EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS ON PROJECT IMPLEMENTATION: A CASE STUDY OF ADRA, SOMALIA

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS IN DEVELOPMENT STUDIES OF

MOUNT KENYA UNIVERSITY

MARCH, 2025

DECLARATION

DECLARATION AND APPROVAL

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

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

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DEDICATION

This work is dedicated to my loving wife, Fatuma Idle Dakane, whose unwavering support and patience has been invaluable throughout this journey, and to my children, Muhsin, Sabirin and Masu for being a constant source of inspiration and joy.

ACKNOWLEDGEMENT

I would like to express my gratitude to the Almighty for the strength and guidance throughout this journey. I would also like to express my sincere gratitude to my supervisor, Dr. Charles Mogote, for his expert guidance, constructive feedback, and unwavering support throughout the research and writing process. His insights and encouragement have been invaluable in shaping this thesis. A special acknowledgment goes to the staff and faculty of the Social Sciences Department at MKU, who have provided me with the resources, facilities, and academic environment necessary to conduct this research. Their support and assistance have been instrumental in completing this project. I am deeply thankful to my colleagues and friends, Ismail, Yussuf, and Abdi, for their intellectual contributions, stimulating discussions, and moral support during the completion of this work. Their enthusiasm and encouragement have greatly contributed to the success of this research. Lastly, I wish to extend my heartfelt thanks to any friends and family who have supported me but are not mentioned here. Your encouragement and belief in my work have been a source of great motivation. May God bless you abundantly, and give you long life.

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ABBREVIATIONS AND ACRONYMS

ADRA: The Adventist Development and Relief Agency

APA: American Psychological Association

CBO: Community-Based Organizations

ERC: Research Ethics Review Committee

FBO: Faith-Based Organizations

IDP: Internally Displaced Persons

ME: Monitoring and evaluation

NACOSTI: National Commission for Science Technology and Innovation

NGO : Non-Governmental Organizations

SPSS: Statistical Package for the Social Sciences

UN: United Nations

UNDP: United Nations Development Programme

ABSTRACT

Monitoring and evaluation (M&E) systems form the backbone of effective initiative management in ADRA. These systems, integral to the project or program management cycle, serve as fundamental tools for assessing and improving the impact of various endeavors. This immediate feedback enables managers facilitate necessary adjustments to optimize outcomes. Despite the recognized importance of effective monitoring and evaluation in achieving project success, a distinct gap persists in Somalia, evidenced by instances of project failure despite active M&E efforts. The current study explores the efficacy of M&E system employed by the Adventist Development and Relief Agency (ADRA) in Somalia. The specific objectives of the study were; to assess the capacity of ADRA's Monitoring and Evaluation team to optimize project planning and resource allocation, examine the impact of Monitoring and Evaluation Systems on the daily implementation and management efficiency of ADRA projects and to explore the relationship between the capacity of ADRA's M&E team and the overall successful completion and performance of projects in Somalia. To achieve this, the researcher was guided by result based management theory (RBM). The study employed mixed method research design, incorporating both qualitative and quantitative techniques. The study employed a combination of stratified and purposive sampling methods to select both ADRA's projects and participants. Data was gathered using questionnaires, interviews, and document analysis. The data was analyzed using SPSS version 24, where descriptive statistics was used to find the mean, deviations and percentages, and thereafter present the findings in tables and percentages. The key findings of the study indicated that the current M&E systems fail to provide timely, specific, and actionable information, hindering effective project management. Furthermore, the relationship between the M&E team's capacity and project success is negatively impacted by ineffective communication, indicating a need for targeted skill development and enhanced support for the team. The study concludes that ADRA's M&E team needs substantial improvement in data analysis, risk management, and communication to enhance project planning and resource allocation. The study recommends that that ADRA invests in targeted training for data analysis and risk management. This will lead to better project outcomes, efficient resource allocation, and enhanced project sustainability, thereby increasing the impact of humanitarian initiatives.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Monitoring and evaluation (M&E) systems form the backbone of effective initiative management. These systems, integral to the project or program management cycle, serve as fundamental tools for assessing and improving the impact of various endeavors (Onyango, 2015). Their primary purpose is to systematically gather and analyze data to track the progress of activities, providing valuable insights that inform decision-making throughout the initiative's lifespan. By doing so, M&E systems contribute significantly to the overarching goal of ensuring accountability in the implementation of projects or programs.

Okofar (2021) observes that M&E systems enhance decision-making processes in project management. By continuously collecting and evaluating data, these systems offer real-time information about the progress of initiatives. This timely feedback empowers project managers and stakeholders to make informed decisions, facilitating adjustments as needed to optimize outcomes. Moreover, M&E systems play a crucial role in ensuring accountability by providing a structured mechanism to measure and communicate progress (Peter, 2024). Stakeholders, including funders and the community, can assess whether the initiative aligns with its objectives, fostering transparency and trust in the management of resources.

The significance of M&E systems lies in their ability to provide data-driven insights that go beyond mere progress tracking (Custer, King, Atinc, Read & Sethi, 2018). By identifying challenges and successes, project managers can refine strategies, allocate

resources effectively, and address issues promptly. This continuous learning process contributes to the overall improvement of initiative implementation, fostering an environment of adaptability and responsiveness to changing circumstances.

Barasa (2014) argues that M&E plays a crucial role in managing projects. Project management includes using organized methods and modern approaches to carefully plan, fund, carry out, watch over, and organize activities. The goal is to reach specific goals while following limits like time, money, and quality standards. In simpler terms, it encompasses overseeing the entire project life-cycle, from definition and planning to execution, control, and eventual closure (Barasa, 2014). In parallel, a project is a specific task that requires resources and has distinct start and end points. The accomplishment of a project depends on efficiently handling four main factors: individuals, timing, finances, and extent. Projects may differ in their scale and intricacy.

The successful completion of projects is a pivotal aspect in the realm of project management. Kerzner (2018) argues that it involves achieving predetermined goals and objectives within the defined scope, timeline, and budget. The ability to consistently deliver successful projects is contingent upon various factors. M&E systems are systematic processes designed to track and assess project progress, ensuring that activities are on track and aligned with project objectives.

Norman, Brotherton and Fried (2008) observes that clear project objectives serve as the foundational cornerstone for the success of any project. These objectives operate as a comprehensive roadmap, intricately guiding both project teams and stakeholders toward a shared and predefined goal. The crucial aspect of this clarity lies in the eradication of ambiguity within project objectives, paving the way for effective planning and seamless execution of project activities (Norman, Brotherton & Fried,

2008). When objectives are clearly articulated, all participants within the project ecosystem gain a shared understanding of the intended outcomes. This shared clarity not only minimizes the risk of misinterpretation but also promotes cohesion among team members and stakeholders.

According to Belassi and Tukel (1996), a comprehensive planning process, which includes identifying tasks, allocating resources, and establishing timelines, is crucial for the success of any project. Thorough planning ensures that the project team has a clear understanding of the tasks at hand, allowing for a systematic approach to achieving project goals. This involves not only outlining what needs to be done but also determining how resources, including human, financial, and material resources, will be allocated to support these tasks. Adequate resource allocation is vital to ensure that the necessary manpower, financial funds, and materials are available when needed, facilitating the smooth execution of project activities.

As observed by Azmy (2012), the composition of a competent project team stands as a substantial factor in attaining successful project completion. The proficiency and expertise held by individual team members play a pivotal role in surmounting challenges and carrying out tasks with efficiency. When a team is well-assembled, it ensures that project objectives are approached with a high level of competence. This, in turn, increases the likelihood of achieving successful outcomes. A team equipped with diverse skills and knowledge can navigate complexities more adeptly, making informed decisions and adapting to unforeseen circumstances. The collective capabilities of the team members create a synergy that fosters effective collaboration, contributing significantly to the overall success of the project.

The capacity of an M&E team refers to its collective skills, knowledge, and resources dedicated to monitoring project activities and evaluating their outcomes (Kusek, 2010). A well-equipped and competent M&E team is essential for project success, as it contributes to the continuous improvement of project performance throughout its life-cycle. In essence, the connection between the abilities of an M&E team and project success is symbiotic. A well-equipped M&E team enhances the project's ability to adapt, learn, and improve, ultimately contributing to the overall successful completion and performance of projects. This connection underscores the significance of investing in the development and empowerment of M&E teams as integral components of effective project management strategies.

In the landscape of project management, risk management stands out as a decisive factor in determining the success of endeavors (Chapman, & Ward, 2003). Successful projects exhibit a keen ability to identify potential risks at various stages of implementation. This involves a comprehensive analysis of internal and external factors that could potentially impede progress or jeopardize project goals. By anticipating these risks early on, project teams can better position themselves to respond effectively. The proactive identification of risks allows for a thorough assessment of their potential impact, enabling project managers to devise informed strategies for risk mitigation.

The hallmark of successful projects lies not only in risk identification but also in the implementation of proactive measures to mitigate these identified risks (Godschalk, 2003). Rather than merely reacting to challenges as they arise, successful project teams take a forward-thinking stance. They develop and implement strategies designed to minimize the likelihood of risks materializing or to mitigate their impact should they occur. This anticipatory approach enhances a project's resilience, providing a buffer

against unforeseen challenges. Consequently, the project is better equipped to navigate complexities and uncertainties, maintaining a trajectory toward successful completion.

