THE EFFECTS OF CONTRACTUAL REQUIREMENTS ON FINANCIAL PERFORANCE OF MANDERA COUNTY GOVERNMENT HEAD OFFICE PROJECT

BY

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DECLARATION AND PPROVAL

Declaration by the student

This project is my original work and has not been presented for a degree in any other University or for any other award.

Sign _ _ Date __10th Oct, 2023___

Billow Hassan Ali

MAME/2020/62190

Approval by the Supervisor

I confirm that the work reported in this project was carried out by the candidate under my Supervision.

Sign Date 10/10/23

Dr. Naomi Nduta Njoroge

DEDICATION

I dedicate this study to my great mother, my amazing wife, and my children as a token of my appreciation for their unwavering support and encouragement during my entire scholastic journey.

ACKNOWLEDGEMENT

I am appreciative of God Almighty's generosity and the strength that allowed me to do this task. I sincerely and truly value the guidance and commitment my supervisor, Dr. Naomi Nduta Njoroge, gave me in order for me to complete this task. I thank Mount Kenya University's management and my fellow students for sharing their knowledge with me. Lastly, i would like to present my gratitude to the administration County Government of Mandera for allowing me to carry out this research.

ABSTRACT

The study's purpose was to evaluate the effects of contractual requirements on financial performance: a case study of Mandera County Head Office. A project to build the head office of the Mandera County Government. The objectives was to determine the effect of compliance with regulations and standards on the Mandera County Government Head Office Project's financial performance. To determine the effect on compliance with pre-qualification procedures of the Mandera County Government Head Office Project's financial performance. To investigate the effect of compliance with supervision practices on the financial performance of the Mandera County Government Head Office Project and to determine the effect of contract definitioncontracts on projects financial performance of Mandera County Government Head Office Project. Agency Theory, Strategic Choice Theory served as the theories that's guided the study. For this study, a case study research design was adopted. There were 120 responders in the target population. The study employed a stratified random sampling technique. The study made use of the sampling table found in Appendix III by Krejcie and Morgan (1970), which shows that 92 is the sample size when the population is 120. The information was gathered through surveys, secondary sources, and annual reports. Quantitative methods were used to analyze the data. The SPSS program, version 21, and descriptive statistics like the mean, percentages, and standard deviation were used to examine the quantitative data. The dependent and independent variables in the study were compared using variance analysis and multiple regression analysis. The results of the analysis were displayed in tables. The study found out that respondents perceive the companies undertaking the projects to have some level of experience. The companies taking part in the bidding process, according to the respondents, are participating at a somewhat lower level. The majority of respondents think that oversight procedures have a significant impact on a project's financial performance. The majority of respondents firmly concur that contract definitions can significantly affect a project's financial performance. It can be concluded that respondents generally perceive the companies undertaking the projects as having some level of experience. Respondents generally believe in the importance and effectiveness of pre-qualification practices in project management. Respondents generally believe in the importance and effectiveness of supervision practices in project management. Most respondents concur that contracts with clear definitions improve projects' financial performance. The study recommends that companies involved in these projects should communicate their experience, reputation, financial stability, and compliance with regulations more effectively to alleviate any concerns among stakeholders. Companies should work on promoting their participation in the bidding process to improve their perception among stakeholders. Companies should communicate their effective supervision practices more effectively to stakeholders, emphasizing the impact on financial performance and the avoidance of delays. Given the importance of clear contracts in project management, it may be beneficial to focus on improving contract clarity and communication regarding financial aspects and associated penalties.

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LIST OF ABBREVIATIONS AND ACRONYMS

DoD: Department of defense

GDP: Gross Domestic Product

PPP: Public Private Partnership

US: United States

THE EFFECTS OF CONTRACTUAL REQUIREMENTS ON FINANCIAL PERFORANCE OF MANDERA COUNTY HEAD OFFICE CONSTRUCTION PROJECT

CHAPTER ONE

1.0 Introduction

This chapter focuses on the study background, study problem statement, study purpose, study objectives, research questions, significance of the study, Scope of the Study, Study Limitations, study delimitations, study assumptions and Operational Definition of Key Terms.

1.1 Background to the Study

In order to carry out their mandates and carry out their plans, United Nations system entities awarded more than US $16 billion in contracts for goods and services in 2013. This compilation of materials serves as an example of the level of risk exposure that companies encounter when collaborating with contractors (Muute, 2019). Managing contracts is still a vital and active duty for the US Navy and the US Department of Defense (DoD), in particular. The Department of Defense (DoD), the primary contracting agency for the US government, spends an increasing amount of money on purchasing goods and services. In fiscal year 2019, the Department of Defense committed $290 billion in contracts for critical weaponry, equipment, and services, with the US Navy providing $84 billion of those contracts. The Federal Procurement Data System-Next Generation (2019) lists important defense weapon systems, sophisticated IT systems, professional and administrative services, and commercial goods. The DoD procurement workforce professionals manage millions of contract actions for the acquisition of necessary goods and services.

A recent BearingPoint research found that European businesses do not prioritize contract management. The study, which is based on data from more than 100 organizations in 18 countries, reveals low levels of centralization and investment in contract management resources and procedures (Ola and Michael, 2017). These are interesting results that go against some previous understanding. Everyone is aware of the stark differences in European perspectives regarding contracts and business management, of course. These are typical places inside common law countries, however the circumstances elsewhere are very different. While many corporate units have not, some may decide to employ experts in contract or negotiation. According to Rasheli's (2017), business divisions generally function with a great deal greater autonomy.

Building roads is costly in many of these developing nations, such as Rwanda, Uganda, Kenya, the Democratic Republic of the Congo, etc., and as a result, the final roads are frequently of low quality. The main reason for this is that monopolies are frequently held by providers of building materials and services, which increases inefficiencies and lowers quality. According to Pheng and Quan (2016), contract management is challenging in Sub-Saharan Africa since contractors don't always fulfill their commitments as specified. Most of them don't have enough employees, equipment, or money. Part of the problem can be attributed to inadequate funding and contract management, which regularly leads to project cancellations and the World Bank ceasing to sponsor several road projects.

The Kenyan government is the only buyer of goods, services, and labor in the country, just like the vast majority of governments worldwide. Kenya allocates over thirty percent of its yearly national budget to procurement. As a result, public procurement is essential to Kenya's economy and a major force behind economic growth. Every public entity, including the government, must make prudent and effective use of the few resources available to them (Njau and Omwenga, 2019). The government of Kenya has wasted hundreds of millions of tax payer dollars over the past eight years with little to show for it. The reasons for these losses might be attributed to canceled contracts, subpar service, shelved projects, or contaminated product delivery. Verified data indicates that the Kenyan government exclusively dedicates 10% to 30% of its GDP on procurement. Five percent of that sum is lost as a result of poor contract administration. The government's capacity to borrow money was severely restricted by the World Bank and the International Monetary Fund as a result of these economic conditions, which caused a 2.1 percent decline in economic growth (Njau and Omwenga, 2019).

When analyzing how contractual obligations affect the Mandera County Head Office project's financial outcomes, there may be several study gaps that warrant further investigation. A thorough analysis of the contractual requirements associated with the Mandera County Head Office project is necessary. Analyzing the administration and compliance of contractual requirements throughout the project lifecycle is important. This involves studying the effectiveness of contract administration processes, including documentation management, record-keeping, and adherence to reporting obligations. Understanding the impact of contract administration practices on financial performance can help identify areas for improvement and risk mitigation (Moffat and Mwangangi, 2019).

1.2 Statement of the Problem

Most countries in the world have made contract management for government projects standard practice; but, in others with inadequate industries for independent contractors, construction projects are usually mandated or awarded to state construction agencies through negotiation. Monopoly control among suppliers of building materials and services leads to high prices and poor quality in many of these countries, as well as increasing inefficiencies and drops in the quality of the products (Sabiti and Mulyungi, 2018).

Rasheli (2017) conducted a study on procurement contracts management in Tanzanian local government bodies (LGAs) using a transaction cost approach. The results of the study showed that the costs related to procurement contract management were influenced by low accountability, ineffective public procurement chains, limited competition, openness, and efficiency. But instead of paying any attention to KeNHA, the study concentrated only on the Tanzanian context. Moffat and Mwangangi (2019) looked into how Kenya's Kiambu County performed in relation to contract management practices. The study's findings demonstrated the positive and significant effects of cost and contract relationship management on performance. The study carried out by Kwamesa, Magutu, Nyamwange, Ongeri, Bosire, and Nyaoga (2021) aimed to determine the extent of CMS implementation in Kenya and the influence of contract management strategies on project success in the country. The results of the study showed a strong and positive relationship between successful projects and contract management techniques. The report also shows that the implementation of CMS had an impact on 83% of KEN-HA projects' performance.

Rasheli's (2017) study overlooked the examination of similar issues within the Kenya National Highways Authority (KeNHA) context. This omission suggests a potential gap in the literature regarding the application of transaction cost approach to contract management in the context of KeNHA. Moffat and Mwangangi (2019) study shows there appears to be a gap in terms of generalizability to other counties or contexts within Kenya. Kwamesa, Magutu, Nyamwange, Ongeri, Bosire, and Nyaoga (2021) study seems to overlook a comparative analysis with other similar organizations or sectors. Investigating the adoption and impact of contract management techniques across different sectors or organizations could help identify best practices and areas for improvement in contract management practices more broadly.

1.3 Purpose of the Study

The purpose of the study was to evaluate the effects of contractual requirements on financial performance: a case study of Mandera County Head Office

1.4 Research Objectives

i. To determine the effect of compliance with regulations and standards on projects financial performance of Mandera County Government Head Office Project.

ii. To establish the effect of compliance with pre-qualification practices on projects financial performance of Mandera County Government Head Office Project.

iii. To investigate the effect of compliance with supervision practices on projects financial performance of Mandera County Government Head Office Project.

iv. To determine the effect of contract definition on projects financial performance of Mandera County Government Head Office Project.

1.5 Research Questions

The purpose of this study was to particularly address the following queries:

i. How does compliance with regulations and standards affect financial performance of Mandera County Government Head Office Project?

ii. How does compliance with pre-qualification practices influence financial performance of Mandera County Government Head Office Project?

iii. How does compliance with supervision practices affect financial performance of Mandera County Government Head Office Project?

iv. How do contracts definition influence financial performance of Mandera County Government Head Office Project?

1.6 Significance of the Study

This research benefited the following stakeholders;

Mandera County Government: The research will offer insightful data on the impact of contractual requirements on financial performance. It can help the county government identify any inefficiencies or bottlenecks in their contract management processes that may be negatively affecting their financial performance. By understanding the factors that influence financial performance, the government can make informed decisions to improve contract management practices and optimize financial outcomes.

County Officials and Procurement Department: The study will specifically benefit county officials and the procurement department responsible for managing contracts. It will shed light on the key requirements that impact financial performance, such as cost control, transparency, accountability, and adherence to contractual obligations. Armed with this knowledge, officials and procurement staff can develop better strategies and guidelines for contract management, ensuring compliance with requirements and maximizing financial efficiency.

Contractors and Suppliers: The study's findings will provide contractors and suppliers with a deeper understanding of the contractual requirements that influence financial performance. This knowledge allows them to align the practices and performance with the specific requirements set by Mandera County. Contractors can optimize their operations to meet these requirements, leading to improved financial performance and increased chances of securing future contracts.

Taxpayers and Citizens: The study's outcomes will indirectly benefit taxpayers and citizens of Mandera County. By improving the financial performance of the County Head Office through better contract management, there is a potential for cost savings and increased revenue generation. This, in turn, can lead to more efficient allocation of public funds, improved service delivery, and the realization of development projects that directly benefit the community.

Researchers and Academia: The research may add to the corpus of knowledge already available in contract management and its impact on financial performance. Researchers and academia can use the findings to expand their understanding of the subject, explore new avenues for research, and develop frameworks and best practices that can be applied in similar contexts. This can lead to advancements in contract management theory and add to the field's overall body of knowledge.

1.7 Scope of the Study

Mandera County, county number 9, is bordered to the north by Ethiopia, to the east by Somalia, and to the south by Wajir County. It is situated in the northern region of Kenya. This is where the research was carried out. The study's geographic focus was on Tanzania's Mandera County and a few county government ministries. During the months of June 2021 and June 2023, the study's theoretical focus will be on agency theory, contract theory, strategic choice theory, and contingency theory. The study explored various indicators and measures of financial performance within Mandera County Head Office and associated ministries. This may include aspects such as budget utilization, cost efficiency, and financial accountability.

1.8 Study Limitations

Limited generalizability: The study findings was specific to Mandera County Head Office and was not directly applicable to other organizations or contexts. In order to establish the relevance and generalizability of the findings outside of the confines of the particular case study, the study includes a thorough evaluation of the body of prior research in order to mitigate this restriction. Additionally, the study provided insights and recommendations that are transferable to similar organizations or contexts.

Limited stakeholder perspectives: The study's findings were influenced by the perspectives of a limited number of stakeholders, such as county officials, procurement officers, and contractors, potentially overlooking the viewpoints of other relevant parties. To address this limitation, the study employed a diverse range of stakeholders in data collection, including representatives from different departments, contractors, suppliers, and end-users. This provided a more comprehensive knowledge of the impacts of contractual requirements on financial performance.

External factors: The study does not properly take into account outside variables that affect financial performance, such as changes in economic conditions or political dynamics. While it was a challenging to control for all external factors, the study can acknowledge their potential influence on financial performance and consider them as part of the analysis. Sensitivity analysis was conducted to assess the potential impact of external factors and give a more subtle explanation of the results.

1.9 Delimitations

The primary areas of interest for the research were contract management procedures and project financial performance. Variables in contract management procedures and project financial performance include subcontracting procedures, pre-qualification techniques, monitoring procedures, and regulations procedures.

1.10 Assumptions of the Study

The current study was predicated on the notion that contract management practices were present in Mandera County and affected project financial performance. The study assumed that the participants provided accurate information. It was anticipated by the study that participants were able to engage in the research and provide their candid thoughts.

