coefficient analysis were used to examine the relationship between the study variables.

## RESEARCH FINDINGS AND DISCUSSION

Out of which 16 were selected for pilot group leaving 144 who participated in the final study. These respondents were issued with questionnaires out of which 131 were returned forming a response rate of 90%. As explained by Sekaran and Bougie (2016), a response rate of 50% and above is adequate for analysis, 60% and above is good while that of 70% and above is excellent. Therefore, this study response rate was excellent and was used for further analysis and reporting.

### Descriptive Analysis

In this section the study presents findings on the study objectives where Likert scale questions were used. They used a 5-point Likert scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree. The means and standard deviations were used to interpret the findings where a mean value of 1-1.4 was strongly disagree, 1.5-2.4 disagree, 2.5-3.4 Not sure, 3.5-4.4 agree and 4.5-5 strongly agree. Standard deviations greater than 1 implied great deviation in data points from the mean.

### Monitoring manual and framework

The first objective of the study was to determine the effect of monitoring manual framework on the sustainability of resilience projects in Garissa County, Kenya. The respondents were therefore asked to indicate the extent to which they agreed with the statements on Monitoring manual and framework. Table 1 presents summary of the findings obtained.

**Table 1: Descriptive Statistics on Monitoring manual and framework**

| Statements | Mean | Std. Dev. |
|---|---|---|
| Monitoring tools are well assessed if they are applicable in organization activities | 3.794 | 0.939 |
| The organization consult widely on the best monitoring tools to be used | 3.583 | 0.992 |
| The organization use monitoring tools which are internationally recognized | 3.505 | 0.839 |
| Metrics are used to check risks in organization | 3.743 | 0.734 |
| The organization conducts monthly projects appraisal | 3.921 | 1.007 |
| Variance analyses are conducted on the performance, schedule and cost of project activities | 3.515 | 0.636 |
| **Aggregate Score** | **3.677** | **0.858** |

The findings shows that all the mean values were above 3.5 an indication that the respondents agreed on average with the statements provided. They specifically agreed that monitoring tools are

well assessed if they are applicable in organization activities (M= 3.794, SD= 0.939); that the organization consult widely on the best monitoring tools to be used (M= 3.583, SD= 0.992); and that the organization use monitoring tools which are internationally recognized (M= 3.505, SD= 0.839). They further agreed that metrics are used to check risks in organization (M= 3.743, SD= 0.734); that the organization conducts monthly projects appraisal (M= 3.921, SD= 1.007); and that variance analyses are conducted on the performance, schedule and cost of project activities (M= 3.515, SD= 0.636).

The findings above supported by an aggregate mean score of 3.677 (SD=0.858) shows that the respondents were of the opinion that monitoring manual framework affects the sustainability of resilience projects in Garissa County, Kenya. The findings resonate Oyola and Odhiambo (2018) who explored the impact of the logical framework approach on project performance in Kenya, indicating a significant relationship between the logical framework approach and project success. Similarly, Okinyi (2021) studied the role of logical frameworks in NGO projects in Nairobi, finding positive associations with project success. These studies provide evidence of the importance of structured monitoring frameworks, such as the logical framework approach, in enhancing project sustainability. Therefore, the findings align with existing literature, emphasizing the critical role of monitoring manual frameworks in ensuring the sustainability of resilience projects.

**Funding of TPMs**

The second objective of the study was to examine the effect of funding of TPMs on the sustainability of resilience projects in Garissa County, Kenya. Respondents gave the level to which they agreed with the statements on funding of TPMs. Table 4.6 presents summary of the findings obtained.