Project management in Somalia, like in many other regions, involves planning, executing, monitoring, and closing initiatives to achieve specific goals within a set time frame and budget. However, the context in Somalia presents unique challenges and considerations due to historical, social, and economic factors, as well as ongoing security and humanitarian concerns.

Infrastructure development, humanitarian aid, and resilience-building projects are crucial components of project management in Somalia (Kettunen, 2021). These initiatives aim to address the significant gaps in basic services caused by years of conflict and instability. Project managers need to implement sustainable solutions that not only provide immediate relief but also contribute to long-term development. Capacity building within local institutions and communities is vital, empowering them to take ownership of projects and fostering self-sufficiency. Collaborative efforts with international donors, non-governmental organizations, and governmental bodies are key in creating a coordinated and impactful project management framework that addresses the multifaceted challenges faced by Somalia.

The Adventist Development and Relief Agency (ADRA) has been actively involved in humanitarian efforts in Somalia, a country marked by a complex blend of historical challenges, ongoing conflicts, and recurrent humanitarian crises (Hirata, Peach & Tobing, 2021). ADRA, with its commitment to serving vulnerable communities, has sought to address pressing needs and contribute to sustainable development in Somalia.

Somalia has faced prolonged periods of instability and conflict, leading to humanitarian crises, displacement, and challenges in basic service delivery. ADRA's engagement in Somalia aligns with its global mission to provide development and relief assistance to those in need, with a particular emphasis on vulnerable populations. The organization's interventions often encompass diverse sectors such as food security, healthcare, education, and water and sanitation, reflecting the multifaceted challenges faced by the Somali population.

In a context where the impact of droughts, famines, and conflict remains significant, ADRA's projects in Somalia are designed to not only respond to immediate needs but also to contribute to long-term resilience and community development (Rose, 2013). By working closely with local communities and understanding their unique socio-cultural contexts, ADRA strives to implement projects that are not only effective but also culturally sensitive and sustainable.

Despite the widespread agreement among scholars that effective monitoring and evaluation is instrumental in attaining project accomplishment, a noticeable gap persists in Somalia, where instances of project failure are still evident (Abdirahman, 2022). This trend endures even in the presence of substantial M&E activities. This contradiction raises significant concerns regarding the efficacy of the monitoring and evaluation processes employed in ensuring project success. The persistence of project failures, despite active monitoring and evaluation, prompts a critical examination of whether the existing systems are sufficiently robust to meet the objectives of project implementation.

This study aimed to delve into the existing gap by exploring the intricate connection between the M&E system and project success in the Somali context. The central

question revolves around understanding why projects continue to face challenges, and in some cases fail, despite the acknowledged importance of rigorous monitoring and evaluation practices. Through an in-depth investigation, the study seeks to identify factors contributing to the observed discrepancies and assess whether adjustments or enhancements to the monitoring and evaluation system could lead to improved project outcomes. By shedding light on the dynamics at play, the research endeavored to provide insights that can inform more effective M&E strategies, ultimately contributing to increased project success rates in the Somali context.

1.2 Statement of the Problem

Monitoring and Evaluation (M&E) systems are essential for effective project management, offering real-time insights that enable project managers and stakeholders to make informed decisions and adapt strategies for optimal outcomes. However, despite the widespread recognition of M&E's importance, humanitarian projects in fragile contexts like Somalia often experience inefficiencies and underperformance. The Adventist Development and Relief Agency (ADRA) has been actively working to aid vulnerable communities in Somalia through health, education, and infrastructure projects, yet challenges persist in ensuring these initiatives meet their intended goals. This raises questions about the effectiveness of current M&E practices in facilitating sustained project success. Are these systems sufficient in tracking progress and identifying risks, or are there overlooked gaps that may lead to misallocation of resources, delayed decision-making, and eventual project failure?

Existing literature on M&E emphasizes its importance in project success, but it provides limited insights into specific M&E practices and challenges within the context of humanitarian projects in Somalia. This study focuses on three key aspects of ADRA's

M&E processes: the capacity of the M&E team, the adequacy of resource allocation, and the effectiveness of daily project monitoring in achieving project objectives. By addressing these specific elements, the study aims to highlight areas in need of improvement within ADRA's M&E systems, ultimately contributing to the development of more resilient, efficient, and impactful humanitarian initiatives in Somalia. This exploration is vital to refining M&E practices, promoting accountability, and enhancing the long-term sustainability of projects in complex environments.

1.3 Purpose of the Study

The current study sought to assess and enhance the effectiveness of the Monitoring and Evaluation (M&E) system employed by the Adventist Development and Relief Agency (ADRA) in Somalia. The research aimed reveal the capacity of ADRA's M&E team in optimizing project planning, resource allocation, daily implementation, and management efficiency. Additionally, the study sought to explore the relationship between the M&E team's capacity and the overall successful completion and performance of projects in Somalia.

1.4 Research Objectives

The study was guided by the following objectives;

i. To assess the capacity of ADRA's Monitoring and Evaluation team to optimize project planning and resource allocation in Somalia.

ii. To examine the impact of Monitoring and Evaluation Systems on the daily implementation and management efficiency of ADRA projects in Somalia.

iii. To explore the relationship between the capacity of ADRA's Monitoring and Evaluation team and the overall successful completion and performance of projects in Somalia.

1.5 Research Questions

The study sought to answer the following questions;

i. How does the capacity of ADRA's Monitoring and Evaluation team contribute to the optimization of project planning and resource allocation?

ii. What is the impact of Monitoring and Evaluation Systems on the daily implementation and management efficiency of ADRA projects in Somalia?

iii. What is the the relationship between the capacity of ADRA's Monitoring and Evaluation team and the overall success, completion, and performance outcomes of projects in Somalia?

1.6 Assumptions of the Study

The study operated with the following assumptions;

i. ADRA's Monitoring and Evaluation team contribute to the optimization of project planning and resource allocation.

ii. Monitoring and Evaluation Systems impact the daily implementation and management efficiency of ADRA projects in Somalia.

iii. There is a relationship between the capacity of ADRA's Monitoring and Evaluation team and the overall success, completion, and performance outcomes of projects in Somalia.

1.7 Significance of the Study

This study holds significant implications to scholars as they will benefit from gaining great insights into the efficacy of M&E systems in complex environments like Somalia, contributing to the academic discourse on project management in challenging contexts. Project managers will derive practical guidance to enhance project planning, resource allocation, and overall efficiency from the findings. Additionally, the study has the potential to inform system teams by identifying areas of improvement within the M&E framework, offering valuable recommendations for optimizing daily implementation. Ultimately, the research's broad impact lies in its potential to improve the outcomes of humanitarian projects in Somalia, fostering more effective and sustainable development practices for organizations such as the Adventist Development and Relief Agency (ADRA) and serving as a reference for similar initiatives globally.

1.8 Justification of the Study

If this study was not conducted, the identified gap in understanding the effectiveness of the M&E system and its impact on project success would persist. This knowledge void poses several potential consequences. First, scholars and practitioners would lack insights into the specific challenges and opportunities related to M&E practices in the context of humanitarian projects in Somalia, hindering the advancement of academic understanding and best practices in project management. Second, project managers and teams, including those from ADRA, may continue to operate without a comprehensive understanding of how to optimize their M&E efforts, potentially leading to suboptimal project outcomes and resource utilization. Third, without this study, the system teams responsible for implementing and maintaining the M&E framework may miss

opportunities for refinement and improvement, limiting the overall effectiveness of ADRA's projects in Somalia.

1.9 Scope of the Study

The current study assesses the capacity of ADRA's M&E team in optimizing project planning and resource allocation, examine the impact of M&E systems on daily implementation and management efficiency, and explore the relationship between the M&E team's capacity and the overall successful completion and performance of projects. The study focused on the processes, tools, and frameworks utilized by ADRA's M&E team, analyzing their effectiveness in enhancing project outcomes. It involved qualitative and quantitative methodologies, including interviews, surveys, and data analysis, to provide comprehensive insights into the strengths, weaknesses, and areas for improvement within ADRA's M&E practices in the context of Somalia.

1.10 Limitation of the Study

The research faced several potential limitations and challenges during data collection, primarily due to the context of ADRA's projects in Somalia. One significant challenge was the remote and often inaccessible locations where these projects are implemented. The geographical dispersion of project sites may pose logistical challenges, making it difficult to reach and engage with local communities. To handle the challenge, the research team developed a comprehensive logistics plan, including pre-established communication channels, to navigate travel complexities and optimize data collection efforts. Collaboration with local partners, NGOs, and community leaders was instrumental in gaining access to remote areas, ensuring community engagement, and mitigating security concerns.

Another potential limitation is related to the security situation in Somalia. Ongoing conflicts and security concerns may restrict access to certain project areas, limiting the researcher's ability to collect data comprehensively. This limitation may necessitate careful coordination with local authorities, security experts, and project personnel to ensure the safety of the research team.

1.9 Operation Definition of Terms

Budgetary allocation: Refers to the specific process of assigning financial resources to various activities and components of ADRA's projects.

Effectiveness: The degree to which the Monitoring and Evaluation (M&E) systems contribute to the successful implementation of projects, ensuring that objectives are met efficiently and outcomes are achieved.

Evaluation : The systematic assessment and interpretation of the design, implementation, and outcomes of a project, program, or policy.

Monitoring : The ongoing procedure of gathering, examining, and utilizing data and information throughout the execution of a project. to track progress, identify problems, and make timely adjustments.