1.11 Operational Definition of Key Terms

Contract Management Contract management in relation to the financial performance of the Mandera County Government Head Office Project involves the systematic oversight and administration of all contracts associated with the project to optimize financial outcomes (Rasheli, 2017).

Financial Performance Financial performance refers to the evaluation of how well an organization manages its finances to achieve its objectives effectively and efficiently. In the context of the Mandera County Government Head Office Project, financial performance assessment would involve analyzing various financial metrics and indicators to gauge the project's fiscal health and effectiveness in achieving its goals (Ola and Michael, 2017).

Regulations and standards In the context of contract management for the Mandera County Government Head Office Project, several regulations and standards may be relevant to ensure compliance, transparency, and effective financial performance (Ndumia, 2015).

Pre-qualification practices In the context of the Mandera County Government Head Office Project's financial performance, pre-qualification practices play a crucial role in ensuring that contractors and suppliers selected for the project are financially stable, capable, and reliable (Debelo and Weldegebriel, 2022).

Supervision Practices	Supervision practices in the context of the Mandera County Government Head Office Project refers to the methods and strategies employed to oversee and manage the execution of project activities to ensure adherence to budgetary constraints, financial goals, and performance targets (Pheng and Quan, 2016).
Sub- Contracting Practices	Subcontracting methods, as they relate to the financial performance of the Mandera County Government Head Office Project, involve the primary contractor hiring outside subcontractors to complete particular tasks or segments of the project (Salome, 2018).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This part highlights diverse scholars' empirical studies and theoretical viewpoints on the contract management practices and the performance of project: A case of Mandera county government head office project.

2.2 Empirical Review

An empirical review, in the context of research and academia, typically refers to a detailed examination and analysis of existing literature, studies, and data related to a specific research question or topic. This review involves the systematic collection and evaluation of empirical evidence, which includes data gathered from direct observation or experimentation.

2.2.1 Effect of compliance with regulations and standards on projects financial performance

The rules set forth by the government are similar to construction project designs. They set forth the rules and specifications that must be adhered to in order for building projects to be completed sustainably. Regulations make sure that building projects don't harm the environment too much. Progressive government regulations and continuous oversight are necessary for the building sector to adapt to the changing needs of society and the times. Stakeholder participation and education boost these strategies' efficacy (David, Queen, and Samson, 2019).

A study by David et al. (2019) examined the performance of government construction projects in Kenya in relation to the moderating influence of regulations. The study used a descriptive study approach and simple random selection to pick a sample of registered architects and project managers who were working on government initiatives in Nai-robi, Kenya. Consequently, the government building projects act as the analytical unit while Nairobi's 728 registered architects and project managers function as the observation unit. There were 251 people in the sample. Both quantitative and qualitative data were produced by the study. SPSS was used to evaluate the data that was collected via questionnaires. The study's conclusions show a strong and positive relationship between the effectiveness of government building projects in Kenya and the moderating effect of laws. The results of the study showed that government regulations in Kenya had a statistically significant moderating effect on the performance of government construction projects. Keywords: performance, rules, Kenya, and project.

Odhiambo, Cheruiyot, Matthew, and Winja (2022) conducted a study to determine how the regulatory environment influences the implementations of building development programs in Kenya's Muranga County. Using a descriptive research approach and simple random sampling, the study selected competent and licensed engineers, architects, builders, site managers, and employees working on Muranga building projects in order to precisely identify and characterize each party's position in the sector. It also randomly selected 10% of each board and one officer in a management position from each of the previously stated companies, for a total of 158 respondents (Odhiambo et al., 2022). Over a six-month period, from November 2021 to April 2022, the study was carried out. The treated population, which included a range of sampled construction projects and the sampled employees working in the offices of the various regulatory organizations, was surveyed using a questionnaire. Tools for data analysis, such as descriptive, test statistical, and inferential analysis, were conducted using SPSS. The study's findings demonstrated that the performance of building construction projects in Murang'a County was significantly impacted by the regulating organizations BORAQS, EBK, and NEMA (Odhiambo et al., 2022).

The study's findings demonstrated that in order to increase adherence to permission standards, the Murang'a County administration evaluates potential fines against rogue developers before granting building and occupancy licenses. Relevant agencies such as the public health and physical planning departments provide these approvals. Even if the regulatory framework established to manage building projects for quality purposes was in compliance, the study indicated that the regulatory authorities were unable to censure or punish non-compliance (Odhiambo et al., 2022). The study concluded that regulatory frameworks requiring construction businesses to participate in constructive activity effectively improved compliance before any major concerns could occur based on its findings. According to the study's findings, the building industry's failure to improve its adherence to the legal framework was caused by the relevant entities' incapacity to penalize disobedience (Odhiambo et al., 2022).

Pedo (2018) investigated the effectiveness of public-private partnerships in Kenyan road projects. both research that details the designs used in the study to investigate the problem and exploratory research. 111 organizations that took part in PPP projects as funders, interested parties, project implementers and regulators in the road industry made up the study's participants. Because the population was not uniform, The research functioned as an exhaustive census of the people. Semi-structured, self-administered questionnaires were used to collect the data. The study found that, based on the regression model, the regulatory environment had a significant and positive impact on how effectively PPP worked on road projects in Kenya. Furthermore, government policy tempered the relationship between Kenya's regulatory framework and the success of public-private partnerships in road construction. The study's suggestions state that in order to promote innovation in public-private partnership procurement frameworks, the legislative framework should be modified to give contracting authorities more latitude and fewer unduly restrictive requirements.

2.2.2 Effect of compliance with pre-qualification practices on projects financial performance

The selector plays a major role in determining the suitability of a project's outcome. To prevent selecting an incompetent contractor, the qualifications of contractors must be assessed through pre-qualification before submitting a tender. Nonetheless, bias and ambiguity are present in the pre-qualification process. This has led to the creation of several methods to address the pre-qualification issues. To help in choosing of preliminary qualification metrics while maintaining the project and the client's objectives in mind, it is important to consider the way the pre-qualifying criteria effect the criteria for project success before building these kinds of models (Acheamfour, Kissi, Adjei-Kumi, 2019).

Acheamfour et al. (2019) investigated the relationship between project performance and pre-qualification standards for factoring in contractors. Data indicated a substantial relationship between contractor pre-qualification and project performance. Implications for Practice It is clear that the lowest bidder selection method will not yield the intended results for a project. Because these criteria have been shown to significantly correlate with project performance, it is advocated that the contractor's technical qualifications, experience, commitment to health and safety, and managerial skills be given more weight. This research expands the body of literature on the mutually beneficial relationship between pre-qualification and project success by illuminating the ways in which different pre-qualification standards can influence project success standards.

The impact of supplier prequalification on the accomplishment of procurement projects in Kenya's judiciary was investigated by Limo, Iravo, and Langat (2017). Prequalification procurement is a risk management tactic used by procuring entities to reduce supplier risks such as inability to meet safety requirements and delivery schedules, litigation costs resulting from unsuccessful or canceled tenders, insolvency of suppliers, technical competences and resource limitations, and costs related to resource constraints. The primary goal of prequalification procurement is to eliminate possible bidders who cannot fulfill the conditions of the contract. The goals of the study were to ascertain the effects of cycle time, product/service quality, and overall cost on the judiciary's procurement process performance. The results show that the regression model as a whole, with a p value of 0.00 and an F-value of 39.96, is significant at 5%. Therefore, there was a considerable contribution from the combined independent variables to the prediction of the factors influencing the procurement process' efficacy. Cycle time accounted for 41% of the total, while costs and the caliber of the goods or services contributed 27% and 12%, respectively. It comes to 0.512. The major goal of prequalification is to reduce costs and risk for both purchasing entities and suppliers by learning more about certain supplier groups.

In order to gain a better understanding of these preemptive qualifying criteria and their connections to contractor project performance, Doloi (2009) employed a systematic study approach to uncover 43 affecting technical variables. In selected construction projects, a structured questionnaire survey was employed to determine the relative importance and implications of the attributes. The factor analysis revealed seven critical success factors for contractors: controls, planning, quality management, risk management, performance, organizational competency, workforce soundness, commitment, and dedication. The results of multiple linear regression analyses show that the performance of contractors in terms of cost, quality success, and time is highly influenced by working capital, time spent in the organization, work practices, and technical expertise. Together with a thorough understanding of a contractor's performance, these findings could help create company policies or increase our understanding of prequalification techniques used in contractor selection for projects.

Salome and Caleb (2018) looked into how Kenya's National Construction Authority's contractor prequalification requirements affected the way house construction projects were carried out. The study's target population consisted of 66 respondents, or 60 members of the project team and 6 project supervisors. To establish the sample size, 66 people were asked to participate in a survey. The major data used in the study was gathered via questionnaires. In order to evaluate numerical data, descriptive statistics were applied. Content analysis was used to assess qualitative data based on topic regions. The study states that because the contract owner prequalifies them, they adhere to the project parameters, which leads to improved project performance. Prequalification techniques, according to the report, guarantee that projects are finished in a sequential manner by selecting the best contractors who possess the requisite expertise.

Ola and Michael (2017) looked into how Nigerian civil engineering projects' quality performance was affected by contractor prequalification standards. The data used was provided by quantity surveyors and civil/structural engineers speaking on behalf of the client. The data were evaluated using the regression approach. The results indicate that there are two different kinds of correlations between the prequalification standards that contractors employ and the caliber of civil engineering project performance. As a result, the contractor prequalification requirements have a range of implications for the civil engineering projects' quality performance. Prequalification standards for contractors have varying degrees of ability to predict the quality performances of civil engineering projects. Certain prequalification criteria used by the contractors turned out to be inadequate, and certain variables have shown to be significant indicators of the caliber of civil engineering projects while others have not. Weak predictors were therefore advised to receive less attention because of their small impact on the performance quality of civil engineering projects. Since they have a major impact on the success of civil engineering projects, it is important to highlight the significance of strong predictors of quality performance.

2.2.3 Effect of compliance with supervision practices on projects financial performance

Rigorous supervision practices help ensure that project activities adhere to the planned budget. Through regular monitoring and oversight, supervisors can identify potential cost overruns or deviations from the budget early on, enabling prompt corrective action. This proactive approach to financial management helps maintain the project's financial health and can prevent unnecessary financial strain (Muute, 2019). Supervision practices play a crucial role in identifying and mitigating risks that may impact project financial performance. By enforcing compliance with risk management protocols, supervisors can anticipate potential financial risks and implement measures to prevent or minimize their impact. This includes assessing and addressing potential financial risks such as delays, resource shortages, or unforeseen expenses, ensuring that the project stays on track financially (Njau and Omwenga, 2019).

Effective supervision practices involve monitoring the quality of work and deliverables throughout the project lifecycle. By ensuring compliance with quality standards and specifications, supervisors can minimize the likelihood of costly rework or project failures. This contributes to maintaining the project's financial performance by preventing additional expenses associated with rectifying substandard work or addressing customer dissatisfaction (Kimingi, and Olango, 2020). Compliant supervision practices facilitate prompt decision-making and issue resolution, which can have a direct impact on the project's financial performance. Timely identification and resolution of project-related issues can prevent delays and cost overruns, ensuring that the project remains within the allocated budget and timeline. Swift action in response to emerging challenges can help maintain financial stability and prevent the escalation of financial risks (Salome, 2018).

Proper supervision practices also involve communication and coordination with stakeholders. Satisfied stakeholders are more likely to support the project financially and may provide additional funding or resources if needed. Supervisors collect valuable data on project progress. This data can be used for informed decision-making, allowing for adjustments that can improve financial outcomes (Muute, 2019). Through effective supervision, project managers can optimize the allocation of resources, including labor, machinery, and materials. This helps in preventing resource wastage and reducing unnecessary expenses. Compliance with supervision practices includes thorough documentation and reporting. This documentation can be essential in justifying project expenses, demonstrating adherence to regulatory requirements, and facilitating financial audits (Salome, 2018).

Researchers Njau and Omwenga (2019) looked into how project management approaches affected Kenyan construction projects' ability to be completed successfully. In this study, a descriptive survey design was employed. The study's target population consisted of the 703 capital-intensive building construction projects executed by licensed architectural, quantity surveying, and engineering firms. 96 projects were selected for the study using stratified selection. The sample size was calculated using the formula developed by Krejcie and Morgan. This study used original data that was gathered using a questionnaire. The questionnaires were self-administered with the help of research assistants. Descriptive statistics, such as means, standard deviations, and percentages, were used in the data analysis. After the data was gathered via questionnaires, it was edited, handled blank replies, processed, categorized, and input using SPSS, a statistical tool for social sciences computer application. The results of the study demonstrated a high and positive correlation between top management support, communication, resource planning, monitoring, and building construction project implementation in Kenya.

Salome (2018) investigated the relationship between contract management practices and home construction project success in Nairobi County, Kenya. The study concludes that because the contractor had to prove its business acumen in front of the owner during prequalification, it was able to concentrate on certain building projects after passing prequalification and being shortlisted. Supervision is a key element in preventing accidents. Typical responsibilities of a supervisor include making decisions, assigning tasks, monitoring performance and compliance, encouraging teamwork, and assuming leadership roles. The primary purpose of subcontractors was to provide skilled labor at low costs, reduce the workload and financial strain on contractors, and provide low overhead. Subcontractors sometimes find themselves unable to perform to the best of their abilities due to unfavorable project conditions and poor project management on the part of the principal contractor.

Kimingi and Olango (2020) conducted research in Uasin Gishu County to ascertain the effect of project supervision on the productivity of road construction. Finding out how project supervision affected the performance of road construction projects was the main goal of the research. The basis was the project management competency hypothesis. In this study, a descriptive survey design was used. The target population for the study consisted of 108 respondents. There were 47 contractors, 23 supervisors, and 13 engineers from County Roads, 10 from KeNHA, 7 from KURA, and 8 from KERRA who could be reached. The census approach, which included all respondents, was adopted in this study because the target group was small and manageable. Semi-structured questionnaires were used in this study to collect primary data from respondents. A pilot research was conducted in Elgeyo Marakwet County, and ten questionnaires, representing 10% of the population, were delivered. Descriptive statistics were utilized to display the data as graphs and pie charts. Using inferential statistics, the relationships between the independent and dependent variables of the study were presented. The data analysis was presented using tables and graphics. The research enhanced the monitoring of the well-planned and superior road performance construction initiatives.