**Table 2: Descriptive Statistics on Funding of TPMs**

| Statements | Mean | Std. Dev. |
|---|---|---|
| The actual budget varies from the projected budget by a very small margin (accurate budget estimation) | 3.749 | 0.885 |
| The budget of projects undertaken usually provide clear and adequate provision of M & E activities | 3.751 | 0.822 |
| A realistic M & E estimation is usually undertaken when planning for projects | 3.633 | 0.742 |
| Sufficient resources are allocated to facilitate smooth M&E and TPM practices | 1.780 | 0.810 |
| Top management responds promptly to financial requests or concerns of the M&E team | 1.870 | 0.889 |
| Funds to facilitate M & E are usually provided in a timely manner | 1.784 | 0.974 |
| **Aggregate Score** | **2.761** | **0.854** |

From the findings in Table 2, the respondents agreed that the actual budget varies from the projected budget by a very small margin (accurate budget estimation) (M= 3.749, SD= 0.885); that the budget of projects undertaken usually provide clear and adequate provision of M & E activities (M= 3.751, SD= 0.822); and that a realistic M & E estimation is usually undertaken when planning for projects (M= 3.633, SD= 0.742). Respondents also disagreed that sufficient resources are allocated to facilitate smooth M&E and TPM practices (M= 1.780, SD= 0.810); that top management responds promptly to financial requests or concerns of the M&E team (M= 1.870, SD= 0.889); and that funds to facilitate M & E are usually provided in a timely manner (M= 1.784, SD= 0.974).

The findings indicating respondents' agreement on accurate budget estimation, clear provision of M&E activities in project budgets, and realistic M&E estimation align with the literature on funding of TPMs and M&E systems. Klaus-Rosinka and Iwko (2021) assessed stakeholder management's role in project success, emphasizing the importance of accurate budgeting and financial planning for project stakeholders. Additionally, Wolde (2019) evaluated the effectiveness of M&E systems in Ethiopian agricultural projects, highlighting challenges related to budget allocation. These studies collectively support the findings, emphasizing the critical nature of accurate budgeting and resource allocation for successful M&E and TPM practices.

However, the findings also reveal disagreement on sufficient resource allocation, prompt responses from top management, and timely provision of funds for M&E activities. This contradicts the literature, as highlighted by Gatumi, Ngugi, and Kinoti (2022), who examined the influence of capacity-building strategies on food security projects in Kenya, emphasizing the significance of timely resource provision for sustainability. The discrepancies between findings and literature on these aspects suggest potential challenges in resource allocation and management within the studied projects in projects in Garissa County, Kenya, necessitating further investigation to address these disparities.

**Project sustainability**

The main focus of the study was to examine third-party monitoring and its implications on the sustainability of resilience projects in Garissa County, Kenya. Respondents were therefore requested to indicate their level of agreement on the listed statements related to Project sustainability. Table 3 presents summary of the findings obtained.

**Table 4.1: Descriptive Statistics on Project sustainability**

| Statements | Mean | Std. Dev. |
|---|---|---|
| The projects have helped to improve the social capacity and standards of the beneficiaries | 3.849 | 0.845 |
| The projects have helped to improve the economic living standards of the beneficiaries | 3.743 | 0.859 |
| The projects have enhanced environmental conservation | 3.764 | 0.845 |
| **Aggregate Score** | **3.756** | **0.837** |

The findings show that the respondents agreed on average that the projects have helped to improve the social capacity and standards of the beneficiaries (M= 3.849, SD= 0.845); that the projects have helped to improve the economic living standards of the beneficiaries (M= 3.743, SD= 0.859); and that the projects have enhanced environmental conservation (M= 3.764, SD= 0.845). The findings indicating respondents' agreement on the positive impact of projects on social capacity, economic living standards of beneficiaries, and environmental conservation align with literature on project sustainability and development outcomes. Phung (2019) developed a framework for sustainable project management, emphasizing the importance of projects in improving social and economic conditions while promoting environmental conservation. Similarly, Ahmad and Alnsour (2020) studied sustainability integration into development projects, highlighting the potential positive impacts of community projects on social, economic, and environmental aspects. These studies support the findings, suggesting that resilience projects in Garissa County, Kenya, have indeed contributed to improving the social, economic, and environmental aspects of the beneficiaries' lives. By improving social capacity, economic living standards, and environmental conservation, these projects contribute positively to the overall well-being and sustainability of communities in Garissa County, Kenya.