M&E System : A structured framework that includes processes, tools, and methodologies for monitoring and evaluating project activities.

M&E Plan : A document that outlines the specific strategies, methodologies, and activities for monitoring and evaluating a project.

Project success: The accomplishment of set project goals and results within the agreed-upon schedule and budget.

Tools and Techniques : The methods, instruments, and approaches employed in the monitoring and evaluation process.

Strength of Monitoring Team: The collective capabilities, skills, and expertise of individuals responsible for conducting monitoring activities.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

The following section presents literature related to the current study. It is presented in the order of; optimizing project planning and resource allocation by M&E team, the impact of M&E systems on the daily implementation and management of projects and the relationship between the capacity of M&E team and the overall successful completion and performance of projects. In addition, the section presents the theoretical framework that guided the researcher towards achieving the objectives of the study, and the conceptual framework.

2.1 Optimizing Project Planning and Resource Allocation by M&E Team

Chepng'eno and Kimutai (2021) conducted a study analyzing the effects of planning and resource allocation on the long-term viability of road projects in Kericho County,

Kenya. Project sustainability holds significant importance for donors and stakeholders, as it ensures the continued functionality and maintenance of projects over an extended period. Road projects play a vital role in facilitating the transportation of goods and services, which helps in advancing the socioeconomic progress of the country. Despite efforts to expand the road network in Kericho County, more than 10,000 kilometers of roads remain untarmacked and in poor condition (Chepng'eno & Kimutai, 2021). The study's findings revealed that project planning significantly influenced project sustainability. This impact was credited to successful budget estimates, inventory management systems, and planning procedures, which minimized waste, mismanagement, and corruption. However, the study identified room for improvement in time scheduling to minimize time wastage during construction. Additionally, resource allocation, including human, physical, and financial resources, had a positive and significant impact on project sustainability. The current study aims to build on the findings of Chepng'eno and Kimutai (2021) by further exploring and analyzing the effectiveness of monitoring and evaluation systems on project implementation, specifically in the context of ADRA in Somalia. While the previous study focused on project planning and resource allocation, the current research investigated how monitoring and evaluation contribute to project success.

Kabeyi (2019) discusses the historical evolution of management of various, M&E, highlighting the transformation of project management from a non-functional component to a strategic element in organizational development. The author emphasizes the importance of project M&E, noting that their neglect as side-activities by project managers can lead to project or program failure. The evolution of project management is attributed to factors such as globalization, requiring project managers

to navigate diverse networks, cultures, and increased competition (Kabeyi, 2019). The shift from art to science in project management is linked to standardization, concept refinement, and the integration of computer software. While Kabeyi provides a broader historical perspective, the current study focused on the practical implications and outcomes of monitoring and evaluation systems within a specific organizational context.

Ochieng and Noor (2023) carried out a study focusing on the management of project stakeholders and its connection to the performance of health projects funded by donors in Nairobi City County, Kenya. The research aims to understand how effectively handling stakeholders influences the outcomes of health projects that receive funding from donors in Nairobi County. They highlight that achieving sustainable and improved health outcomes in these projects relies on efficient stakeholder management. In Nairobi County, Kenya, the study identifies significant challenges and gaps in stakeholder engagement and coordination. These issues lead to suboptimal project performance and limited impact on health outcomes (Ochieng & Noor, 2023). The current study differs in focus as it centers on the efficacy of M&E systems in project implementation for ADRA in Somalia. While Ochieng and Noor's study concentrates on stakeholder management and project performance in health projects in Nairobi County, the present study is specifically exploring how monitoring and evaluation systems impact the implementation of projects by ADRA in Somalia. The review of Ochieng and Noor's work benefited the current study by providing insights into challenges and gaps in stakeholder engagement, which could inform the analysis of M&E systems' effectiveness in the ADRA case.

Ghoddousi, Eshtehardian, Jooybanpour and Javanmardi (2013) emphasize the importance of reducing both project time and cost in today's competitive setting, which requires balancing these two elements. They note that in projects, the start times of activities depend on precedence relationships and resource availability, and the cost and duration of activities can vary based on allocated resources. The authors also highlight resource leveling as a strategy to mitigate excessive fluctuations in resource usage, impacting the overall project time and cost. The outcomes of the MRC-DTCRO model proposed by the scholars demonstrate that integrating resource leveling into current models offer practical solutions for allocating resources and balancing workloads. This research, as indicated by Ghoddousi et al. (2013), holds relevance for both the construction industry and researchers. The current study differentiates itself by focusing on the usefulness of M&E systems in project implementation, specifically in the context of ADRA, Somalia. While Ghoddousi et al. (2013) address resource optimization and project scheduling, the present study focused on the realm of monitoring and evaluation, assessing how these systems contribute to project success.

Linkov, Satterstrom, Kiker, Bridges, Benjamin and Belluck (2006) explored the changing approaches in environmental management, particularly in the context of making decisions for remedial actions. The scholars argued that traditional decision-making by risk managers often led to suboptimal outcomes due to the complexity of environmental challenges, unpredictable conditions, and evolving social priorities. They introduced the concept of adaptive management, emphasizing the need to acknowledge uncertainties during decision-making. This approach involves creating a range of adaptable options that are capable of being supervised, providing valuable information to reduce uncertainties for future decisions. The study proposed that integrating adaptive management with multicriteria decision analysis techniques might

boost decision-making efficiency and enhance overall effectiveness environmental management strategies. However, the implementation of adaptive management has been somewhat limited, especially in the context of remedial decision-making. While the previous study by Linkov et al. addresses environmental management decisions, the current study concentrated on the impact of M&E systems on project planning and resource allocation.

Wachaiyu (2016) conducted a study in Starehe Sub-county, Kenya, to examine the factors in evaluation that impact the wellness of development projects. The findings emphasized the significance of a strong monitoring team, proper budget allocation, a well-organized M&E plan and careful selection of tools and techniques play crucial roles in determining the success of a project. However, in numerous development projects, there has been a noted absence of effective adoption of M&E, despite its acknowledged significance in achieving project success. The study concluded that the factors of a strong monitoring team, budget allocation, M&E plan, and tool selection explain 75.2 percent of the variance in project success, leaving 24.8% unidentified. In contrast, the current study aims to evaluate how well monitoring and evaluation systems work in carrying out projects, specifically in the context of ADRA, Somalia. While Wachaiyu focused on factors influencing project success in a broader sense, our study hones in on the role of M&E systems and their impact on the successful implementation of projects by ADRA.

Mantell, Masvawure, Zech, Reidy, Msukwa, Glenshaw and Rabkin (2022) conducted a study focusing on understanding the impacting the effective implementation of health initiatives in the Gedo region of Somalia. Their research emphasized World Vision Somalia's structured plan for project implementation stages, which aids in evaluating

an organization's readiness for change and the effectiveness of proposed change objectives. The study highlighted the importance of sufficient financial support at World Vision Somalia, recognizing that adequate funding plays a vital role in effectively executing project initiatives. The significance of incorporating thorough monitoring and evaluation processes was underscored in the study, providing project managers and field officials with the ability to anticipate challenges, take action to address issues and make sure that any shortcomings are identified and resolved. This approach contributed to the effectiveness of project implementation.

2.2 The Impact of M&E Systems on the Daily Implementation and Management of Projects

Mleke and Dida (2020) conducted a survey in Tanzania, specifically focusing on government projects within the healthcare industry. They explored the use of Monitoring and Evaluation (M&E) systems, which are tools utilized globally to monitor project track and assess results. Strengthening these systems is crucial for enhancing organizational performance, effectiveness, and ultimately achieving successful project results. Their discoveries underscored a deficiency in the uptake of information and communication technology in M&E activities within government organizations. The Ministry of Health in Tanzania, for instance, relies on manual methods for monitoring and evaluating projects, leading to risks and challenges during implementation due to a lack of timely corrective actions. Manual data compilation, delays in data submission, and a lack of comprehensive project details in the system were identified as key issues. While Mleke and Dida concentrated on government health projects in Tanzania, the present study is centered on the effectiveness of M&E systems in project implementation at ADRA in Somalia.

Jamaal (2018) investigated the impact of PM&E on project performance at the KMFRI in Mombasa, Kenya. PM&E is a strategic management approach that provides tools and techniques for managers, employees, and stakeholders at various levels. However, the study revealed that PM&E practices were not fully embraced by KMFRI managers, leading to challenges in effective project implementation and achieving excellence in project performance. The findings indicated that when PM&E is actively adopted, it involves involving stakeholders in collaborative planning and evaluating progress, which helps in successfully finishing projects. Financial capital was identified as crucial for project viability, and participatory M&E facilitated financial mobilization by communities, enhancing project success. Rigorous pre-planning in total quality management projects was also linked to successful project performance and the ability to influence daily practices. The review of Jamaal's study provided insights into the challenges and benefits associated with implementing PM&E in the specific context of ADRA projects in Somalia.

Apondi (2023) explored the impact of Monitoring and Evaluation (M&E) practices in Nairobi County's health sector on project growth and performance. The study revealed that adequate funding and effective subdivision of M&E responsibilities significantly improved project performance. Additionally, senior management's involvement, including financial support and continuous training for M&E staff, was crucial for the success of health projects in Nairobi County. The study suggests that adopting a strong M&E culture at the senior management level is essential for aligning project objectives with outcomes and ensuring proper guidance throughout the project. The review benefited the current study by highlighting the importance of well-defined M&E

objectives, continuous training, and senior management support in enhancing project performance.