Muute (2019) looked on how project planning techniques affected building project success in Nairobi City County, Kenya. The results of the study demonstrated that most companies believe that human resource management is important and that project teams need to be trained. The results showed that the project was successfully finished and that there was enough money put aside. Additionally, the study demonstrated that the project's goal had been appropriately specified and that all of the allotted raw resources had been utilized. Muute (2019) investigated the relationship between project planning procedures and building project performance in Nairobi City County, Kenya. The results of the study demonstrated that most companies believe that human resource management is important and that project teams need to be trained. The project was successfully finished, and the results indicated that the allocated funds were adequate. The study also demonstrated that the project's intended objective and the materials' allotted resources had been fully accomplished.

Koske and Atembo (2018) carried out a study to find out how supervision affected the employees' performance at the KETEPA Company. The results of the study demonstrated that supervisors may assign authority to subordinates in order to enhance performance; this assignment of responsibility compelled subordinates to adapt to a range of work settings and participate actively in their organizations. According to the study, workplace collaboration increases worker productivity. Since worker productivity reduces conflict and improves efficiency, worker productivity increases organizational productivity. According to the study, management should provide supervisors the authority they require in order for them to successfully carry out their supervisory responsibilities, since supervision is essential to ensure that authority is assigned with little opposition from the workforce. Delegating authority might involve making decisions on how to handle employees under observation, giving them resources, and promoting efficient work output. If organizations wish to fully benefit from collaboration on employee performance, they must ensure that staff members have the necessary abilities for leadership, personnel management, forming connections with others, communication, and problem-solving.

2.2.4 Effect of contract definitioncontracts on projects financial performance

Contract definitioncontracts play a crucial role in project financial performance. By having precise, comprehensive, and unambiguous contracts, projects can establish a strong framework for financial management and risk mitigation. This clarity reduces the likelihood of costly disputes, helps manage project scope effectively, ensures timely payments, and enables smoother project execution, ultimately contributing to improved financial performance (Debelo and Weldegebriel, 2022). Debelo and Weldegebriel (2022) carried out an investigation to look at the method big contractors employ to choose subcontractors and evaluate how this relationship affects project outcomes. In order to investigate the underlays characteristics that influence the quality of construction projects and the relationship between the principal contractor and subcontractors, this study used a descriptive survey approach. According to the study's findings, most contractors use subcontractor to carry out what they do. As a result, how well the building endeavor turns out is greatly influenced by the choice and management of subcontractors. It was also found that the subcontractor often completed between 20% and 50% of the project. Generally speaking, principal contractors employed subcontractors to supply skilled labor, cut overhead, and lessen their own workload and financial strain.

Njenga (2017) examined how contractor associations with TQM techniques affected the Kenyan construction industry. The results showed that client-contractor relations had the biggest impact on TQM practices, the construction industry in Nairobi County has procedural obstacles, and the TQM concepts of management and customer focus were most frequently applied. The investigation's findings demonstrate that contractor relationships have a favorable influence on TQM practices in the Kenyan construction industry. According to the survey, contractors should prioritize client focus and management while implementing overall quality management in their job. Together with the customer, construction businesses can accomplish total quality management and meet the client's quality expectations during the construction process.

Dalia, Mohamed, Karim, and El-Dash (2022) studied the main problems that occur between contractors and subcontractors of major Egyptian construction projects. The poll asked about determining fault allocation for factors that lead to disputes as well as what constitutes a productive main contractor-subcontractor contact. A statistical analysis of the observations made by survey respondents was carried out using SPSS software. Each element's mean score, relevance levels, and rankings were determined using the Kruskal-Wallis test, and p-values were generated to compare the projects' parties. Furthermore, the significance of every element on the questionnaire was determined. The results of the study showed factors that enhance relationships, including timely contract progress payments; problems with main contractors, such as delays in contract progress payments; problems with subcontractors, such as work delays; and problems with multiple sources, such as increases in labor and material prices. The results showed more reliable and better boundaries for homogeneity across all sources, including contractual, financial, work performance, and other sources.

To enhance project performance in the South-South region of Nigeria, Ujene, Achuenu, and Abakadang (2019) carried out a study to ascertain the degree of subcontracting utilization in the delivery of building projects. The mean item score, percentages, and the Kruskal Wallis Rank test were used to analyze the gathered data. According to the report, the most frequently subcontracted job categories are electrical installation, plumbing, and roofing, with very high levels of subcontracting employing a zone. Furthermore, it was demonstrated that subcontracting had the biggest influence on quality in comparison to time and cost. The effectiveness of the client's team representative, progress payment delays, and misinterpretations of the client's needs are among the factors that have been demonstrated to have a significant impact on the performances of subcontractors and projects.

2.3 Theoretical Framework

A theoretical framework offers a conceptual foundation for comprehending and evaluating a study issue. It is made up of a number of related ideas, definitions, and claims that give an organized perspective on things. Researchers use theoretical frameworks to guide their research, organize their thinking, and make sense of complex phenomena by establishing relationships between different variables and concepts.

2.3.1 Agency Theory

In organizational theory and economics, agency theory is an extensively studied idea that has been developed throughout time by a number of scientists. But two well-known individuals who helped formalize and popularize agency theory are financial economist William H. Meckling and economist Michael C. Jensen. Their seminal work, "Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure," appeared in the Journal of Financial Economics in 1976 and is what made them famous.

The agency theory investigates whether a contract exists when one or more principals choose others to carry out a range of responsibilities on their behalf. When it comes to maximizing profit, the agent's choice and the principals' welfare usually differ. In this partnership, managers are more interested in promoting corporate growth and overall private consumption than owners are in optimizing the value of their shares (Ruhnka and Bo-erstler, 2021). In this agent-principal relationship, their primary objectives are to ensure that they may maximize their usefulness while making the fewest financial expenditures. In the event that alternatives are needed, the principle and the agent will determine a plan of action that ensures an increase in their utility prices. Investing in information systems that highlight aspects of the behaviors that the agent elucidates to principals is crucial. Here, auditors assess whether the financial statements the agents produced for the principal accurately represent the company (Edmans and Gabaix, 2020).

Partnerships should be set up in accordance with the Agency Theory, wherein one participant determines what has to be done and another person actually completes the assignment. According to agency theory, the principals and agents are equally driven by their own interests. It is inevitable for agency theory to have internal conflicts due to this self-interest assumption. Therefore, if both parties are motivated by self-interest goals that are in conflict with or completely at odds with those of the principal, agents are likely to act in their own best interests. But agents can only operate in their principals' best interests (Khanna and Poulsen, 2021).

2.3.2 Strategic Choice Theory

Strategic Choice Theory was developed primarily by Charles Lindblom, a political scientist, in the mid-20th century. Lindblom's seminal work on this theory, "The Science of Muddling Through," was published in 1959. The relationship between an organization's actions and results is thoroughly elucidated by strategic choice theory. The relationships between performance, management choices, and all environmental interactions are explained in detail by this theory. This theory states that corporate surroundings and decisions made by upper management have an effect. Senior management makes the decision on whether to adopt a given practice and how it will impact output. Achieving the firm's goals requires making or purchasing decisions that strike a balance between value and reliance. It offers suggestions on how to put construction contract management decisions into practice in order to improve the caliber of project outcomes, accelerate delivery, and reduce costs (Chong et al., 2011).

2.4 Conceptual Framework

The conceptual framework illustrates how the variables relate to one another. The dependent variable seeks to express the whole influence brought about by the independent variable's influence. The study's dependent variable is the performance of public institutions, whereas the independent variables are contract definitions, pre-qualification procedures, supervision procedures, and regulating practices.

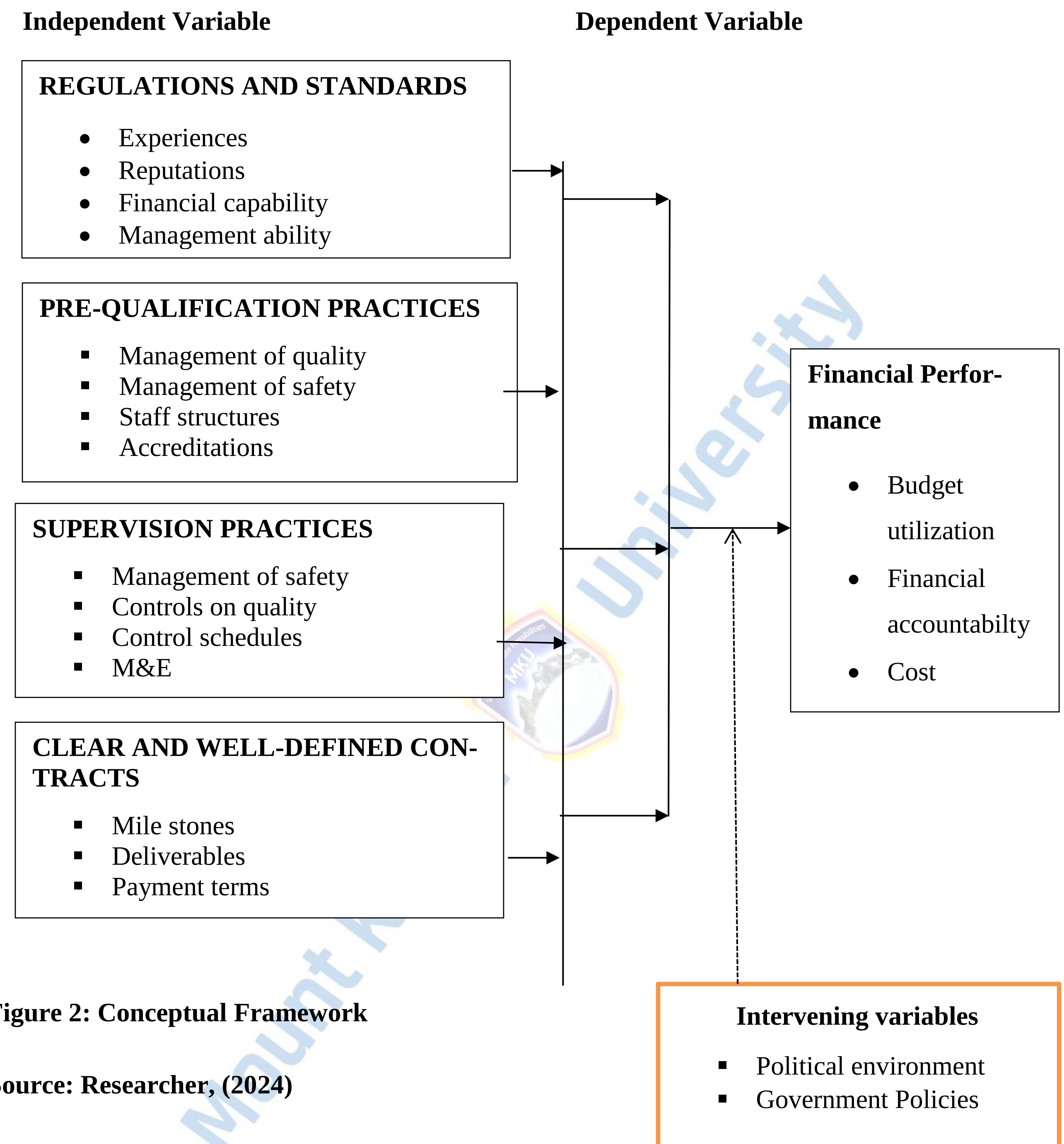

Figure 2: Conceptual Framework

Source: Researcher, (2024)

2.5 Summary of Variables

2.5.1 Regulations and standards

Rules and compliance procedures can significantly impact a project's financial results. expenses related to getting licenses and adhering to environmental norms are examples of how regulations might increase expenses (David et al., 2019). However, breaking the law can lead to penalties and other legal ramifications, which can further harm a project's ability to make money. Regulations may also restrict a project's potential funding sources and project scope, which may have an impact on the project's financial performance. Positively, adhering to regulations and best practices can improve a project's perceived worth and reputation, both of which can improve its financial performance (Pedo, 2018).

2.5.2 Pre-Qualification Practices

Pre-qualification processes may improve a project's financial performance. The process of assessing possible suppliers or contractors before asking them to submit a bid for a project is known as pre-qualification (Acheamfour et al., 2019). By limiting the number of organizations that are eligible to participate in the bidding process, this procedure serves to lower the possibility of contract disputes, delays, and cost overruns. Effective pre-qualification procedures can improve a project's financial outcomes by lowering the possibility of cost overruns, boosting competitiveness, and raising the caliber of the work produced. Project managers can lower the risk of choosing an unqualified contractor or supplier, which could lead to subpar work, delays, and extra expenses, by pre-qualifying contractors and suppliers (Ola and Michael, 2017).

2.5.3 Supervision Practices

The way a project is managed financially can have a big impact on its performance. In addition to helping to detect and address possible problems early on, efficient supervision guarantees that the job is completed within the allotted budget and in accordance with the project plan. Maintaining the project's budget can be facilitated by routinely tracking and managing its expenses (Salome, 2018). Efficient management of the project schedule can prevent delays, which may lead to higher expenses and lower profit margins. Effective supervision can minimize the need for rework and associated cost overruns by ensuring that the job is completed to the necessary quality standards.

Effective supervision techniques can lessen the possibility of unforeseen expenses and delays by assisting in the identification and mitigation of possible hazards. (Muute, forthcoming).

2.5.4 Contract definitionContracts

Contracts should be precise, comprehensive, and unambiguous. They should clearly outline the scope of work, deliverables, milestones, payment terms, and any associated penalties or incentives. This helps avoid misunderstandings and reduces the likelihood of costly disputes or changes in scope (Debelo and Weldegebriel, 2022).Clear contracts help ensure that all parties have a shared understanding of the project's scope, objectives, and deliverables. This minimizes the risk of mis-understandings that can lead to costly disputes or rework. When the contract clearly defines what is expected, both parties can align their efforts and resources accordingly, reducing the likelihood of financial losses due to miscommunication (Dalia et al., 2022).