## Correlation Analysis

The study computed Correlation analysis to determine the strength and the direction of the relationship between the variables being studied. If the correlation values are r = ±0.1 to ±0.29 then the relationship between the two variables is small, if it is r = ±0.3 to ±0.49 the relationship is medium, and when r= ±0.5 and above there is a strong relationship between the two variables under consideration. The significance of the relationship was tested at 5% level of significance with p-values less than 0.05 suggesting there exist a significant correlation between the variables. Table 4 presents the findings obtained.

**Table 4: Correlation**

| | | Project sustainability | Monitoring manual framework | Funding of TPMs |
|---|---|---|---|---|
| Project sustainability | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| | N | 131 | | |
| Monitoring manual framework | Pearson Correlation | .734** | 1 | |
| | Sig. (2-tailed) | .000 | | |
| | N | 131 | 131 | |
| Funding of TPMs | Pearson Correlation | .762** | .811** | 1 |
| | Sig. (2-tailed) | .000 | .102 | |
| | N | 131 | 131 | 131 |

The correlation analysis results also indicate a strong positive correlation ($r = 0.734$, $p < 0.05$) between the monitoring manual framework and sustainability of resilience projects in Garissa County. This suggests that a well-established monitoring manual framework is associated with better project performance. This finding supports Oyola and Odhiambo (2018), who emphasized the importance of structured monitoring frameworks, such as the logical framework approach, in enhancing project performance.

The correlation analysis further indicates a highly significant positive correlation ($r = 0.762$, $p < 0.05$) between the funding of TPMs and sustainability of resilience projects in Garissa County. This suggests that adequate funding allocated to third-party monitoring initiatives is associated with better projects sustainability. This finding supports literature on stakeholder management and project success, emphasizing the importance of accurate budgeting and financial planning for project stakeholders (Klaus-Rosinka and Iwko, 2021).

## Regression Analysis

### Model Summary

Model summary was used to establish the amount of variation in dependent variable as a result of changes in the independent variables. In this study, model summary was used to test the amount of variation in sustainability of resilience projects in Garissa County, Kenya as a result of changes in monitoring manual framework, and funding of TPMs. Table 5 presents summary of the findings obtained.

**Table 5: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .839[a] | .703 | .694 | .34714 |

a. Predictors: (Constant), Funding of TPMs, Monitoring manual framework

The correlation coefficient (R) measures the strength and direction of the relationship between the predictor variables and the outcome variable (program sustainability). In this model, R = 0.839, indicating a strong positive correlation between the predictors and program sustainability. The coefficient of determination (R Square) represents the proportion of variance in the dependent variable (project sustainability) that is predictable from the independent variables (predictors). Here, R Square = 0.703, suggesting that approximately 70.3% of the variance in project sustainability can be explained by the predictors included in the model.

Overall, the Model Summary suggests that the regression model including Funding of TPMs, and Monitoring manual framework as predictors explains approximately 70.3% of the variance in project sustainability. The strong R value indicates a robust relationship between the predictors and the outcome variable.

**Analysis of Variance**

The ANOVA table provides information about the overall fit of the regression model and the significance of the predictors in explaining the variance in the dependent variable, which in this case is Project sustainability. The model significance was tested at 95% confidence interval. If the p-value is less than 0.05 then the model is considered significant. Table 6 presents the ANOVA findings.

**Table 6: Analysis of Variance**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 35.989 | 4 | 8.997 | 74.662 | .000[b] |
| | Residual | 15.184 | 126 | .121 | | |
| | Total | 51.173 | 130 | | | |

a. Dependent Variable: Project sustainability

b. Predictors: (Constant), Funding of TPMs, Monitoring manual framework

The ANOVA results indicate a highly significant relationship between the regression model and project sustainability ($F(4, 126) = 74.662$, $p < 0.05$). The ANOVA results indicate a p-value of 0.000, which is below the chosen significance level of 0.05. This signifies that the fitted model holds significant predictive power regarding the sustainability of resilience projects in Garissa County, Kenya. Furthermore, the substantial F-critical value of 74.662 further bolsters the significance of the model, affirming its reliability in explaining variations in project sustainability.

**Coefficients**

The coefficients were used to fit regression model. From the findings in Table 7, the regression model was fitted.