Kamau and Mohamed (2015) examine the usefulness of M&E in attaining project accomplishment in Kenya. The research aimed to examine existing literature on critical success factors influencing project success. The analysis revealed a consistent presence of certain factors in multiple studies, with M&E functions being one such factor. Using a literature review approach, the researchers categorized factors related to M&E that influence project success into four main groups: The effectiveness of the M&E team, monitoring methods, political factors, and project stage were identified as key factors. Additionally, the study emphasized the significance of managerial backing as a mediator between M&E activities and project outcomes. It stressed that while a strong M&E framework is essential, it may not necessarily ensure project success without sufficient management support. The current study aims to build upon the findings of Kamau and Mohamed (2015) by exploring the impact of M&E systems on the daily implementation and management of projects in the context of ADRA, Somalia.

Njuki, Kaaria, Chitsike & Sanginga (2006) explored the potential contributions of Studying the impact of Participatory PM&E systems, ownership, success, and the enhancement of local decision-making processes. Their research aimed to determine if these systems could increase the accountability of formal research and development organizations to communities, thereby enhancing the delivery of project outputs and outcomes. Preliminary findings from the study revealed that scientists are increasingly employing PM&E processes to involve stakeholders in collaborative planning, setting common objectives, and collectively evaluating progress. Researchers are increasingly responsive to the interests of stakeholders, modifying project goals, results, and

measurements according to stakeholder preferences. Within communities, Participatory M&E information is employed to tailor project actions, determine community projects, and oversee the execution of activities.

Nditiye (2020) examined the factors influencing the implementation of M&E systems in government organizations, using the National Identification Authority (NIDA) as a case study. The study emphasized the importance of integrating M&E planning into the early stages of project development, ensuring the presence of an M&E system before project initiation, providing clear roles and responsibilities for M&E experts, recognizing the significance of M&E skills in offering valuable guidance during project implementation, and emphasizing qualifications in the recruitment process of M&E personnel.

Bisimwa (2022 revealed a notable correlation between the implementation of monitoring and evaluation methods and the overall performance of projects within the organization. In simpler terms, this implies that when monitoring and evaluation practices are increased, it positively influences project performance. The research proposes that the company ought to regularly train its staff members, and the administration should allocate ample funds to guarantee the successful execution of monitoring and evaluation methods. The current study benefited from this review by gaining insights into diverse sectors and project types, allowing for a more comprehensive understanding of the function of M&E in the execution and oversight of projects.

Garley, Eckert, Sie, Ye, Malm, Afari, & Ye (2016) discuss an initiative aimed at enhancing the monitoring and evaluation (M&E) capacity for malaria in sub-Saharan Africa (SSA). As efforts to control malaria intensify in countries where it is common,

there is a growing demand for a strong M&E system to accurately gauge progress and achievements. The authors emphasize the importance of providing program and M&E offcials with the necessary abilities to enhance M&E systems. for malaria and improve the utilization of information in program implementation. While Garley et al. (2016) concentrate on Enhancing the ability to monitor and evaluate malaria in sub-Saharan Africa, the study extended this focus to assess the practical implications of M&E systems on project implementation within a specific organizational context.

Onyango (2019) notes that M&E frameworks help measure and analyze project activities. However, there is a gap in how these frameworks are designed to generate and use information. Among these, learning capacity was the most closely related to successful project implementation. M&E practitioners should receive proper training to effectively use these tools and enhance their understanding.

Ahmed (2022) conducted a study in Somalia to assess how M&E practices impact the effectiveness of water points within an Agro-pastoral project. The study sought to assess how M&E activities affect the efficiency of water points within this project's particular setting. The results revealed that using M&E outcomes had the greatest influence on project success, with M&E training, data management, and M&E planning also contributing positively. Overall, the research concludes that M&E practices significantly contribute to enhancing project performance. This review enhanced the current study by offering a comparative perspective and potentially identifying unique factors influencing project success within the ADRA context. Overall, this comparative analysis contributed to a more comprehensive understanding of the role of M&E systems in diverse project settings, benefiting both academic research and practical project management.

2.3 The Relationship Between the Capacity of M&E Team and the Overall Successful Completion and Performance of Projects

Ingle, Mahesh, & MD (2021) explored the performance factors influencing the success of construction projects in India. The construction industry in India faces challenges due to performance shortcomings, with projects being intricate, unique, and lacking established models for evaluating their success. The study aimed to identify performance areas impacting project success in Indian construction projects. The findings revealed 28 significant performance areas, showing a restricted uptake of efficient construction management methods in Indian construction projects. The current study, building on this research, seeks to contribute more knowledge into the connection between the capacity of M&E teams and the overall successful completion and performance of projects. By reviewing the literature on performance of projects within the construction sector the study aims to draw parallels, identify potential challenges, and offer valuable lessons that can inform the enhancement of M&E practices, particularly in the context of ADRA projects in Somalia.

Kissi, Agyekum, Baiden, Tannor, Asamoah, and Andam (2019) investigated the influence of project M&E methods affect the outcomes of construction projects in Ghana. The study emphasized the crucial role of proper M&E practices in project execution and management, highlighting their significant impact on successful project delivery. The primary aim was to comprehend the connection between M&E methods and the standards for construction success. The results indicated a notable and positive correlation between M&E methods and the criteria for the success of construction projects. In particular, factors such as health and safety performance and project scope were identified as crucial elements strongly associated with M&E methods. This suggests that in developing countries, paying close attention to these two aspects is

essential for achieving project success. While Kissi et al. (2019) focused on the impact of M&E practices on specific success criteria in construction projects, the current study sought to delve into the broader implications of the M&E team's capabilities on overall project success. By doing so, it aimed to contribute to the existing knowledge base, providing insights that go beyond specific project criteria and encompass the comprehensive evaluation of project outcomes.

Ruchahanira (2014) investigated how M&E activities contribute to projects efficacy implemented by non-governmental organizations (NGOs) in the Gasabo and Kicukiro Districts of Rwanda. The primary aim was to understand the methods employed in M&E and to what extent they impact the success of projects in five selected NGOs within these districts. The study's results showed a notable connection between M&E methods and the achievements of projects among the five non-governmental organizations (NGOs) working in Kicukiro and Gasabo districts. Despite this positive correlation, the study highlighted the necessity for enhanced M&E efforts to better achieve project goals. It emphasized the importance of training NGO personnel in data analysis using statistical tools to improve the research process.

Engan, and Aigbavboa (2019) conducted a study that used principal component analysis to examine the determinants influencing the delivery of construction projects in developing countries. The study used a method to condense data in order to find key elements essential for successful monitoring and evaluation in the construction field. Construction experts from Ghana, Nigeria, and South Africa were asked questions in a survey to collect their views. The research recommends that project managers take these factors into account to improve monitoring and evaluation to guarantee construction project success. While both studies contribute valuable insights to the field of M&E,

the current study specifically investigated the impact of M&E team capacity on project implementation within the context of ADRA in Somalia.

Mgoba & Kabote (2020) explored how participatory monitoring and evaluation (PM&E) contributes to the effectiveness of water projects initiated by local communities in Tanzania. The Tanzanian government aims to provide clean and safe drinking water to 90% of the population by 2025. Despite these efforts, many community-based water projects face challenges, and PM&E, crucial for project success, is not widely implemented. NGO-funded projects demonstrated higher success rates compared to government-funded ones, and PM&E played a crucial role in attaining the objectives of water projects. It was noted that there existed a notable contrast in responses, signifying differing degrees of PM&E efficacy. Most participants reported a high level of effectiveness, particularly in projects funded by NGOs. Nevertheless, the analysis concluded that while PM&E proved effective in meeting project objectives overall, it fell short in the aspect of capacity building. While Mgoba and Kabote's study primarily concentrates on community-based water projects in Tanzania, the current research investigates the broader context of project implementation, specifically within the ADRA organization in Somalia.

Wachaiyu (2016) argues that despite the importance of M&E, many development projects fail to implement it effectively. Wachaiyu noted that these factors explained only 24.8% of the variance in project success, suggesting that other factors also influence project outcomes. The study concluded that further evaluation is needed to identify additional factors contributing to project success, and it emphasized the need to adequately recognize the role of the M&E budget. This review provided a framework

for understanding how M&E systems can be better aligned with project management to improve outcomes.

Nabulu (2015) examines the elements that affect the effectiveness of M&E in government initiatives in Kenya, with a particular emphasis on the Constituency Development Fund (CDF) projects within Narok East sub-county. The study highlights that the CDF Act and Implementation Guidelines strongly emphasize the need for effective monitoring and evaluation of CDF money, with the responsibility distributed among various stakeholders.To ensure effectiveness, monitoring entails asking relevant questions, addressing actual issues, and gathering pertinent information for precise project evaluations. The research underscores the significance of Monitoring and Evaluation (M&E) for project success, highlighting challenges faced by numerous government projects in its efficient implementation. It identifies Training, Cost Management, Time Management, and the Competence of the Monitoring Team as pivotal factors, collectively accounting for only 22.6 percent of the variations observed. The current study anticipates benefiting from Nabulu's insights by building upon the understanding of factors influencing M&E performance, offering valuable insights into the specific role of the M&E team's capacity in achieving successful project outcomes.