2.4 Research Gaps

Understanding the precise processes via which adherence to rules and regulations directly affects the financial performance of building projects is an area of unmet research need, particularly in the context of the Mandera County Government Head Office Project. While existing studies like those conducted by David et al. (2019) and Odhiambo et al. (2022) demonstrate the significant impact of regulatory frameworks on project success, there is a lack of comprehensive analysis regarding the direct relationship between regulatory compliance and financial outcomes.

The dearth of thorough studies explicitly looking at how adherence to pre-qualification criteria directly affects the financial outcomes of construction projects represents a research gap in the context of the effect of pre-qualification practices on projects' financial performance, particularly within the Kenyan context. While existing research, such as that conducted by Acheamfour et al.

(2019), Limo, Iravo, and Langat (2017), Doloi (2009), Salome and Caleb (2018), and Ola and Michael (2017), examines the connection between pre-qualification standards and other project success factors, such as project performance, quality, and cycle time, there is a notable absence of studies that directly assess the influence of pre-qualification practices on financial metrics such as project costs, profitability, and return on investment.

The research gap lies in the absence of comprehensive studies specifically investigating the direct relationship between compliance with supervision practices and financial performance outcomes in construction projects, particularly within the Kenyan context. While existing research, such as that conducted by Muute (2019), Salome (2018), Kimingi and Olango (2020), Njau and Omwenga (2019), and Koske and Atembo (2018), explores the impact of supervision practices on various aspects of project success, including project performance, quality, communication, and resource planning, there is a notable absence of studies that directly assess the influence of supervision practices on financial metrics such as project costs, profitability, and return on investment.

The research gap lies in the lack of comprehensive studies specifically examining the direct impact of contract definitioncontracts on the financial performance of construction projects, particularly within the Kenyan context. While existing research, such as that conducted by Debelo and Weldegebriel (2022), Njenga (2017), Dalia et al. (2022), and Ujene, Achuenu, and Abakadang (2019), explores various aspects of project performance and the interactions between contractors and subcontractors, there is a notable absence of studies that directly assess the influence of contract clarity and specificity on financial metrics such as project costs, profitability, and return on investmen

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the target population, sample design, research design, data collection procedures, tools, data types, data analysis methods, data types provided, data types collected, data types analyzed, and ethics considered in the study.

3.2 Research Methodology

In this study, a mixed research methodology was used. because all study instruments were given to respondents at the same time, along with the simultaneous collection of qualitative and quantitative data. The researcher selected this mixed strategy because it allowed for the collection of data using quantitative tools and subsequent quantitative analysis, while producing qualitative data that is subjected to mathematical examination through the use of qualitative methodologies (Bryman, 2015).

3.3 Research Design

Due to the fact that the researcher used a case study methodology strategy, which entails a thorough analysis of a particular case or instances during a particular amount of time. The study design provided an opportunity to explore multiple variables, relationships, and contextual factors that influence the case, thereby providing rich and nuanced insights. The case study is important in understanding the context in which a phenomenon occurs. By studying the case within its real-life context, researcher gained insights into the specific social, cultural, organizational, or environmental factors that shape the case and its outcomes on the effects of contractual requirements on financial performance: a case study of Mandera County Head Office.

3.4 Study Location

The Mandera County government head office serve as the study location. Mandera County, county number 9, is one of the 47 counties in Kenya that were created in March 2013 after the adoption of the 2010 Kenyan Constitution. Located in the north of Kenya, it has boundaries with Wajir County to the south, Somalia to the east, and north of Ethiopia. Mandera County's objective for its government is for it to be an independent, competitive region.

3.5 Target Population

The study's target population consisted of Mandera County government personnel as well as project contractors. The Mandera County Government HR Department (2020) reports that the interest departments indicated in Table 1 employ 120 people.

Table 2: Target Population

Category	Population
Water, Sanitation, Energy & Natural Resources Department	29
Land, housing and physical planning Department	28
Finance and Economic Planning Department	26
Roads, Transport & Public Works Department	27
Contractors	10
Totals	**120**

Source: researcher (2024)

3.6 Sampling Procedures and Techniques

Researchers utilize the sampling method to explain how they plan to obtain a sample that accurately reflects the population (Peil, 2015). For the study, stratified random sampling was employed due to the population's variability.

Table 2: Sample Size

Category	Population
Water, Sanitation, Energy & Natural Resources Department	23
Land, housing and physical planning Department	22
Finance and Economic Planning Department	20
Roads, Transport & Public Works Department	21
Contractors	6
Totals	**92**

Source: Morgan (2024)

3.7 Sample Population

The sampling table on Appendix III by Krejcie and Morgan (1970), which indicates that when the population is 120, the sample size is 92, was used in the study.

3.8 Construction of Research Instruments

Surveys were employed as tools for gathering data. A case study of the Mandera County Head Office was used to collect data from the departments within the Mandera County government regarding the impact of contractual requirements on financial performance. The participants were allowed to freely answer the questions on a 5-point Liker scale questionnaire that included the following options: 1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, and 5.

3.9 Testing for Validity and Reliability

3.9.1 Validity test

According to Neuman (2014), validity is the inference that may be made from the study's results. It illustrates how precisely one may determine whether a measurement reflects what it was intended to measure. The topic of the inquiry and the data are somewhat reflected in the examination's outcomes. To ensure the validity of the instrument, the researcher used content validity, having the supervisor double-check the applicability of the questionnaire. The ambiguous questions were eliminated and standardized to ensure the validity of the polls. The construct validity of a measurement tool was evaluated to see if it accurately defines the subject of the measurement. It's essential for figuring out if a process is generally applicable. It's essential for figuring out whether a process is generally applicable.

3.9.2 Reliability test

Reliability is defined by the measuring consistency of a concept. A study instrument is considered reliable when the same procedures are used to repeat the results. To be considered trustworthy, the measurement tools must be error-free and the results or observations must be repeatable or replicable. The consistency or dependability of the research tool indicates the degree to which the measurement devices consistently yield similar scores and give reliable results. Establishing the study's relationship is necessary to ensure the dependability of a measurement tool. the ratings obtained by efficiently administering the questionnaire. One of the most widely used reliability statistics at the moment is the Cronbach's coefficient, which is used to assess the internal consistency of several Likert scale questions within a questionnaire that shape the scale in order to establish the cycle of dependability.

The reliability of the Cronbach's coefficient ranges from 0 to 1, therefore the higher the internal consistency of the scale's articles, the closer the coefficient is to 1. Over 0.7 is regarded as an appropriate cutoff point. A pilot study was conducted by the researcher in order to identify questionnaire errors. The reliability scores for this study were calculated after the participants completed the questionnaire. Analyzing the piloting data allowed for the determination of whether the variables produced reliability scores that were appropriate.

3.10 Testing of Trustworthiness

To make it easier to assess the consistency and validity of the study tools, a pilot study was conducted prior to the main data collection. Neuman (2014) asserts that doing a small-scale exploratory investigation prior to the main study is vital for researchers. Eight researchers who were working on the Wajir County Government head office project gave questionnaires to one organization. The final analysis did not include these pilot research participants. The final questionnaires were refined using the issues identified in the preliminary versions prior to being used in the main study.

3.11 Data Collection Methods and Procedures

The researcher got approved documents in order to get the university's permission to use Mandera County government surveys for data collection. The researcher will proceed to obtain research permit from NACOSTI. Senior supervisors were given their employees the go-ahead to share the information. The researcher works in the county government which minimized a lot of travelling as the study place is nearby. The surveys were individually distributed by the researcher, who also urged participants to complete them on their own. Questionnaires must be completed independently by respondents. The questionnaires were written in English because the respondents are literate. The collection of secondary data came from already published literary sources, books, journal articles, meeting minutes, audience comments, data collected collectively by other scholars, county government records, and meeting notes. Investigating the sources gave us insight into how the data was gathered. They included specifics on the factors they employed, the development of the instruments, and the discussion of the outcomes.

3.12 Data Analysis Techniques and Procedures

To ensure that the collected data is correct and complete, it was updated in order to reduce biases, improve precision, and achieve consistency. The data was then examined using descriptive statistics, which were provided as mean, correlation, standard deviation, and percentages, using SPSS software version 26.0 for regression analysis. Making conclusions after summarizing data that has previously been captured and putting it through the appropriate statistical analysis are all parts of data analysis. The analysis was then represented visually using graphs, frequency tables, and charts. A multivariate regression model was employed in the study to examine the relationships between the different variables. Although financial success is viewed as the dependent variable in the model, compliance with subcontracting, supervision, pre-qualification, and regulating methods are considered independent factors. The performance responses were assessed by computing the mean percentage score based on the answers to the Likert scale questions.

The relationship's equation was as follows:

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Whereby:

Y = Financial Performance

$\beta_0$is the Constant

$\beta_1, \beta_2, \beta_3, \beta_4$= coefficients of Contract management

$X_1, X_2, X3, X4 =$ Independent Variables explaining variance *y*

X_1 = Compliance with regulations and standards

X_2 = Compliance with pre-qualification practices

X_3 = Compliance with supervision practices

X_4= Contract definitionContracts

ε= Error term

The historical context of the secondary information must be read and understood by the researcher over an extended period of time. Researchers used thorough reading and screening to determine the purpose for which the data were created or acquired.

Before secondary data analysis could be carried out, the project's relevant data had to be identified (what data may be used). analyzing information from secondary sources. To ascertain what transpired and why, secondary facts are compared.

3.12.1 Normality test

The normality of the gathered data was examined using the Shapiro-Wilk and Kolmogorov-Smirnov tests. For all probability greater than 0.05, the gathered data was considered to be normally distributed.

3.12.2 multi-collinearity

Correlation coefficients were used to assess the data's multi-collinearity. Relative to the general norm, correlation coefficients greater than 0.9 signified considerable multi-collinearity. The variance inflation factor was also used to assist in measuring multi-collinearity because it is more comprehensive than Pearson's coefficient of correlation.

3.13 Ethical Considerations

The researcher had a paper that the institution had approved before contacting the Mandera county government to request permission to collect data. The researcher gets a letter of introduction from Mount Kenya University's administration after requesting a clearance certificate from the ethics committee. Using the letter of introduction, the researcher applied for a study authorization from NACOSTI. After acquiring the research permit, the researcher began collecting data.

3.13.1 Confidentiality

The researcher obtained informed consent from participants by explaining the purpose of the study, the protocols for data collection and use, and the security measures in place. This allowed the researcher to guarantee anonymity. Any potential risks and advantages associated with taking part in the study should be explained to participants. The researchers try to collect data in a way that guarantees confidentiality. The researcher avoided utilizing any personal or identifiable data that could be used to connect participants' responses to their participation. Assign participant codes or fictitious names to preserve anonymity.

3.13.2 Privacy

The researcher merely gathered the bare minimum of personally identifiable information required for the study when gathering data. The researcher refrained from requesting unneeded or sensitive personal information that would jeopardize privacy. The data that was gathered was protected by the researcher through secure storage. The researcher employed actual storage in Cabinets with locks or secure servers, locked with a password digital document, encryption data bases, or both. The researcher only allowed individuals who have been given permission to see the data.

3.13.3 Integrity

For the research findings to remain accurate, reliable, and legitimate, the researcher had to secure the integrity of the information during the data gathering procedure. The researcher created and adhered to established methods for gathering data. The researcher specified data gathering procedures in detail, including the precise actions to be taken, the sequence of events, and the methods employed. Consistency was improved and the possibility of bias or errors was decreased. To guarantee that they comprehend the steps and can carry them out correctly, the researcher thoroughly trained data collectors on the protocols and methodologies for data gathering. To evaluate inter-rater reliability and guarantee uniformity across data collectors, the researcher performed calibrating activities or pilot studies.

3.13.4 Informed consent process

a) **Provide Clear Information:** Present potential participants with clear and comprehensive information about the study. Explain the purpose, objectives, and procedures of the research in a way that is easily understandable. Include details about the data collection methods, the expected duration of participation, and any potential risks or benefits.

b) **Discuss Voluntary Participation:** Reiterate that participation in the study is up to the individual and that they are free to decline or stop participating at any moment without suffering any negative effects. Make sure participants are aware that they will not be punished for declining to answer certain questions or take part in certain activities.

c) **Describe Confidentiality and Privacy:** Explain how participant confidentiality and privacy was protected. Describe the measures in place to ensure the security and anonymity of collected data. Inform participants about any limits to confidentiality, such as instances where disclosure may be required by law or when there are concerns about their safety.

d) **Explain Data Use and Sharing:** Clearly state how the collected data was used, analyzed, and shared. Specify whether the data was anonymized, aggregated, or presented in a way that ensures participant anonymity. If data sharing is anticipated, explain with whom the data was shared and for what purposes, ensuring that participant identifiers are removed.

e) **Highlight Rights and Protections:** Inform participants about their rights as research participants, including the right to ask questions, seek clarification, and obtain a copy of the study results (if applicable). Discuss any additional protections in place, such as data protection measures or oversight by ethical review boards.

f) **Encourage Questions and Discussion**: Provide an opportunity for participants to ask questions and seek clarification on any aspects of the study. Address their concerns and ensure that they fully understand the information provided before proceeding.

g) **Obtain Written Consent:** Ask research participants to sign a consent form in order to participate. Provide a consent form that includes all relevant information discussed during the informed consent process. Make sure participants have sufficient time to review the form, ask questions, and consider their decision before signing.

h) **Documentation:** Maintain a record of the informed consent process, including signed consent forms and any additional documentation related to the discussion and clarification of participant questions or concerns. This documentation serves as evidence of the participants' voluntary and informed consent.

i) **Ongoing Consent:** Data collection spans an extended period, periodically reaffirm participants' consent to continue their participation. Remind them of their freedom to go at any time and reiterate the confidentiality and privacy protections in place.

j) **Consent for Minors or Vulnerable Populations:** If the study involves minors or vulnerable populations, additional considerations and protocols may be necessary. Ensure that informed consent is obtained from legally authorized representatives or guardians while also considering the assent of minors when appropriate.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

Data analysis and the interpretation of the study's findings are covered in this chapter. The purpose of the study was to ascertain how the administration of Mandera County, Kenya, promotes governance in relation to well-executed monitoring and evaluation processes in the public sector.