**Table 7: Coefficients**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1.232 | .218 | | 5.651 | .000 |
| Monitoring manual framework | .308 | .128 | .280 | 2.399 | .018 |
| Funding of TPMs | .425 | .079 | .468 | 5.394 | .000 |

a. Dependent Variable: Project sustainability

The coefficients were used to fit regression model. From the findings in Table 7, the following regression model was fitted.

$$Y = 1.232 + 0.308\,X_1 + 0.425\,X_2$$

The coefficient for Monitoring manual framework is 0.308 with a significance level of 0.018. This indicates that the presence of a comprehensive monitoring manual framework has a statistically significant positive impact on project sustainability. This agrees with Oyola and Odhiambo (2018) that a well-structured monitoring framework provides clear guidelines for project oversight and evaluation, which can lead to improved project outcomes and long-term sustainability.

Finally, the coefficient for Funding of TPMs is 0.425 with a significance level of 0.003. This suggests that adequate funding allocated to third-party monitors positively influences project sustainability. Klaus-Rosinka and Iwko (2021) observed that proper financial resources enable TPMs to perform their oversight duties effectively, contributing to project accountability and transparency, thereby enhancing sustainability which aligns with present study finding.

## Conclusions

The investigation into the Monitoring Manual Framework elucidates its pivotal role in shaping project sustainability. The study reveals a significant positive correlation between the presence of a comprehensive monitoring manual framework and project sustainability. This implies that the establishment of structured monitoring frameworks contributes significantly to improved project outcomes and long-term sustainability. Consequently, it is concluded that a well-developed monitoring manual framework positively impacts the sustainability of resilience projects in Garissa County.

Finally, the examination of Funding for TPMs underscores its indispensable role in project sustainability. The study reveals a significant positive correlation between adequate funding allocated to TPM initiatives and project sustainability. This implies that sufficient financial resources for TPMs positively influence project accountability, transparency, and ultimately, long-term sustainability. Hence, it is concluded that adequate funding for TPMs significantly impacts the sustainability of resilience projects in Garissa County.

## Recommendations

To enhance the effectiveness of the Monitoring Manual Framework, Garissa County should invest in the development and implementation of comprehensive monitoring frameworks tailored to the specific needs and objectives of each project. This involves regularly reviewing and updating monitoring manuals to incorporate best practices, lessons learned, and emerging trends in project management and evaluation. Furthermore, Garissa County should ensure that monitoring frameworks are user-friendly, accessible to all project stakeholders, and aligned with international standards and guidelines. By establishing robust monitoring manual frameworks, organizations can improve project oversight, performance tracking, and decision-making, thereby enhancing project sustainability.

To address the issue of Funding for TPMs, Garissa County should explore diversified funding sources and sustainable financing mechanisms to support third-party monitoring initiatives. This can involve partnering with donor agencies, philanthropic organizations, and private sector entities to secure dedicated funding for TPM activities. Additionally, Garissa County should prioritize budget allocations for monitoring and evaluation activities within project budgets, ensuring that sufficient resources are allocated to support TPM operations. By securing adequate funding for TPMs, Garissa County can enhance their capacity to conduct thorough and independent monitoring, fostering project accountability, transparency, and sustainability.

## Suggestions for Further Studies

The present study focused on sustainability of resilience projects in Garissa County, Kenya. While the findings offer valuable insights, there are areas for further exploration to enrich the understanding of project sustainability dynamics. Future studies should extend beyond the

variables examined in this research, such as Monitoring Manual Framework and Funding of TPMs. Exploring additional factors that may influence project sustainability, such as community engagement, local governance structures, or environmental considerations, could provide a more comprehensive understanding of the determinants of resilience project success.

This study specifically targeted resilience projects in Garissa County. Future research endeavors could expand the scope to include different project types, sectors, or geographic locations. Investigating the sustainability of projects in varying contexts, such as urban or rural settings, different counties, or across diverse sectors, would allow for a more nuanced understanding of the factors influencing project success. Comparative studies across different industries could offer valuable insights into the generalizability and specificity of findings.

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