Galgallo (2019) investigates the impact of M&E on the execution of infrastructural development projects in Marsabit County's county governments. M&E tasks play a vital role in improving the overall effectiveness of project planning, management, and execution. The initiation of various projects is often driven by the aim of positively transforming the sociopolitical and economic conditions of a given region. However, Marsabit County faces challenges in ensuring the quality execution of infrastructural projects, resulting in minimal impacts on residents' livelihoods. Weaknesses in project

design, implementation, and limited data for planning contribute to the failure of many development projects initiated by the County Government of Marsabit.

Specifically, the supervision of infrastructural development projects, particularly roads and other structures, lacks strength, leading to poor workmanship (Galgallo, 2019). Previous studies point out a gap in thorough investigations regarding the impact of M&E on the outcomes of infrastructure development projects undertaken by the county government in Marsabit County. Galgallo's research outcomes suggest that there is no clear link between M&E baseline surveys, M&E planning, participation of management, technical proficiency in M&E, and the execution of development projects. The study concludes that M&E activities, including baseline surveys, planning, management participation, and technical expertise, do not positively influence the implementation of infrastructural projects.

While various studies have explored M&E systems, few have specifically investigated how the capabilities of M&E teams impact project planning, resource allocation, and overall project success in the specific context of humanitarian work. The study's objectives directly address this gap by aiming to evaluate ADRA's M&E team's capacity in project planning and resource allocation, understand the impact of M&E systems on daily project implementation, and explore how the team's abilities relate to the overall success of projects in Somalia. By fulfilling these objectives, the study aims to offer practical insights and recommendations tailored to the unique challenges faced by ADRA in Somalia, contributing to improved M&E practices in humanitarian projects.

2.5 Research Gap

While Chepng'eno and Kimutai (2021) focused on planning and resource allocation, and Kabeyi (2019) emphasized the historical evolution of M&E, neither explored the specific role of M&E systems in optimizing project execution at ADRA in Somalia. Additionally, Ochieng and Noor (2023) and Wachaiyu (2016) examined stakeholder management and broader project success factors, respectively, without addressing the unique context of M&E's effectiveness in Somalia.

Mleke and Dida (2020) emphasize the need for technological integration in M&E practices within Tanzania's healthcare sector, while Jamaal (2018) points out the challenges faced by managers in fully adopting PM&E practices in Kenya. Apondi (2023) discusses the importance of ongoing training and senior management support in Nairobi's health projects. However, despite these insights, there remains a gap in understanding how M&E systems specifically influence the daily implementation and management of projects within humanitarian organizations like ADRA in Somalia, which has not been thoroughly addressed in prior studies.

The literature reveals that while various studies have examined M&E systems and their influence on project success in sectors like construction and community-based initiatives, there remains a notable gap regarding the specific impact of M&E team capacity on project performance within humanitarian contexts. For instance, studies by Ingle et al. (2021) and Kissi et al. (2019) focus on performance factors and M&E methods in construction projects, while Ruchahanira (2014) and Mgoba & Kabote (2020) highlight M&E's contributions to NGO projects without emphasizing team capabilities. Additionally, although Galgallo (2019) and Nabulu (2015) identify critical

M&E elements in development projects, they do not address how the specific skills and capacity of M&E teams affect project outcome.

2.5 Theoretical Framework

The current study is guided by Results-Based Management (RBM), an approach that has gained importance in development and humanitarian work. RBM focuses on achieving defined outcomes and impacts by emphasizing clear planning, systematic monitoring, and rigorous evaluation throughout the project lifecycle (Lainjo, 2019). Promoted by the United Nations, especially through agencies like the United Nations Development Programme (UNDP), RBM was adopted in the 1990s to improve program efficiency and accountability. This approach is based on the idea that setting specific goals and monitoring progress can increase the effectiveness of projects and ensure accountability.

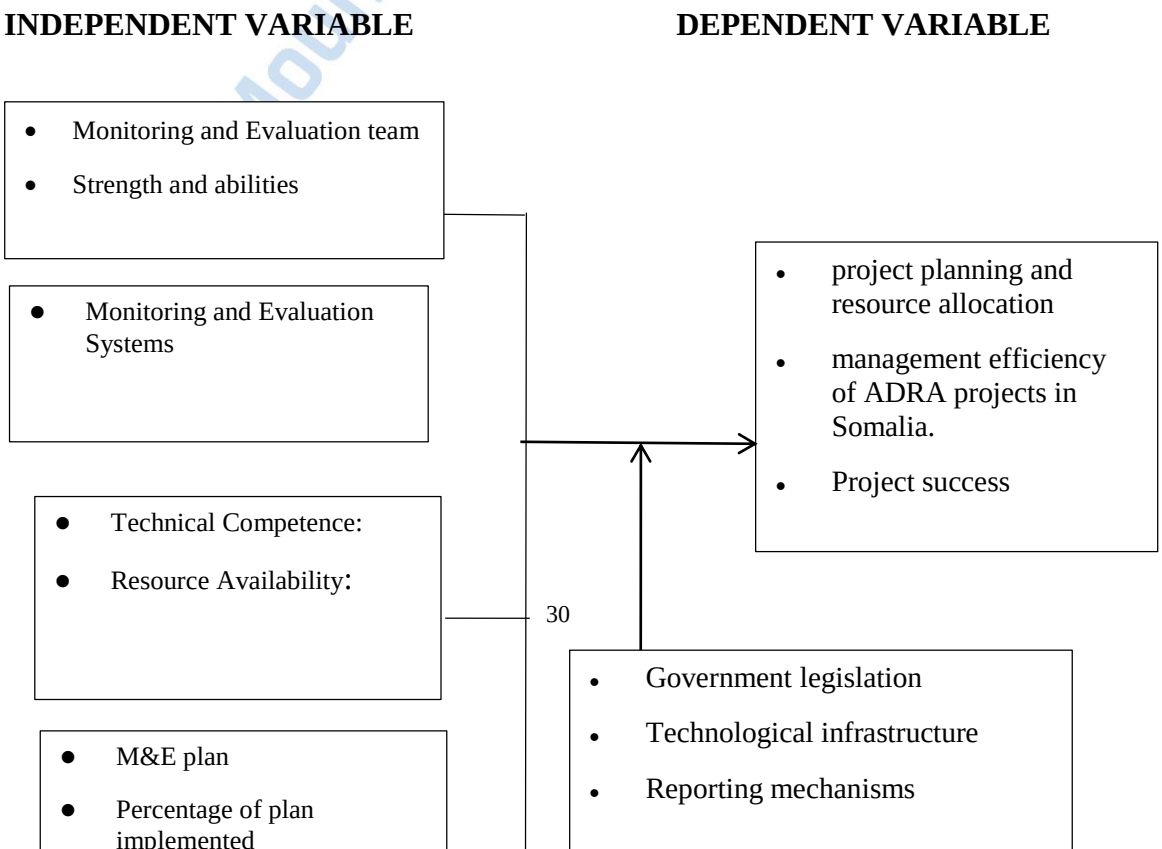
To achieve the study's first objective, RBM provided a framework for structured planning and resource alignment. By setting measurable targets and establishing clear performance indicators, the M&E team could systematically evaluate their resource allocation strategies. RBM's focus on evidence-based planning allowed ADRA to prioritize resources and ensure that each step was geared toward achieving defined project outcomes in Somalia.

For the second objective, RBM's performance measurement approach proved useful. The study utilized RBM principles to help the M&E team monitor daily activities against set goals. This enabled them to quickly identify any issues, make timely adjustments, and ensure that daily project tasks aligned with broader project objectives, thereby enhancing overall management efficiency.

Finally, in addressing the third objective, RBM's emphasis on learning and adapting from project results was central. By continually analyzing and applying insights from ongoing M&E activities, the team could respond proactively to challenges or changes in the project environment. This capacity for real-time learning and adaptation contributed to improved project outcomes, supporting ADRA's goals and advancing the overall effectiveness of humanitarian interventions in Somalia.

2.6 Conceptual Framework

The Monitoring and Evaluation Team Capacity serves as the driving force, influencing project planning, resource allocation, and overall project success. Government legislation sets the regulatory context, technological infrastructure provides the tools for data collection and analysis, and reporting mechanisms facilitate communication. These intervening variables play a crucial role in translating the M&E team's capacity into tangible outcomes, impacting the efficiency of project management and contributing to the success of ADRA projects in Somalia. The framework shows the relationships among these variables, shedding light on the dynamics that shape effective project implementation in a humanitarian context.



INTERVENING VARIABLE

Figure 2.1: The Effectiveness of Monitoring and Evaluation Systems on Project Implementation.

The conceptual framework illustrates that the capacity and effectiveness of the M&E team, defined by their technical competence and available resources, along with the implementation of robust M&E systems, significantly influence key aspects of project execution. These aspects include project planning and resource allocation, management efficiency, and overall project success. Additionally, intervening variables such as government legislation, technological infrastructure, and reporting mechanisms play a critical role in either facilitating or hindering the implementation and impact of M&E activities. The interplay of these variables ensures that M&E practices are effectively integrated into ADRA's projects in Somalia, ultimately driving successful project outcomes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

The following section outlines the approach the researcher used to gather, analyze, and present data. It covers aspects such as the research design, population, sampling method and size, tools, and procedures for data collection. Additionally, it explains the method for analyzing data and addresses ethical considerations.