4.2 Response Rate

Table 3 presents data on the response rate for a set of questionnaires. It presents two categories: "Returned questionnaires" and "Unreturned questionnaires," along with their respective frequencies and percentages.

Table 3: Response Rate

Response	Frequency	Percentage
Returned questionnaires	89	97
Unreturned questionnaires	3	3
Total	**92**	**100**

Source: Researcher (2023)

Out of a total of 92 questionnaires, 89 were returned, which accounts for 97% of the total. This indicates a very high response rate, suggesting that the majority of the recipients completed and returned the questionnaires. Only 3 questionnaires out of the total 92 were not returned, representing a mere 3% of the total. This low percentage suggests that the non-response rate is quite low, which is generally a positive outcome in survey research. With 97% of the questionnaires returned, the percentage of respondents to the surveys in the current study is remarkably high, according to the data presented in Table 3. This suggests that the research has a high degree of participant engagement and cooperation. The low percentage of unreturned questionnaires (3%) further supports the idea that the study achieved a high level of data collection success.

4.2.1 Tests of Reliability

Information regarding the findings of tests for reliability for several categories is provided in Table 4. The key metric used for assessing reliability is Cronbach's Alpha, and each category is associated with a specific number of items. Additionally, the table includes remarks regarding whether the reliability is accepted or not.

Table 4: Reliability Tests

Category	Cronbach Alpha	No. of Items	Remarks
Compliance with regulations and standards	0.767	7	Accepted
Compliance with pre-qualification practices	0.811	7	Accepted
Compliance with supervision practices	0.813	7	Accepted
Contract definitioncontracts	0.788	7	Accepted
Financial Performance	0.845	7	Accepted

Source: Researcher (2023)

The Cronbach's Alpha for this category is 0.767, with 7 items. The remark indicates that the reliability is "Accepted." A Cronbach's Alpha of 0.767 suggests moderate internal consistency reliability. It indicates that the items within this category, which relate to compliance with regulations and standards, have a moderate degree of reliability when measuring this construct. The Cronbach's Alpha for this category is 0.811, with 7 items. The remark states that the reliability is "Accepted." With a Cronbach's Alpha of 0.811, the internal consistency reliability is good. It suggests that the items in this category, which pertain to compliance with pre-qualification practices, have a strong degree of reliability when measuring this construct.

The Cronbach's Alpha for this category is 0.813, with 7 items. The remark states that the reliability is "Accepted." A Cronbach's Alpha of 0.813 suggests good internal consistency reliability. It implies that the items within this category, focusing on compliance with supervision practices, have a strong degree of reliability when measuring this construct. The Cronbach's Alpha for this category is 0.788, with 7 items. The remark indicates that the reliability is "Accepted." A Cronbach's Alpha of 0.788 suggests good internal consistency reliability. It implies that the items in this category, related to contract definitioncontracts, have a strong degree of reliability when measuring this construct. The Cronbach's Alpha for this category is 0.845, with 7 items. The remark states that the reliability is "Accepted." A Cronbach's Alpha of 0.845 indicates very good internal consistency reliability. It suggests that the items within this category, which assess financial performance, have a high degree of reliability when measuring this construct.

Table 4 provides evidence of the reliability of measures within different categories. Overall, the data suggests that the measures used in all five categories are reliable for assessing their respective constructs. The Cronbach's Alpha values for each category range from moderate to very good, with all of them being deemed "Accepted." This means that the items within each category consistently measure the intended aspects of compliance with regulations, pre-qualification practices, supervision practices, clear contracts, and financial performance effectively. Researchers and decision-makers can have confidence in the reliability of these measurements when analyzing data or making assessments in these areas.

4.3 Demographic Data

The area provides demographic statistics, including details on the residents' greatest educational attainment, working experience, and age range.

Table 5: Age Bracket of the Respondents

Table 5 presents data on the age brackets of respondents, providing both the frequency and percentage of respondents falling into each category.

Category	Frequency	Percentage
18 years to 25 years	30	34
26 years to 33 years	32	36
34 years 41 years	20	22
Above 11 years	7	8
Total	**89**	**100**

Source: Researcher (2023)

The age bracket of 18 years to 25 years includes 30 respondents, which accounts for 34% of the total. It represents the largest age group among the respondents. The age bracket of 26 years to 33 years is the second-largest group consists of respondents aged 26 to 33 years, with 32 individuals, making up 36% of the total. The age bracket of 34 to 41 years includes 20 respondents, accounting for 22% of the total. There are 7 respondents above the age of 41, representing 8% of the total. The table provides a total of 89 respondents, accounting for 100% of the surveyed population.

Based on the data in Table 5, it can be concluded that the majority of the respondents are relatively young, with 70% of them falling into the age brackets of 18 to 33 years. This suggests that the survey primarily attracted a younger demographic. The remaining 30% of respondents are spread across the age brackets of 34 to 41 years and above 41 years. Understanding the age distribution of respondents can be valuable for tailoring communication and strategies when analyzing survey results or making decisions that may be age-dependent.

Table 6: Working Experience of the Respondents

Category	Frequency	Percentage
Below 1 year	19	21
1-6 years	29	33
6-11 years	41	46
11-21 years	0	0
21 years and above	0	0
Total	**89**	**100**

Source: Researcher (2023)

Below 1 year category includes 19 respondents, making up 21% of the total. These respondents have less than one year of working experience. 29 respondents, or the majority, fall into the category of recent graduates with 1 to 6 years of job experience. This accounts for 33% of the total. The category of respondents with 6 to 11 years of working experience consists of 41 individuals, representing 46% of the total. Interestingly, In the age ranges of 11 to 21 years of experience and

21 years and older, there are no respondents. Both these categories have a frequency and percentage of 0%. The table indicates a total of 89 respondents, encompassing 100% of the surveyed population.

From Table 6, it can be concluded that the respondents' working experience is primarily concentrated in the categories of "1-6 years" and "6-11 years," with 33% and 46% of respondents falling into these categories, respectively. This suggests that the majority of respondents have relatively moderate levels of work experience, with fewer respondents having very little (below 1 year) or more extensive (11 years and above) experience. Notably, there are no respondents with 11-21 years or 21 years and above of working experience. This could be due to the specific target population or survey sample, which may not include individuals with extensive work experience. Understanding the distribution of respondents' working experience is important when analyzing survey results or tailoring strategies and recommendations for different segments of the population based on their experience levels.

4.4 Descriptive Statistics

4.4.1 To determine the effect of compliance with regulations and standards on projects financial performance of Mandera County Government Head Office Project.

Table 7: Regulations and Standards

	N	Mean	Std. Deviation
The project's executing company is skilled in its field.	90	2.3889	.57464
The project's executing company has a solid reputation.	90	2.5222	.50230
The project's executing company is financially capable	90	2.7444	.43862
The project's executing organization possesses managerial skills.	90	2.9444	.23034
The project's executing business is in possession of the necessary work permits.	90	3.0111	.10541

Regulations have restricted a project's scope.	90	3.0556	.23034
Laws have restricted project funding.	90	3.5333	.50168

Source: Researcher (2023)

Data pertaining to different areas of standards and regulations are shown in Table 7. It gives the mean score, standard deviation, and total number of respondents (N) for each element. The project's executing company has expertise in the field: This attribute has a mean score of 2.3889 and a standard deviation of 0.57464. This indicates that while respondents generally believe the companies working on the projects have some expertise, there is a noticeable range in respondents' opinions of these companies' experiences.

The company undertaking the project has a good reputation: The mean score is 2.5222, with a standard deviation of 0.50230. This indicates that, on average, respondents view the companies as having a reasonably good reputation, with some variability in opinions among respondents. The company undertaking the project has the financial ability: The mean score is 2.7444, with a relatively low standard deviation of 0.43862. This suggests that, on average, respondents perceive the companies as having decent financial ability, and there is relatively less variability in these perceptions. The study findings disagrees with Odhiambo et al., (2022) who argues that the study came to the conclusion that regulatory frameworks that require construction enterprises to engage in constructive activity efficiently aided c

The project's executing business possesses the following managerial skills: 2.9444 is the average score, and the standard deviation is just 0.23034. This suggests that there is little opinion variation among respondents and that they usually believe the organizations have competent managers. The company undertaking the project has the required work permits: With a fairly modest standard deviation of 0.10541, the mean score is 3.0111. This suggests that there is little difference in respondents' perceptions of the companies' possession of the required work licenses. On average, respondents hold this belief. The results of the study corroborate the claim made by Odhi-ambo et al. (2022) that regulatory frameworks mandating construction enterprises to engage in positive activities significantly increased compliance prior to the emergence of any significant issues.

Regulations have limited the scope of a project: The mean score is 3.0556, with a standard deviation of 0.23034. This suggests that, on average, respondents perceive those regulations have had some impact on limiting project scopes, with limited variability in opinions among respondents. Regulations have limited the project funding: The mean score is 3.5333, with a standard deviation of 0.50168. This indicates that, on average, respondents perceive those regulations have had a more substantial impact on limiting project funding, with somewhat more variability in opinions among respondents. The study findings disagrees with Odhiambo et al., (2022) who argues that the study came to the conclusion that regulatory frameworks that require construction enterprises to engage in constructive activity efficiently aided.

4.4.2 To establish the effect of compliance with pre-qualification practices on projects financial performance of Mandera County Government Head Office Project.

Table 8: Pre-Qualification Practices

	N	Mean	Std. Deviation
The project's executing business took part in the bidding procedure.	90	1.8222	.38447
Competition is improved by prequalification.	90	1.9889	.10541
The project's executing company has adhered to quality requirements.	90	2.6000	.49264
The project's executing business is equipped with safety management protocols.	90	2.9889	.10541
The project's executing company employs qualified personnel.	90	3.0000	.00000
The project's executing company possesses the necessary accreditation.	90	3.0000	.00000

Project managers can lessen the possibility of choosing an unqualified contractor by pre-qualifying suppliers and contractors.	90	3.1556	.36446

Source: Researcher (2023)

Table 8 presents data related to pre-qualification practices in the context of project management. It gives the total number of respondents (N), the average score for each factor, and the standard deviation. The company undertaking the project participated in the bidding process: The mean score for this aspect is 1.8222, with a standard deviation of 0.38447. This indicates that the views of participants of the participating businesses are generally positive in the bidding process have a relatively lower level of participation. The results of the study support the arguments made by Limo et al. (2017), who stated that prequalification is a helpful tactic for learning more about certain supplier groups with the primary goal of reducing costs and risk for both providers and purchasing entities. With a fairly modest standard deviation of 0.10541, the mean score is 1.9889. This suggests that there is little diversity in respondents' perceptions of how prequalification improves competitiveness, with respondents generally strongly agreeing with this statement. The study's conclusions are consistent with the arguments made by Limo et al. (2017), who stated that prequalification is a helpful tactic for learning more about certain supplier groups with the primary goal of reducing costs and risk for both suppliers and purchasing organizations.

The business working on the projects has adhered to quality standards: The standard deviation is 0.49264 while the mean score is 2.6000. This suggests that while respondents generally think the companies have conformed with quality requirements, there is a noticeable range in respondents' assessments of these things. The study's conclusions support Ola and Michael's (2017) claim that contractor prequalification requirements have a range of impacts on the caliber of work produced on civil engineering projects. Prequalification standards for contractors have varying degrees of ability to predict the quality performances of civil engineering projects. While certain characteristics have proven strong predictors of the quality of civil engineering projects, others have not; some of the contractors' prequalification criteria were found to be inadequate. The project's executing company has safety management protocols in place: With a fairly modest standard deviation of 0.10541, the mean score is 2.9889. This indicates that there is little diversity in respondents' perceptions of the companies' safety management practices, and that respondents strongly agree with this statement on average.

The project's executing company employs skilled personnel: With a standard deviation of 0.00000, the mean score is 3.0000. This means that all respondents rated this aspect as the highest possible score, indicating unanimous agreement that the companies have qualified staff. The company undertaking the project has the required accreditation: As with the previous component, there is broad consensus that the companies have the necessary accreditation, as seen by the mean score of 3.0000 with a standard deviation of 0.00000. Project managers can lower the risk of choosing an unqualified contractor by pre-qualifying suppliers and contractors: With a moderate standard deviation of 0.36446, the mean score is 3.1556. This indicates that, while there is considerable variation in respondents' views, pre-qualification is generally accepted as an effective way to lower the risk of choosing unqualified contractors. The results of the study support the arguments made by Limo et al. (2017), who stated that prequalification is a helpful tactic for learning more about certain supplier groups with the primary goal of reducing costs and risk for both suppliers and purchasing entities.

4.4.3 To investigate the effect of compliance with supervision practices on projects financial performance of Mandera County Government Head Office Project.

Table 9: Supervision Practices

	N	Mean	Std. Deviation
The financial performance of projects is significantly impacted by supervision procedures.	90	2.7625	.12295
Efficient oversight guarantees that the tasks are completed in compliance with the project schedule.	90	1.8333	.50280
One way to prevent delays is to have an efficient project schedule supervisor.	90	2.2889	.45579
The project's executing company employs risk management techniques.	90	2.4778	.50230
The project's executing company uses quality control procedures.	90	2.8889	.31603
The company undertaking the project carry out monitoring and control practices.	90	3.0111	.10541

Source: Researcher (2023)

Table 9 provides data related to supervision practices in the context of project management. It provides each aspect's mean score, standard deviation, and the total number of respondents (N). Supervision practices have a considerable impact on the financial performance of projects: This attribute has a mean score of 2.7625 and a standard deviation of 0.12295. This indicates that respondents generally hold the opinion that supervision procedures have a major influence on projects' financial performance, with little difference in this view across respondents. The results corroborate those of Njau and Omwenga (2019), who found that top management support, resource planning, communication, and monitoring were all positively and substantially correlated with the successful implementation of building construction projects in Kenya.