3.1 Research Design

A research design is a structured and systematic plan or blueprint that outlines the overall strategy for conducting a research study (Afarini and Hindarto, 2023). It acts as a structure for gathering, examining, and understanding data to tackle particular research questions or goals. The research employed descriptive statistics research design. This entailed a mixed-method approach, blending qualitative and quantitative methods to collect and analyze data. This means the researcher collected information in different ways, including numbers and descriptions, to get a more complete understanding of the research questions. The combination of these methods allowed the researcher to explore the complexities of the topic and provide a richer and more comprehensive perspective.

3.2 Location of Study

The study was conducted in various regions of Somalia where ADRA (Adventist Development and Relief Agency) projects have been initiated. These regions include Marodijeh, Sool, Nugaal, Mudug, Hiraan, Galgaduud, Bay, Banadir, Gedo, and Lower Juba. These diverse regions represent a broad geographical and socio-economic

spectrum, reflecting the extensive reach and impact of ADRA's humanitarian and development interventions across Somalia.

3.3 Target Population

The target population for this study was 1,040 individuals, associated with 26 projects under ADRA Somalia across the health, education, water, and roads sectors (ADRA, 2023). In line with Cooper and Schindler (2003), the target population is defined as the entire group from which the study aims to draw generalizable findings. Specifically, the population will include members of M&E teams dedicated to each project, project managers overseeing day-to-day operations, the broader ADRA Monitoring and Evaluation Team, and various stakeholders involved in or impacted by the projects. This comprehensive approach ensures representation from those directly engaged in the implementation and assessment of ADRA projects, enabling a more inclusive and holistic understanding of the effectiveness of monitoring and evaluation systems in the diverse sectors of health, education, water, and roads within the context of ADRA's initiatives in Somalia.

3.4 Sampling procedure and techniques

In the current study focusing on the effectiveness of monitoring and evaluation systems in ADRA Somalia's projects across education, health, water, and roads sectors, a stratified sampling approach was employed. To ensure representation from each sector, 10 projects were sampled using this stratified sampling method.

Within each stratum, purposive sampling will then be applied to select 8 respondents, to make up a total of 80 respondents, who are deemed essential to achieving the study's objectives. This purposive sampling approach allowed the researcher to focus on individuals with valuable insights and experiences related to monitoring and evaluation

practices in ADRA's projects. The criteria for selection included respondents who were willing and helpful, ensuring that the chosen participants actively contribute to the study's goals.

This combined stratified and purposive sampling strategy aimed to provide a balanced representation across different sectors while allowing the researcher to intentionally select participants who can provide in-depth and meaningful perspectives on how well monitoring and evaluation systems function in ADRA's projects in Somalia.

3.5 Sample Size

The following is a summary of the sample size from which the data was collected.

Category	**Sample per project**	**Total Projects**	**Total Sample size**
project M&E members	4	10	40 QA
Project managers	1		10 QA
Project committee members (chairman, secretary, and treasurer)	3		30QA
	Total		80

Table 3.1: Sample Size

3.6 Data Collection Instruments

The instruments for data collection in this study included questionnaires, interviews, and document analysis. Questionnaires were structured to gather quantitative data from project M&E members, project managers, and project committee members in ADRA Somalia's projects across education, health, water, and roads sectors. Interviews were conducted to obtain qualitative insights from key individuals who can provide in-depth

perspectives, including ADRA Monitoring and Evaluation Team members and government representatives. Additionally, document analysis involved a thorough examination of project reports to gather historical data and identify patterns related to monitoring and evaluation practices. This multi-method approach ensured a comprehensive understanding utilizing both quantitative and qualitative data from diverse sources.

3.7 Validity and Reliability

To enhance the validity of the instruments in the study on monitoring and evaluation systems in ADRA Somalia's projects, rigorous measures were taken. For questionnaires, content validity was ensured through a comprehensive literature review and expert consultations, while pilot testing allowed refinement based on participant feedback. Internal consistency reliability was assessed using statistical measures. Interviews focused on content validity, with a pilot phase for refinement, and inter-rater reliability were considered during analysis. For document analysis, validity was secured through predefined criteria and triangulation with other data sources. Transparent and consistent coding criteria contributed to the reliability of the qualitative data. These steps collectively aim to establish trustworthy and accurate instruments for robust research findings.

3.8 Piloting

The piloting phase of the study was conducted in Mandera, Kenya, chosen for its socioeconomic and cultural similarities to the main study location. This strategic decision aims to assess the effectiveness of the research instruments in a context that closely mirrors the study area. During piloting, questionnaires were administered, and interviews conducted with selected participants to evaluate the clarity, cultural

appropriateness, and overall feasibility of the data collection process. Feedback obtained from participants during the pilot study were instrumental in refining and improving the research instruments, ensuring that they accurately capture the intended information.

3.9 Data Collection Procedure

The method used to gather data for this study follows a structured approach that integrates various methods to gather comprehensive insights into the usefulness of M&E systems in ADRA Somalia's projects.

Structured questionnaires were distributed to project M&E members, project managers, and project committee members in the education, health, water, and roads sectors of eight sampled projects. The questionnaires will contain closed-ended questions designed to capture quantitative data related to the variables of interest, such as M&E team capacity, project planning, resource allocation, and project success.

In-depth interviews were conducted with key individuals, including ADRA Monitoring and Evaluation Team members, project managers, and government representatives. These interviews utilized open-ended questions to explore qualitative insights, allowing participants to elaborate on their experiences, perceptions, and challenges related to monitoring and evaluation practices.

Project reports were systematically analyzed to extract relevant information pertaining to historical project data, M&E practices, and outcomes. This involved a thorough review of written documents, enabling the researcher to identify patterns and trends in monitoring and evaluation across the sampled projects.

3.10 Data Analysis

The data analysis method for this study includes two aspects, combining quantitative and qualitative methods to fully grasp how well monitoring and evaluation systems work in ADRA Somalia's projects.

For the quantitative aspect, data from structured questionnaires were entered into the Statistical Package for the Social Sciences (SPSS) software. Descriptive statistics, such as means, medians, and standard deviations, were employed to summarize and analyze numerical data related to M&E team capacity, project planning, resource allocation, and project success. The findings were presented graphically, using charts and percentages, to provide a clear and accessible representation of the quantitative results. At the same time, the qualitative information collected from detailed interviews and document examination was analyzed thematically. This method involves recognizing repeated patterns, themes, and valuable insights within the qualitative data, enabling a more profound investigation of participants' viewpoints and the content found in project reports. Through a systematic process of coding and categorization, key themes were extracted, contributing to a qualitative understanding of the effectiveness of monitoring and evaluation systems in the context of ADRA Somalia's projects. The integration of these quantitative and qualitative analyses will provide a holistic and nuanced interpretation of the research questions, offering valuable insights for both practitioners and policymakers in the humanitarian sector.

3.11 Ethical Consideration

Ethical considerations in this study are paramount, and adherence to ethical guidelines was rigorously maintained. The research was conducted with the necessary permits, such as the research permit from the National Commission for Science, Technology,

and Innovation (NACOSTI), ensuring compliance with local regulations and ethical standards. In all interactions, participants were fully informed about the study's purpose and procedures, and voluntary informed consent was obtained. Proper referencing was upheld to acknowledge the contributions of others and maintain academic integrity. To ensure safety and confidentiality of the respondents,the researcher will anonymize the responses given, to conceal the respondents identity. The interviews will also be conducted in a security guaranteed location, to avoid attack by conflicted parties.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This section analyzes, presents and interprets the findings of the study based on the research objectives. The study aimed to assess the capacity of ADRA's Monitoring and Evaluation (M&E) team to optimize project planning and resource allocation, examine the impact of Monitoring and Evaluation Systems on the daily implementation and management efficiency of ADRA projects in Somalia, and explore the relationship

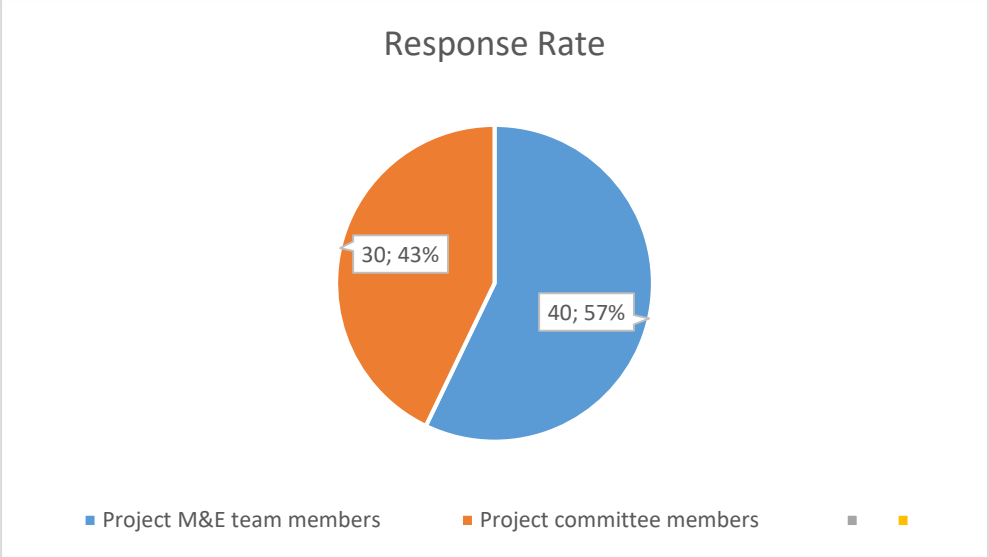
between the capacity of ADRA's M&E team and the overall successful completion and performance of projects in Somalia. Data was collected through questionnaires administered to M&E team members and committee members, including the secretary, treasurer, and chairperson. The findings are organized in accordance with the stated objectives, providing a comprehensive understanding of the effectiveness of ADRA's M&E systems.

4.1 Demographic Information

The respondents were issued with questionnaires and the response rate was as presented in figure 4.1.

Table 4.1 shows that questionnaires were distributed to 40 members of the Project M&E team and 30 project committee members, all of whom returned the completed questionnaires, resulting in a perfect response rate of 100%. This comprehensive response ensures that the data is representative of the entire population under study, providing a solid foundation for analyzing the capacity of ADRA's M&E team and the relationship between the M&E team's capacity and project performance. The high response rate also underscores the importance and relevance of the study to the participants, as they were motivated to provide their input and insights.

Figure 4.1: Response Rate



Source: Primary Data 2024

According to scholars such as Fincham (2008), achieving a 100% response rate is rare and indicates exceptional participation and engagement from the respondents. This high response rate eliminates concerns about non-response bias, which can skew results and affect the validity of the findings (Baruch & Holtom, 2008).

4.2 The Capacity of ADRA's Monitoring and Evaluation Team

The capacity of a Monitoring and Evaluation (M&E) team is essential for the success of any organization's projects. A competent M&E team has the ability to analyze project data, track progress, and identify potential risks. They use various tools and methodologies to monitor the effectiveness of project activities, ensuring that projects are aligned with their goals and objectives. By providing accurate and timely data, the M&E team helps in making informed decisions that enhance project planning and resource allocation. This process not only improves the efficiency of project implementation but also ensures that resources are used effectively and optimally.

In addition to technical skills, the M&E team must have strong communication and coordination abilities. They need to convey their findings and recommendations clearly to project managers and other stakeholders. This clear communication helps in fostering collaboration and ensuring that everyone involved understands the current status and needs of the project. Furthermore, the team must be adept at using data to inform strategic decisions, contributing to the overall success and performance of projects. Just like other organizations, ADRA's M&E teams require these capabilities to optimize their project planning, resource allocation, and overall project performance.

The first objective of the study aimed to evaluate how well ADRA's Monitoring and Evaluation (M&E) team can enhance project planning and resource allocation. To achieve this, questionnaires were distributed to both the M&E team members and the project committee members, including the secretary, treasurer, and chairperson. These questionnaires were designed to gather comprehensive insights into the team's capacity to optimize planning and efficiently allocate resources. The responses collected from these stakeholders provided a wide range of opinions and perspectives, reflecting their diverse experiences and viewpoints. The response was as presented in table 4.2.

Table 4.1: The capacity of ADRA's Monitoring and Evaluation Team to Optimize Project Planning and Resource Allocation

The capacity of ADRA's Monitoring and Evaluation Team

	N	SD	%	D	%	U	%	A	%	SA	%	Mean	Std. Dev
The M&E team has sufficient skills to analyze project data effectively	70	6	8.6	33	47.1	7	10.0	18	25.7	6	8.6	2.79	1.178
The M&E team is capable of identifying and mitigating potential risks in project planning.	70	8	11.4	31	44.3	6	8.6	19	27.1	6	8.6	2.77	1.218

The M&E team regularly provides valuable insights that improve project resource allocation.	70	11	15.7	32	45.7	7	10.0	15	21.4	5	7.1	2.59	1.198
The M&E team effectively uses monitoring tools to track project progress.	70	7	10.0	32	45.7	9	12.9	17	24.3	5	7.1	2.73	1.154
The M&E team communicates their findings clearly to the project management team.	70	13	18.6	26	37.1	12	17.1	13	18.6	6	8.6	2.61	1.231
The M&E team is proficient in using data to inform project planning decisions.	70	9	12.9	32	45.7	10	14.3	13	18.6	6	8.6	2.64	1.180
The M&E team's recommendations have a significant positive impact on project outcomes.	70	10	14.3	30	42.9	6	8.6	19	27.1	5	7.1	2.70	1.220
Total Mean	70											2.69	

Source: Primary Data 2024

The data on table 4.1 shows a varied perception of the M&E team's skill in analyzing project data effectively. 8.6% of respondents strongly disagreed, while 47.1% disagreed, indicating a significant portion of respondents are not confident in the team's analytical abilities. Meanwhile, 10% were neutral, 25.7% agreed, and 8.6% strongly agreed. The mean score of 2.79 suggests a moderate level of confidence in the team's data analysis skills, with a standard deviation of 1.178 indicating a wide range of opinions.

Regarding the team's ability to identify and mitigate potential risks, 11.4% of respondents strongly disagreed and 44.3% disagreed, showing considerable skepticism. However, 8.6% were neutral, 27.1% agreed, and 8.6% strongly agreed. The mean score of 2.77, with a standard deviation of 1.218, reflects moderate confidence, but the high level of disagreement suggests room for improvement in risk management. RBM involves regularly assessing and reporting on project progress and outcomes to ensure that objectives are being met. According to Gow and Morss (1988), effective risk management is a crucial part of this process, as it helps to identify potential obstacles

that could impede project success and allows for timely interventions. The feedback from the respondents suggests that the M&E team may not be fully meeting this aspect of performance measurement.

The capacity to provide valuable insights for resource allocation received mixed responses. A notable 15.7% strongly disagreed and 45.7% disagreed, indicating that a majority do not see the insights as valuable. Meanwhile, 10% were neutral, 21.4% agreed, and 7.1% strongly agreed. The mean score of 2.59 and standard deviation of 1.198 further reflect a general lack of confidence in this area. This mixed response highlights a key challenge within the framework of Results-Based Management (RBM) theory, specifically related to the performance measurement tenet. The fact that a majority of respondents do not view the M&E team's insights as valuable for resource allocation suggests that the team may need to enhance their methods for gathering, analyzing, and presenting data. This is crucial because in RBM, the ability to provide accurate and actionable insights directly impacts the efficiency of resource use and the overall success of projects.

For the effective use of monitoring tools, 10% of respondents strongly disagreed and 45.7% disagreed, suggesting that a majority perceive deficiencies in this area. On the other hand, 12.9% were neutral, 24.3% agreed, and 7.1% strongly agreed. The mean score of 2.73 indicates a moderate level of confidence in the team's ability to use these tools effectively, but the standard deviation of 1.154 shows a wide range of opinions. This mixed feedback highlights the need for improved utilization of monitoring tools. The ability to use monitoring tools effectively is a crucial part of performance measurement (Franceschini, Galetto, & Maisano, 2007). These tools help track progress, assess performance, and make necessary adjustments to ensure that project goals are met. The respondents' concerns about deficiencies in using these tools suggest that the

M&E team may not be fully capitalizing on their potential. Improved training and better tool utilization could enhance the team's capacity to measure performance accurately, identify issues early, and implement corrective actions.

The effectiveness of communication within ADRA's M&E team raised significant concerns among respondents. Specifically, 18.6% of respondents strongly disagreed and 37.1% disagreed that the M&E team communicates their findings clearly. This indicates that more than half of the respondents believe there are serious issues with how the team conveys information. Meanwhile, 17.1% of respondents were neutral, suggesting they neither agree nor disagree with the statement. On the positive side, 18.6% agreed, and 8.6% strongly agreed that the communication is clear. The mean score of 2.61, combined with a standard deviation of 1.231, suggests that opinions on this issue are quite varied, but there is a general trend towards dissatisfaction. This is important within the framework of results-based management (RBM), which emphasizes the importance of clear communication as a key component of performance measurement. In RBM, effective communication is crucial for ensuring that all stakeholders are aligned with project goals, understand progress and challenges, and can make informed decisions based on accurate and timely information (Ssegawa & Muzinda, 2016).

In the survey, 12.9% of respondents strongly disagreed and 45.7% disagreed that the team is proficient in this area, indicating that a majority perceive significant shortcomings. Meanwhile, 14.3% of respondents were neutral, 18.6% agreed, and 8.6% strongly agreed, reflecting a mixed but generally critical view. The mean score of 2.64 suggests a moderate level of proficiency, but the standard deviation of 1.180 highlights the varied opinions among respondents, indicating significant room for improvement. Performance measurement is crucial for ensuring that an organization meets its objectives effectively and efficiently. It involves setting clear indicators and regularly

assessing progress towards these indicators. The ability to use data for planning is a fundamental component of this process, as it allows for informed decision-making and adjustments to strategies as needed. Merrow and Nandurdikar (2018) observe that the deficiency in necessary proficiency can hinder the team's ability to accurately measure performance, make data-driven decisions, and ultimately achieve the desired project outcomes.

Regarding the impact of recommendations, the data shows mixed responses. Specifically, 14.3% of respondents strongly disagreed and 42.9% disagreed that the recommendations from the M&E team have a significant positive impact on project outcomes. This means that a substantial number of respondents do not perceive the recommendations as beneficial. On the other hand, 8.6% were neutral, 27.1% agreed, and 7.1% strongly agreed, indicating that some respondents do recognize the positive influence of the recommendations. The mean score of 2.70, with a standard deviation of 1.220, reflects these varied opinions. For effective RBM, the recommendations should clearly demonstrate their value in improving project outcomes, thereby gaining the confidence of all stakeholders. This discrepancy indicates a need for the M&E team to better communicate and demonstrate the tangible benefits of their recommendations to ensure alignment with RBM principles and enhance overall project performance.