Delays can be prevented by having an efficient project schedule supervisor: 1.8333 is the average score, and the standard deviation is 0.50280. This shows that while there is considerable variation in respondents' opinions, on average, respondents believe that effective supervision of project schedules can assist avoid delays. The study's conclusions support Salome's (2018) claim that subcontractors occasionally find themselves unable to perform to their full capacity as a result of unfavorable project environments and poor project management on the side of the primary contractor.The project's executing company employs risk management techniques. The standard deviation is 0.45579 and the mean score is 2.2889. This indicates that while respondents' opinions of the companies' risk management procedures vary significantly, on average, they do believe that the companies have some in place. The study's conclusions support Salome's (2018) claim that subcontractors occasionally find themselves unable to perform to their full capacity as a result of unfavorable project environments and poor project management on the side of the primary contractor.

The project's executing business follows these quality control procedures: The standard deviation is 0.50230 and the mean score is 2.4778. This suggests that while respondents generally think the organizations follow quality control procedures, there is a large range in respondents' assessments of these practices. The study's conclusions support the arguments made by Kimingi and Olango (2020), who suggested that there should be more control of well-funded, high-caliber road performance construction projects. The project's executing business uses schedule control techniques. 2.8889 is the average score, and the standard deviation is 0.31603. This indicates that respondents generally had a relatively low degree of diversity in their assessments of the companies' use of schedule control procedures. The project's executing business uses monitoring and control procedures. The average score is 3.0111, with a minuscule 0.10541 standard deviation. This suggests that there is little diversity in respondents' perceptions of the companies' use of monitoring and control procedures, with an average of strongly agreeing with this statement.

4.4.4 To determine the effect of contract definition on projects financial performance of Mandera County Government Head Office Project.

Table 10: Contract definition Contracts

	N	Mean	Std. Deviation
Projects' financial performance may be impacted by contracts.	90	3.5667	.52037
Contracts list the project's benchmarks.	90	2.7540	.23266
Outsourcing to seasoned contractors can improve the quality of projects	90	3.0556	1.43285
Contracts specify the terms of project payment.	90	2.5556	.54280
Contracts list the deliverables for the project.	90	2.8000	.50168
Contracts specify the scope of work for a project.	90	3.2222	2.04872
Contracts specify the fines related to the project.	90	3.2444	.54692

Source: Researcher (2023)

Table 10 provides data related to contract definitioncontracts in the context of project management. It provides each aspect's mean score, standard deviation, and number of respondents (N). Contract definitioncontracts can have an impact on the financial performance of projects: This attribute has a mean score of 3.5667 and a standard deviation of 0.52037. This indicates that respondents generally strongly agree—with relatively little variation in respondents' perceptions—that contracts can have a significant impact on projects' financial performance. The study's conclusions support the arguments made by Debelo and Weldegebriel (2022) that contract definitions are essential to a project's financial performance. By having precise, comprehensive, and unambiguous contracts, projects can establish a strong framework for financial management and risk mitigation.

Contract definitions specify the project's benchmarks. The score has a mean of 2.7540 and a standard deviation of 0.23266. This shows that respondents generally agree—with relatively little variation in their perceptions—that contracts define project deadlines. By outsourcing to experienced contractors, projects can benefit from increased quality: With a comparatively large standard deviation of 1.43285, the mean score is 3.0556. This indicates that while respondents' opinions vary greatly, on average, they think hiring seasoned contractors for an outsourcing project can improve project quality.

Main contractors typically hired subcontractors to get competent labor, cut expenses on overhead, and lessen their own workload and financial strain. The study findings agrees with Debelo and Weldegebriel (2022) who argued that contract definitioncontracts indicate the project payment terms: With a comparatively large standard deviation of 0.54280, the mean score is 2.5556. This suggests that while there is significant variation in respondents' beliefs, on average, respondents believe that contract definitions reflect project payment terms. The study's conclusions support the assertion made by Debelo and Weldegebriel (2022) that contracts serve as project indicators.

Definition of contract: Contracts specify the deliverables of the project: 2.8000 is the average score, and the standard deviation is 0.50168. This indicates that while there is significant variation in respondents' views, on average, respondents concur that contract definitions reflect project deliverables. Definition of a contract: Contracts specify the extent of the project's work. With a rather large standard deviation of 2.04872, the mean score is 3.2222. This shows that respondents generally think that contracts define the project's scope of work, however there is a lot of variation in these opinions. Contract definitions specify the corresponding penalties for the project: 3.2444 is the average score, and 0.54692 is the standard deviation. This implies that respondents generally agree that contract definitions show consequences related to the project, however there may be some variation in respondents' views.

Table 11: Financial Performance

	N	Mean	Std. Deviation
Projects are finished on time and under budget.	90	3.9778	.70277
Project cost overruns are minimal.	90	3.2286	.49199

Initiatives have achieved financial return on investment.	90	3.7667	1.25465
The project's net present value has been realized.	90	3.5444	.50081
The project's financial internal rate of return has been achieved.	90	3.8000	.45469
The project has achieved the required level of quality.	90	4.0444	.25577
The project has addressed user needs.	90	4.4000	.49264

Source: Researcher (2023)

Table 11 provides data related to financial performance in the context of project management. It provides each aspect's mean score, standard deviation, and the overall number of respondents (N). On whether projects are completed within the budget. This attribute has a mean score of 3.9778 and a standard deviation of 0.70277. It appears that respondents strongly agree, on average, that projects are completed within budget, albeit there may be some variation in respondents' opinions of this. if there are little cost overruns in projects. 3.2286 is the average score, and the standard deviation is 0.49199. This shows that respondents generally agree that projects have minimal cost overruns, and there is comparatively less variation in these opinions.

Regarding the realization of return on investment for projects. With a comparatively large standard deviation of 1.25465, the mean score is 3.7667. This indicates that, generally speaking, respondents think projects have yielded a return on investment; yet, there is a great deal of variation in respondents' perceptions of this. Regarding whether the projects' net present value has been realized. 3.5444 is the average score, and the standard deviation is 0.50081. This suggests that there is substantially less variation in respondents' opinions regarding whether projects have attained their net present value on average.

on the project's financial internal rate of return's realization. 3.8000 is the average score, and 0.45469 is the standard deviation. This shows that respondents' opinions about whether projects have realized the financial internal rate of return are generally more consistent. Regarding if the project has fulfilled the required quality criteria. The standard deviation is 0.25577 and the mean score is 4.0444. This indicates that there has been relatively little change in respondents' strong agreement, on average, that projects have realized the quality standards. Regarding the realization of user needs by the project. The standard deviation is 0.49264 while the mean score is 4.4000. This suggests that there is comparatively less variation in respondents' opinions regarding how strongly they firmly agree that projects have realized user requirements.

4.5 Correlation Analysis

Table 12 presents a correlation analysis among several key variables: Regulations and Standards, Pre-Qualification Practices, Supervision Practices, Contract definitionContracts, and Financial Performance. The table includes Pearson correlation coefficients and their associated p-values.

Table 12: Correlation Analysis

		REGULATIONS AND STANDARDS	PRE-QUALIFICATION PRACTICES	SUPERVISION PRACTICES	CONTRACT DEFINITION-CONTRACTS
REGULATIONS AND STANDARDS	Pearson Correlation	1	.223*	.037	.188
	Sig. (2-tailed)		.035	.729	.077
	N	90	90	90	90
PRE-QUALIFICATION PRACTICES	Pearson Correlation	.223*	1	-.183	.019
	Sig. (2-tailed)	.035		.085	.857
	N	90	90	90	90
SUPERVISION PRACTICES	Pearson Correlation	.037	-.183	1	-.276**
	Sig. (2-tailed)	.729	.085		.009
	N	90	90	90	90
CONTRACT DEFINITION-CONTRACTS	Pearson Correlation	.188	.019	-.276**	1
	Sig. (2-tailed)	.077	.857	.009	
	N	90	90	90	90
FINANCIAL PERFOMANCE	Pearson Correlation	.262*	.016	.193	.052
	Sig. (2-tailed)	.013	.883	.069	.628
	N	90	90	90	90

Source: Researcher (2023)

The financial success and adherence to standards and regulations have a moderately positive link (0.262). The statistical significance of the correlation at the 0.05 level (p = 0.013) indicates that there is a positive association between financial performance and increased compliance with regulations and standards. The relationship between pre-qualification procedures and financial performance is just somewhat positive (0.016). The lack of a statistically significant association (p = 0.883) between pre-qualification procedures and financial performance in this dataset, however, suggests that there is no relevant relationship.

The relationship between financial performance and supervision procedures is weakly favorable (0.193). The fact that this association is not statistically significant at the 0.05 level (p = 0.069) suggests that there may not be a strong correlation in this dataset between financial success and supervision techniques. Financial performance and contract definition contracts have a very small positive association (0.052). As with pre-qualification procedures, there is no statistically significant association (p = 0.628) between contract clarity and financial success in this dataset, suggesting that there is no relevant relationship at all.

The analysis reveals that compliance with regulations and standards has a statistically significant moderate positive correlation with financial performance. This suggests that companies should focus on ensuring compliance with regulations and standards as it is associated with improved financial outcomes. However, pre-qualification practices, supervision practices, and contract definitioncontracts do not present statistically significant correlations with financial performance in this dataset. Therefore, while these aspects are important in project management for various reasons, they may not directly impact financial performance in the context of this study. Based on these findings, it is recommended that companies prioritize and emphasize compliance with regulations and standards to enhance financial performance in their projects. Further research and analysis may be needed to explore additional factors that influence financial performance in project management.

4.6 Regression Analysis

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325[a]	.105	.063	.45880

a. Predictors: (Constant), Contract definitionContracts, Pre-Qualification Practices, Regulations and Standards, Supervision Practices

Source: Researcher (2023)

Table 13 presents the Model Summary for a regression analysis involving several predictors (independent variables) and an outcome variable. The table gives details about the regression model's goodness of fit and overall effectiveness. In this instance, the R value is 0.325. This figure illustrates the correlation between the dependent variable's (financial performance) actual values and the predicted values of the model. It shows the linear relationship's significance and axis between the independent and dependent variables. The R Square value of 0.105 indicates that the independent variables in the model can explain 10.5% of the variance in the dependent variable (financial performance). Put otherwise, the model only accounts for a small portion of the total variability in financial performance.

The adjusted R Square value is 0.063. This number adjusts R Square based on how many predictors are included in the model. In cases where there are several predictors, it is frequently seen to provide a more accurate indicator of model fit. According to the modified R Square, the model still only accounts for roughly 6.3% of the variation in financial performance when the number of predictors is taken into account. The standard error of the residuals, which gauges how well the model's predictions agree with the actual data, is represented by this value, 0.45880. It calculates the typical deviation between the observed data points and the values predicted by the model.

The Model Summary shows that the R Square value (10.5%) of the regression model, which contains predictors like Contract definitions, Pre-Qualification Practices, Regulations and Standards, and Supervi-sion Practices, is rather low. This implies that only a tiny percentage of the variance in Financial Performance can be explained by the specified independent factors. The model's multiple predictors are taken into consideration by the Adjusted R Square value (6.3%), which shows that the model's capacity to explain financial performance is still constrained. All things considered, the current version of the regression model offers nothing in the way of financial performance explanatory power. This could imply that variables or other unaccounted for elements not included in the model are having a bigger impact on financial performance.

Table 14: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.107	4	.527	2.503	.048[b]
	Residual	17.893	85	.211		
	Total	20.000	89			

a. Dependent Variable: Financial Performance

b. Predictors: (Constant), Contract definitionContracts, Pre-Qualification Practices, Regulations and Standards, Supervision Practices

Source: Researcher (2023)

Table 14 displays the results of an Analysis of Variance (ANOVA) for a regression model with the dependant variable. "Financial Performance" and a number of independent factors (pre-qualification procedures, contracts, regulations and standards, supervision procedures). To determine if the regression model is statistically significant in its entirety for explaining the variance in the dependent variable, ANOVA is utilized.

The squared sum for the regression model is 2.107. Since there are four predictors (independent variables) in the model, there are four degrees of freedom in the regression. By dividing the number of degrees of freedom by the sum of squares, the regression's mean square is 0.527. 2.503 is the F-statistic. The F-statistic's significance value (p-value), also known as 0.048b, is connected to it. The residuals, or unexplained variance, have a sum of squares of 17.893. There are 85 degrees of freedom for the residuals. The residuals' mean square, which is determined by dividing the sum of squares by the residuals' degrees of freedom, is 0.211. The total variability in the dependent variable is represented by the sum of all squares, which is 20,000. A test to see if the regression model is statistically significant in explaining the variance in the dependent variable (financial performance) is provided by the ANOVA table.

The ANOVA findings showed that the regression model is statistically significant at the 0.05 significance level (p = 0.048) and contains the predictors Contract definitionContracts, Pre-Qualification Practices, Regulations and Standards, and Supervision Practices. This indicates that there is some explanatory value to the model as a whole in predicting financial performance. It is noteworthy, therefore, that although the model exhibits statistical significance, the explained variance (R Square) is rather low, at 10.5% as per an earlier investigation. This implies that the model only partially explains the variance in Financial Performance, even though there is a statistically significant association.

Table 15: Coefficients

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	2.327	.830		2.804	.006
	Regulations and Standards	.496	.220	.244	2.251	.027

Pre-Qualification Practices	-.003	.102	-.003	-.030	.976
Supervision Practices	.231	.127	.200	1.822	.072
Contract definition-Contracts	.048	.085	.061	.560	.577

a. Dependent Variable: Financial Performance

Source: Researcher (2023)

The regression model's coefficients for the dependent variable "Financial Performance" are presented in Table 15. and several independent variables (Regulations and Standards, Pre-Qualification Practices, Supervision Practices, Contract definitionContracts). The relationship between each independent variable and the dependent variable is made clearer by these coefficients.

When all of the independent variables are set to zero, the constant represents the intercept of the regression equation. The constant in this situation is 2.327.

The variable pertaining to Regulations and Standards has a positive unstandardized coefficient of 0.496, signifying a positive correlation between heightened adherence to regulations and standards and elevated Financial Performance. The moderate strength of the link is indicated by the standardized coefficient (Beta) of 0.244. According to the t-value of 2.251, which is significant at the 0.05 level ($p = 0.027$), adherence to rules and guidelines affects financial performance in a statistically meaningful way.

With a very little unstandardized coefficient of -0.003, the Pre-Qualification Practices variable is shown to have very little effect on Financial Performance. Additionally, the standardized coefficient (Beta) is nearly 0, indicating the absence of a meaningful association. As indicated by the t-value of -0.030, which is not statistically significant ($p = 0.976$), Pre-qualification practices in this model do not significantly affect financial performance.

With a positive unstandardized correlation of 0.231, the Supervision Practices variable is positively correlated with Financial Performance. A moderate association is suggested by the standardized coefficient (Beta) of 0.200. The impact of supervision practices on financial performance is not statistically reliable in this model, as indicated by the t-value of 1.822, which is not statistically significant at the 0.05 level ($p = 0.072$).

With a tiny positive unstandardized coefficient of 0.048, the Contract definitionContracts variable appears to have a marginally positive link with Financial Performance. There is a weak link, as indicated by the standardized co-efficient (Beta) of 0.061. The impact of Contract Definitions on Financial Performance is not statistically reliable in this model, as indicated by the t-value of 0.560, which is not statistically significant at the 0.05 level ($p = 0.577$).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter comprises a summary, a conclusion, recommendations for additional research on the effects of contractual requirements on financial performance: a case study of Mandera County Head Office.

5.2 Summary of Findings

5.2.1 Effect of compliance with regulations and standards

On average, respondents perceive the companies undertaking the projects to have some level of experience, but there is notable variability in these perceptions among respondents. Respondents view the companies as having a reasonably good reputation, with some variability in opinions among respondents. On average, respondents perceive the companies as having decent financial ability, and there is relatively less variability in these perceptions. Respondents generally view the companies as having good managerial ability, with limited variability in opinions among respondents. On average, believe that the companies have the necessary work permits, and there is minimal variation in this perception among respondents. On average, respondents perceive those regulations have had some impact on limiting project scopes, with limited variability in opinions among respondents. On average, respondents perceive those regulations have had a more substantial impact on limiting project funding, with somewhat more variability in opinions among respondents. The study findings accords with Odhiambo et al., (2022) who contends that the study came to the conclusion that regulatory frameworks that mandate construction businesses to engage in constructive.

5.2.2 Effect of compliance with pre-qualification practices

On average, respondents believe that the companies participating in the bidding process have a relatively lower level of participation. Respondents, on average, strongly agree that prequalification enhances competition, and there is minimal variation in this perception among respondents. Respondents, on average, believe that the companies have complied with quality standards, but there is notable variability in these perceptions among respondents. Respondents, on average, strongly agree that the companies have safety management procedures, and there is minimal variation in this perception among respondents. All respondents rated this aspect as the highest possible score, indicating unanimous agreement that the companies have qualified staff. The study's conclusions support Ola and Michael's (2017) claim that contractor prequalification requirements have a range of consequences on the caliber of work produced on civil engineering projects. The company undertaking the project has the required accreditation: Similar to the previous aspect, the mean score is 3.0000, with a standard deviation of 0.00000, indicating unanimous agreement that the companies have the required accreditation. On average, respondents agree that pre-qualification is effective in reducing the risk of selecting unqualified contractors, with some variability in opinions among respondents. The results of the study support the arguments made by Limo et al. (2017), who stated that prequalification is a helpful tactic for learning more about certain supplier groups with the primary goal of reducing costs and risk for both providers and purchasing entities.

5.2.3 Effect of compliance with supervision practices

There is comparatively little difference in respondents' perceptions that supervision procedures have a significant impact on projects' financial performance. On average, respondents hold this belief. On average, respondents agree that effective supervision of project schedules can help avoid delays, but there is significant variability in these perceptions among respondents. Respondents, on average, believe that the companies have some risk management practices in place, but there is notable variability in these perceptions among respondents. Respondents, on average, believe that the companies engage in quality control practices, but there is significant variability in these perceptions among respondents. On average, respondents believe that the companies engage in schedule control practices, with relatively less variability in these perceptions. Respondents, on average, strongly agree that the companies carry out monitoring and control practices, and there is minimal variation in this perception among respondents. The results corroborate those of Njau and Omwenga (2019), who found that resource planning, communication, monitoring, and top management support were all positively and substantially correlated with the successful implementation of building construction projects in Kenya.

5.2.4 Effect of contract definition

The data related to contract definitioncontracts in the context of project management. It provides each aspect's mean score, standard deviation, and the total number of respondents (N). Contract definitioncontracts can have an impact on the financial performance of projects: This attribute has a mean score of 3.5667 and a standard deviation of 0.52037. This indicates that there is minimal diversity in respondents' perceptions of the impact that contracts can have on a project's financial performance, with an average of strongly agreeing with this statement. The results of the study support the arguments made by Debelo and Weldegebriel (2022) that contract definitions are important for project financial performance.

Rrespondents agree that contract definitioncontracts indicate project milestones, with relatively less variability in these perceptions. Respondents believe that outsourcing to experienced contractors can increase project quality, but there is significant variability in these perceptions among respondents. Respondents, on average, agree that contract definitioncontracts indicate project payment terms, but there is notable variability in these perceptions. Respondents agree that contract definitioncontracts indicate project deliverables, with notable variability in these perceptions among respondents. Contract definitioncontracts indicate the project scope of work: Respondents believe that contract definitioncontracts indicate the project scope of work, but there is significant variability in these perceptions. Respondents agree that contract definitioncontracts indicate project-associated penalties, with some variability in these perceptions.

5.3 Conclusion

5.3.1 Compliance with regulations and standards

Based on the data, it can be concluded that respondents generally perceive the companies undertaking the projects as having some level of experience, a reasonably good reputation, decent financial and managerial ability, and the necessary work permits. Respondents also believe that regulations have had some impact on limiting project scopes and, to a greater extent, project funding. The lower standard deviations in most items indicate a relatively consistent perception among respondents, while the higher standard deviation for project funding limitations suggests some variability in opinions. Further qualitative investigation and analysis could help provide insights into specific concerns and potential strategies to mitigate the impact of regulations on project scope and funding. These conclusion aligns with Odhiambo et al., (2022) who believes that the study led to the conclusion that regulatory frameworks that mandate construction businesses to engage in constructive.

5.3.2 Compliance with pre-qualification practices

Based on the data, it can be concluded that respondents generally believe in the importance and effectiveness of pre-qualification practices in project management. They strongly agree that prequalification enhances competition, that companies have safety management procedures, and that companies have qualified staff and required accreditation. Maintaining transparency, adherence to quality standards, and effective pre-qualification practices are recommended to enhance the perception of companies in the context of pre-qualification in project management. The result concurs with Ola and Michael's (2017) assertion that the contractor prequalification criteria impact the quality performance of civil engineering projects in a number of ways.

5.3.3 Compliance with supervision practices

Based on the data, it can be concluded that respondents generally believe in the importance and effectiveness of supervision practices in project management. They wholeheartedly concur that the companies follow monitoring and control procedures and that supervision measures have a major effect on financial performance. However, there is more variability in perceptions regarding other aspects, such as the effectiveness of supervision in avoiding delays, the presence of risk management practices, engagement in quality control practices, and engagement in schedule control practices. These concur with Njau and Omwenga's (2019) findings, which showed that top management support, resource planning, communication, and monitoring were all positively and substantially correlated with the successful implementation of building construction projects in Kenya.

5.3.4 Contract definitionContracts

Most respondents concur that contract definitions show project-related penalties, positively affect projects' financial success, and, to some extent, define the project's scope of work. There is a mixed response regarding whether clear contracts indicate project milestones, project payment terms, project deliverables, and the benefit of outsourcing to experienced contractors. The variability in responses is particularly high for the statements about outsourcing and the project scope of work. The conclusion agrees with Debelo and Weldegebriel, (2022) who argued that contract definition-contracts play a crucial role in project financial performance.

5.4 Recommendations

Companies involved in these projects should communicate their experience, reputation, financial stability, and compliance with regulations more effectively to alleviate any concerns among stakeholders. Companies should ensure that they have all the required work permits and adhere to regulations to the best of their ability to minimize negative impacts on project scopes and funding.

Companies and project managers should conduct thorough risk assessments to proactively address any potential issues arising from regulatory limitations. Companies should actively manage their public image and reputation, addressing any negative perceptions that may exist.

Companies should work on promoting their participation in the bidding process to improve their perception among stakeholders. Companies should continue to emphasize their compliance with quality standards to maintain positive perceptions. Highlighting safety management procedures can further improve the reputation of the companies. Companies should continue to maintain their required accreditations and qualified staff to instill confidence in stakeholders. Companies and project managers should communicate the importance of pre-qualification in reducing the risk of selecting unqualified contractors to stakeholders.

Companies should communicate their effective supervision practices more effectively to stakeholders, emphasizing the impact on financial performance and the avoidance of delays. Companies should work on improving their risk management practices and communicating these efforts to enhance stakeholder confidence. Enhancing quality and schedule control practices and demonstrating their effectiveness can improve stakeholder perceptions. Companies should aim for consistency in implementing and communicating their supervision, monitoring, and control practices to maintain trust and confidence among stakeholders.

Given the importance of clear contracts in project management, it may be beneficial to focus on improving contract clarity and communication regarding financial aspects and associated penalties. For areas with mixed responses, consider conducting further surveys or discussions to better understand the reasons behind the varying opinions, especially for outsourcing decisions and project milestones. When outsourcing, pay close attention to the selection of experienced contractors to ensure quality benefits are realized, as this statement had a moderate level of agreement but high variability.

5.5 Recommendations for Further Studies

Further study comparative studies should be carried out with similar construction projects in different regions or countries to assess the generalizability of the findings. Further study should explore how the impact of contractual requirements on financial performance evolves over the different phases of a construction project. The function of contractual requirements in risk management methods and their impact on financial results should be further investigated. To fully comprehend the impact of contractual requirements, more research incorporating the viewpoints of other stakeholders—such as contractors, subcontractors, and government agencies—is necessary. Further study research innovative contractual models or approaches that can enhance financial performance while ensuring compliance with regulations and standards. These areas can help provide a comprehensive understanding of how contractual obligations impact the financial aspects of the organization. Some suggested areas for further study include:

a) Contractual Compliance and Financial Outcomes: Investigate the correlation between adherence to contractual requirements and the financial performance of the Mandera County Head Office. This study can involve an analysis of how fulfilling contractual obligations affects the budget, revenue generation, and overall financial stability of the organization.

b) Risk Management and Contractual Agreements: Explore the impact of contractual terms and conditions on risk management strategies within the context of the County Head Office. Analyse how different contractual clauses influence financial risk exposure and whether there are specific risk mitigation measures associated with contractual requirements.

c) Contract Negotiation and Financial Efficiency: Examine the relationship between the negotiation of contracts and the financial efficiency of the Mandera County Head Office. This study can focus on determining how effective negotiation tactics impact cost-saving measures, resource allocation, and the overall financial health of the organization.

d) Performance evaluation and contractual fulfilment: Assess the effectiveness of performance evaluation metrics in ensuring the fulfilment of contractual obligations. Investigate how performance indicators influence financial decision-making and resource allocation, and whether they contribute to improving or hindering the financial performance of the County Head Office.

e) Contractual Disputes and Financial Implications: Investigate the financial implications of contractual disputes within the Mandera County Head Office. This study can analyse the impact of legal disputes on the organization's budget, resource allocation, and overall financial stability, as well as the effectiveness of dispute resolution mechanisms in mitigating financial losses.

f) Transparency and Accountability in Contractual Agreements: Explore the role of transparency and accountability in managing contractual requirements and their impact on the financial performance of the County Head Office. Investigate how transparent and accountable practices influence financial reporting, budget allocation, and public trust, thus affecting the overall financial well-being of the organization.

These areas for additional research can offer insightful information about how contractual obligations affect the Mandera County Head Office's financial performance, which can help develop practical solutions for enhancing the organization's operational effectiveness and financial management.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Mount Kenya University

School of Social Sciences

P.O Box 342-0100

Thika

8th May, 2023

Dear Sir/ Madam,

REQUEST FOR DATA COLLECTION

For my master's program at Mount Kenya University, I am doing research on "Contract Management Practices and Financial Performance of Projects: A Case of Construction of Mandera County Government Head Office Project." I would like you to take part in my research. I pledge to keep the information you give me strictly confidential and to use it only for academic research. Please be aware that participation in the study is completely voluntary and that you are free to end it at any time.

Yours faithfully

Billow Hassan Ali

Reg no: MAME/2020/62190

PENDIX II: INFORMED CONSENT FORM

Dear respondent,

The researcher is a Mount Kenya University student enrolled in a masters of arts degree in monitoring and evaluation. The study's main question is "How do contractual requirements affect financial performance in Mandera County Head Office ?" You will be asked several questions as part of this study, so I ask that you be patient. Regarding your information, I shall uphold your privacy and confidentiality. Your information will be accessible only to the researcher and will not have your identity written anywhere on the materials. Your participation is entirely optional, and both before and during the study, you have the right to change your mind and withdraw. We won't compensate you for taking part. Please sign the form below if you accept to be included in the study.

Participant:

-- ---------------------- ---------------------
Code of Participant Signature Date

Researcher:

--------------------------------------- ----------------------- ----------------------
Name of Researcher Signature Date

APPENDIX III: QUESTIONNAIRE FOR STAFF
SECTION A: DEMOGRAPHIC INFORMATION

Please tick appropriately

1. What is your age bracket?

   - ☐ 18 years to 25 years
   - ☐ 26years to 33 years
   - ☐ 34 years 41 years
   - ☐ Above 41 years

2. What is your working experience?

   - ☐ Below 1 year
   - ☐ 1-6years
   - ☐ 6-11 years

- ☐ 11-21 years
- ☐ 21 and above

SECTION B: REGULATIONS AND STANDARDS

What percentage of the following statements about laws and standards do you agree or disagree with? The answers are: 5 strongly disagree, 4 disagree, 3 neutral, 2 agree, and 1 strongly agree.

	5	4	3	2	1
3. The project's executing company is skilled in its field.					
4. The project's executing company has a solid reputation.					
5. The project's executing company is financially capable					
6. The project's executing organization possesses managerial skills.					
7. The project's executing business is in possession of the necessary work permits.					
8. Regulations have restricted a project's scope.					
9. Laws have restricted project funding.					

SECTION C: PRE-QUALIFICATION PRACTICES

To what extent do you agree or disagree with the following statements on pre-qualification techniques? (1 disagree, 2 disagree, 3 disagree, 5 disagree strongly, and 4 disagree)

	5	4	3	2	1
10. The project's executing business took part in the bidding procedure.					
11. Competition is improved by prequalification.					
12. The project's executing company has adhered to quality requirements.					
13. The project's executing business is equipped with safety management protocols.					

14. The project's executing company employs qualified personnel.					
15. The project's executing company possesses the necessary accreditation.					
16. Project managers can lessen the possibility of choosing an unqualified contractor by pre-qualifying suppliers and contractors.					

SECTION D: SUPERVISION PRACTICES

Kindly indicate your level of agreement or disagreement with the following statements regarding surveillance techniques: There are nine people in total: two agree, one extremely agree, three disagree, five strongly disagree, and four disagree.

	5	**4**	**3**	**2**	**1**
17. The financial performance of projects is significantly impacted by supervision procedures.					
18. Efficient oversight guarantees that the tasks are completed in compliance with the project schedule.					
19. One way to prevent delays is to have an efficient project schedule supervisor.					
20. The project's executing company employs risk management techniques.					

21. The project's executing company uses quality control procedures.					
22. The project's executing business uses schedule control techniques.					
23. The project's executing business employs monitoring and control procedures.					

SECTION E: CONTRACT DEFINITION

Regarding contract definition, please select your degree of agreement or disagreement (5 strongly disagree, 4 disagree, 3 neutral, 2 agree, and 1 very agree).

	5	**4**	**3**	**2**	**1**
24. Projects' financial performance may be impacted by contracts.					
25. Contracts list the project's benchmarks.					
26. Outsourcing to seasoned contractors can improve the quality of projects					
27. Contracts specify the terms of project payment.					
28. Contracts list the deliverables for the project.					
29. Contracts specify the scope of work for a project.					
30. Contracts specify the fines related to the project.					

SECTION E: FINANCIAL PERFOMANCE

Kindly express how much you agree or disagree with the following financial performance reports. One strongly agrees, two are neutral, three disagree, five strongly disagree, and four disagree.

	5	**4**	**3**	**2**	**1**
31. Projects are finished on time and under budget.					

32. Project cost overruns are minimal.					
33. Initiatives have achieved financial return on investment.					
34. The project's net present value has been realized.					
35. The project's financial internal rate of return has been achieved.					
36. The project has achieved the required level of quality.					
37. The project has addressed user needs.					

APPENDIX IV: SAMPLE SIZE DETERMINATION

DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	**240**	**148**	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	165	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note – N = Population size, S = Sample Size

Source: Krejcie and Morgan (1970, pp.608).

APPENDIX V: CORRECTION CERTIFICATE

MKU/PG/F012 *REVISED, AUGUST 2019*

Mount Kenya University

SCHOOL OF POSTGRADUATE STUDIES

MKU/PG/F012: CERTIFICATE OF CORRECTIONS/ REVISION OF PROJECT/ THESIS

(NB: This certificate of corrections/ revision should be handed into the Dean School of Postgraduate Studies for clearance before the project/thesis can be hard bound)

PART I: CANDIDATE PARTICULARS

Name of candidate Dr./Mr./Ms. .... Mr. Bellow Hassan Ali

Registration No: MAME/2020/62190

Department of study: Social and Development studies

Cell phone No:

School: ……**School of Social Sciences**

Degree Title (MA, MED, Ph.D: Master of Art in Monitoring and Evaluation

Area of specialization: Monitoring and Evluation

Title of Thesis: THE EFFECTS OF CONTRACTUAL REQUIREMENTS ON FINANCIAL PERFORMANCE: A CASE STUDY OF MANDERA COUNTY HEAD OFFICE CONSTRUCTION PROJECT

Date of Board of Examiners Meeting;

Signature of candidate:

PART II: DECLARATION OF SUPERVISOR(S) / OVERSEER(S) IN EFFECTING CORRECTIONS

I/We, the undersigned supervisor(s) /overseer(s) in effecting corrections/revision of the project/thesis as advised by the candidate's Board of Examiners do hereby declare that all the corrections/revision have/has been effected as required.

Any other remarks ……**All corrections have been effected by the candidate as required……………**

a) Supervisor(s)

Names		Signature	Date 01/03/2024
	DR. NAOMI NJOROGE		
1. … ……..…….	………………………………...		
2 ……………………………………..………		………………………	…………………………

APPENDIX VI: NACOSTI RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **757418**

Date of Issue: **07/October/2023**

RESEARCH LICENSE

This is to Certify that Mr.. BILLOW HASSAN ALI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Mandera on the topic: THE EFFECTS OF CONTRACTUAL REQUIREMENTS ON FINANCIAL PERFORMANCE: A CASE STUDY OF MANDERA COUNTY HEAD OFFICE CONSTRUCTION PROJECT for the period ending : 07/October/2024.

License No: **NACOSTI/P/23/30193**

757418

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)

Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya
    v. Adversely affect the environment
    vi. Adversely affect the rights of communities
    vii. Endanger public safety and national cohesion
    viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.

6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
0. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
1. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
2. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
3. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
4. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
5. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

APPENDIX VII: NACOSTI LETTER

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MAME/2020/62190

29th September, 2023

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: BILLOW HASSAN ALI – REGISTRATION NO. MAME/2020/62190

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Monitoring and Evaluation** in the department of **Social and Development Studies** in the **School of Social Sciences.**

The title of the research is "**The Effects of Contractual Requirements on Financial Performance: A Case Study of Mandera County Head Office Construction Project."** He has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2023 and December, 2023.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
, Office of the Director,
Graduate Studies

Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

APPENDIX VIII: ERC LICENCE

Mount Kenya University

REF: **MKU/ISERC/3195**
TO: **BILLOW HASSAN ALI**

Date: 28 September 2023

REG: **MAME/2020/62190**

Dear Sir/Madam,

RE: THE EFFECTS OF CONTRACTUAL REQUIREMENTS ON FINANCIAL PERFORMANCE: A CASE STUDY OF MANDERA COUNTY HEAD OFFICE CONSTRUCTION PROJECT

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2239.** The approval period is **28/09/2023 - 27/09/2024.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity o the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

APPENDIX IX: NOTICE TO SUBMIT THE PROJECT FOR EXAMINATION

MKU/PG/ F009b

Mount Kenya University

SCHOOL OF POSTGRADUATE STUDIES

MKU/PG/F009: NOTICE OF INTENTION TO SUBMIT PROJECT FOR EXAMINATION

*i. To be completed in triplicate and submitted to Dean of School **one (1) month** before the date of submission of project for examination.*

ii. A supervisor verified and signed similarity index report generated using the Turnitin software should accompany this notice. A maximum 15% similarity index excluding references and 20% including references is acceptable. The report should be an appendix in the copies submitted for examination.

PART I: STUDENT PARTICULARS

Name: Billow Hassan Ali **Reg. No**: MAME/2020/62190…

Department: Social and Development Studies. **School:** Social Sciences

P.O Box: 74- 70300, Mandera, Kenya.

Email Address …bildadali90@mail.com

Cell Phone No. +254723867951

I intend to submit my Master's project for examination on or before **10th Day** of **October 2023.**

PART II: TITLE OF PROJECT

THE EFFECTS OF CONTRACTUAL REQUIREMENTS ON FINANCIAL PERFORMANCE: A CASE STUDY OF MANDERA COUNTY HEAD OFFICE CONSTRUCTION PROJECT

PART III: AREAS OF SPECIALIZATION

THE EFFECTS OF CONTRACTUAL REQUIREMENTS ON FINANCIAL PERFORMANCE: A CASE STUDY OF MANDERA COUNTY HEAD OFFICE CONSTRUCTION PROJECT

Student's Signature: Date. 10th October 2023.

PART IV: COMMENTS BY SUPERVISORS

Supervisor (Main)

Name: **Dr. Naomi Nduta Njoroge**

University: **Mount Kenya University**

Department: **Social and Development Studies**

Address:…………………………………………………………………………….

Cell Phone Number**: +254722320817**

E-mail address: **ndutanjoroge600@gmail.com**

Comments:…………………………………………………………………………………………
…………………………………………………………………………………………………..……

Signature Date 10th October, 2023.

Supervisor

Name……………………………………………………………………………

University…………………………………………………………………..…

Department……………………………………………………………...…

Address…………………………………………………………………………

Cell Phone Number…………………………………………………………..

Comments………………………………………………………….

Signature ………………………….………… Date ………………………

PART V: COMMENTS BY HEAD OF DEPARTMENT

Recommended / Not recommended (Delete appropriately)
Remarks (if any) …………………………………….………………………………….....
……………………...………………………………………….…………………………………

APPENDIX X: EXAM TRANSCRIPT

Mount Kenya University

School of Social Sciences
Department of Social and Development Studies
PROVISIONAL RESULT SLIP

Name of Student : ALI BILLOW HASSAN
Reg No. : MAME/2020/62190
Faculty / School : School of Social Sciences
Department : Department of Social and Development Studies
Programme : Master of Arts in Monitoring and Evaluation
Academic Year : 2020/2021 **Level of Study :** First Year

Unit Code	Unit Title	Academic Hours	Marks %	Grade
MED5106	Development Communication	42	50	C
MED5106	Development Communication	42	38	F
MED5107	Appraisal and Evaluation Cycle	42	78	A
MED5202	Project Planning and Management	42	64	B
MED5203	Monitoring Indicators Theory	42	71	A
MED5205	Impact Assessments	42	83	A
MED5207	Monitoring and Evaluation Consultancy Practice	42	58	C
MED6165	Advanced Monitoring and Evaluation Techniques	42	50	C
MED6165	Advanced Monitoring and Evaluation Techniques	42	50	C
MIT5202	Development Management Information Systems (demis)	42	72	A
SMCU001	Research Methodology	42	64	B
SMCU002	Advanced Social Statistics	42	68	B
	Mean :		62.16	

***************** END ************************

School of Social Sciences
Department of Social and Development Studies
PROVISIONAL RESULT SLIP

Name of Student : ALI BILLOW HASSAN
Reg No. : MAME/2020/62190
Faculty / School : School of Social Sciences
Department : Department of Social and Development Studies
Programme : Master of Arts in Monitoring and Evaluation
Academic Year : 2020/2021 **Level of Study :** Second Year

Unit Code	Unit Title	Academic Hours	Marks %	Grade
MBM6147	Strategic Change Management	42	76	A
MED5204	Quality Management and Standards	42	50	C
MED6125	Capacity Development	42	53	C
MED6126	Integrated Monitoring and Evaluation Designs	42	72	A
MED6127	Stakeholders Analysis	42	66	B
	Mean :		63.40	

APPENDIX XI: INTENTION TO PRESENT FORM 013

MKU/PG/F013

Mount Kenya University

SCHOOL OF POSTGRADUATE STUDIES

MKU/PG/F013: NOTICE OF INTENTION TO PRESENT RESEARCH PROPOSAL AT A SEMINAR

(To be filled in triplicate and received by the Dean, School of Postgraduate Studies fourteen (14) days before the date of seminar)

NB: The Candidate to submit at least five (5) copies of the proposal to his/her Postgraduate Studies Coordinator at least seven (7) days before the date of the seminar to enable panelists to review the work well ahead of the presentation.

TO: Chairman, School of Postgraduate Studies Seminars Committee

PART I PERSONAL DETAILS

Name:………………Billow Hassan Ali……………………………………

Reg. No:…………...MAME/2020/62190……………………….……..……

Department:……….Department of Social and Development Studies………..

School …………….School of Social Sciences ………………….

Address P. O. Box:..342-01000 Thika……………………….…………………………………...…

E-mail:……………...socialsciences@mku.ac.ke…………………………

Cell phone No……. +254709153000……………………………….

Sir/Madam,

I intend to make a presentation of my PhD/Masters Research Proposal at the next postgraduate students' seminar scheduled for ……………………….……… day of ……..……….………20 ……………

The title of my proposal is:
Contract management practices and financial performance of projects: a case of construction of mandera county government head office project..

Area of specialization…………Monitoring and Evaluation……………………...……………………..

Student's signature……… ..…. Date: …………… 8th May, 2023……………………

PART II – SUPERVISORS' CONSENT

I/We the undersigned have studied the research proposal of ….**Mr./Ms. Billow Hassan Ali** ….who intends to present his/her Research proposal at the next Academic Seminar and I am/we are satisfied that the work falls within acceptable quality and standards for such presentation.

Name of 1st supervisor…Prof./Dr./Mr./Ms…Naomi Nduta Njoroge (PhD)……

Signature:…… ………… Date:…….09/05/2-23………

Cell phone No: ……………………………………………………………...………

Name of 2nd Supervisor: ………………………………… ………………………..

Signature:……………………………………………….. Date:………………………

Cell phone No:…………………………………………………………………………

APPENDIX XII: MAP OF MANDERA COUNTY

APPENDIX XIII: SIMILARITY INDEX REPORT

THE EFFECTS OF CONTRACTUAL REQUIREMENTS ON FINANCIAL PERFORANCE OF MANDERA COUNTY GOVERNMENT HEAD OFFICE PROJECT

ORIGINALITY REPORT

18%	12%	1%	13%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Mount Kenya University Student Paper	7%
2	Submitted to Universiti Putra Malaysia Student Paper	2%
3	Submitted to University of Oklahoma Student Paper	1%
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