Overall, the total mean score of 2.69 across all variables indicates a moderate level of confidence in the M&E team's capacity to optimize project planning and resource allocation. However, the high percentages of disagreement in most areas highlight significant room for improvement. In the context of results-based management (RBM), these findings emphasize the need for a stronger focus on performance measurement.

The mixed responses indicate that while the M&E team has some capabilities, there are gaps that must be addressed to fully realize their potential. Improving skills in data

analysis, risk identification, and the use of monitoring tools are crucial steps. ADRA's M&E teams, similar to those in many organizations, must focus on these areas to improve their performance. By strengthening these capabilities, they can better support project planning and resource allocation, aligning with the RBM framework that seeks to optimize resources and achieve specific objectives efficiently.

Regarding the impact of recommendations, the data shows mixed responses. Specifically, 14.3% of respondents strongly disagreed and 42.9% disagreed that the recommendations from the M&E team have a significant positive impact on project outcomes. This means that a substantial number of respondents do not perceive the recommendations as beneficial. On the other hand, 8.6% were neutral, 27.1% agreed, and 7.1% strongly agreed, indicating that some respondents do recognize the positive influence of the recommendations. The mean score of 2.70, with a standard deviation of 1.220, reflects these varied opinions. For effective RBM, the recommendations should clearly demonstrate their value in improving project outcomes, thereby gaining the confidence of all stakeholders. This discrepancy indicates a need for the M&E team to better communicate and demonstrate the tangible benefits of their recommendations to ensure alignment with RBM principles and enhance overall project performance.

Overall, the total mean score of 2.69 across all variables indicates a moderate level of confidence in the M&E team's capacity to optimize project planning and resource allocation. However, the high percentages of disagreement in most areas highlight significant room for improvement. In the context of results-based management (RBM), these findings emphasize the need for a stronger focus on performance measurement.

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analysis, risk identification, and the use of monitoring tools are crucial steps. ADRA's M&E teams, similar to those in many organizations, must focus on these areas to improve their performance. By strengthening these capabilities, they can better support project planning and resource allocation, aligning with the RBM framework that seeks to optimize resources and achieve specific objectives efficiently.

4.3 The Impact of Monitoring and Evaluation Systems on the Daily Implementation and Management Efficiency

The study's second objective was to examine the impact of Monitoring and Evaluation Systems on the daily implementation and management efficiency of ADRA projects. To achieve this, the researcher conducted one on one interviews with ten project managers.

The findings indicated that delayed and incomplete reports from the M&E systems hinder timely decision-making, indicating inefficiencies in data delivery. It was also highlighted that while issues are identified, the solutions offered are often too generic, limiting their effectiveness in addressing specific project challenges. Concerns were also raised about the inconsistency and unclear standards used by the M&E systems, leading to variability in project quality and outcomes. Additionally, managers expressed difficulty in relying on M&E data for critical decisions due to its outdated or incomplete nature. These responses imply significant shortcomings in the efficiency and effectiveness of ADRA's M&E systems, as they fail to provide timely, relevant, and reliable information necessary for optimal project management.

Varied insights regarding the role of M&E systems in identifying and addressing challenges during project implementation were provided. It was noted that that the M&E systems do identify issues but often fail to provide specific and actionable solutions, making it difficult to address these challenges effectively. The interviews further indictaed that while the systems flag problems, the recommendations are usually too broad and not tailored to the unique needs of their projects. Additionally, some managers expressed frustration over the time it takes to receive reports, which delays their ability to respond to issues promptly.

These responses indicate that while the M&E systems have some capability to detect problems, their effectiveness is compromised by a lack of specificity and timeliness in their recommendations. This analysis highlights a critical gap in the efficiency and effectiveness of ADRA's M&E systems, emphasizing the need for more precise and timely interventions to better support project implementation and management efficiency. According to Kusek and Rist (2004), effective M&E systems are essential for providing timely and relevant information that supports decision-making and problem-solving in project management. When M&E systems can accurately detect issues and offer specific, actionable solutions, they enhance the overall efficiency and effectiveness of projects (Hatry, 2006). However, if these systems provide generic recommendations or suffer from delays, their ability to address challenges is significantly weakened. This aligns with the RBM focus on achieving desired outcomes through systematic monitoring and evaluation, highlighting the need for robust M&E practices that can promptly and precisely tackle project issues to ensure success

Regarding how the M&E systems contribute to maintaining the quality and standards of their projects, it was mentioned that the M&E systems do help in tracking project quality, but the benchmarks used are often unclear, leading to inconsistent standards

and variable project outcomes. In addition, while the systems are intended to ensure quality, the data they provide is sometimes outdated, making it difficult to maintain high standards throughout the project life cycle. Some managers also highlighted that the recommendations from the M&E team are not always actionable or specific enough to address the unique needs of each project, which further affects the consistency and reliability of maintaining quality standards. These responses suggest that while the M&E systems have the potential to support quality assurance, their current inefficiencies and lack of specificity undermine their effectiveness.

Project managers shared varied responses regarding situations where the M&E system significantly improved project efficiency at ADRA. One manager cited an instance where the M&E system quickly identified a resource allocation issue, allowing the team to reassign resources effectively and avoid project delays. Another manager described how timely data from the M&E system helped streamline communication between departments, enhancing coordination and reducing redundant efforts. However, some managers pointed out that such instances are rare, and the M&E system often fails to provide actionable insights in a timely manner. These responses illustrate that while the M&E system has the potential to improve project efficiency, its inconsistent performance and occasional delays in delivering actionable data limit its overall effectiveness.

Hatry (2013) indicates that an effective M&E system should provide reliable and timely data to enhance decision-making processes and project outcomes. The variability in the system's performance suggests a gap in achieving the efficiency and effectiveness tenet of results-based management (RBM), which emphasizes the importance of consistent, high-quality data for optimizing project planning and execution. Improving the

reliability and timeliness of the M&E system's outputs is essential to ensure it can consistently support efficient and effective project management.

The findings further indictaedt that the M&E systems have built-in communication features, such as automated updates and shared dashboards, which are intended to streamline information flow. However, they noted that these features often malfunction or are not user-friendly, leading to misunderstandings and delays. Another response highlighted that while the systems provide a centralized platform for data sharing, the lack of real-time updates and inadequate training for users hampers effective coordination. Some managers pointed out that communication breakdowns occur because the systems do not integrate well with other tools used by the team, resulting in fragmented information and duplicated efforts. These responses reveal that while the M&E systems have the potential to enhance communication and coordination, their current limitations and usability issues undermine their effectiveness. Improving these systems by addressing technical faults, enhancing user training, and ensuring better integration with other tools is crucial for fostering more efficient collaboration and information sharing among team members and stakeholders.

The respondents were further questioned on specific features of the M&E systems they find most useful for managing project timelines and milestone. highlighted that real-time tracking tools are particularly valuable for monitoring progress and ensuring that project activities remain on schedule. These tools allow for timely adjustments and resource reallocation when necessary. Emphasis was also placed on the importance of milestone tracking features, which help in breaking down the project into manageable segments and keeping track of critical deadlines. owever, some managers pointed out limitations in the system's ability to integrate with other project management tools, which can lead to discrepancies and inefficiencies in timeline management. The

responses suggest that while certain features of the M&E systems, such as real-time tracking and milestone management, are beneficial, there are areas for improvement, particularly in enhancing system integration and addressing limitations that impact effective timeline and milestone management.

Regarding how the M&E systems impact the allocation and utilization of project resources observed that the M&E systems often provide delayed updates on resource usage, which makes it challenging to adjust allocations promptly and effectively. In addition, while the M&E systems track resource expenditures, the reports frequently lack detailed insights into resource efficiency, leading to substandard utilization. Some managers pointed out that the M&E systems sometimes offer recommendations that are too broad or not tailored to the specific needs of different project components, reducing their usefulness in resource allocation decisions. Additionally, there were concerns that the data provided by the M&E systems does not always reflect real-time changes, making it difficult to respond quickly to emerging resource needs. These responses suggest that the M&E systems currently have limitations in supporting efficient and effective resource allocation and utilization.

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In discussing the impact of M&E systems on overall project performance and outcomes, project managers shared varied experiences that highlight both strengths and weaknesses. It was noted that while the M&E systems offer valuable data, the infrequent updates and occasional inaccuracies have led to minimal adjustments and missed opportunities for enhancing project outcomes. It was also mentioned that although the M&E systems help in tracking progress, their recommendations often lack specificity, which limits their effectiveness in driving substantial improvements in project performance. Furthermore, some managers indicated that the data from the M&E systems sometimes conflicts with on-ground realities, causing confusion and impacting the reliability of project assessments. These experiences reveal that while the M&E systems contribute to monitoring and evaluating projects, their current limitations—such as delays in reporting, lack of detailed recommendations, and

occasional data inaccuracies—hinder their ability to significantly improve overall project performance and outcomes.

In response to the question about improvements or changes needed to enhance the effectiveness of the current M&E systems in project management, project managers provided several insightful suggestions. It was proposed that the M&E systems should incorporate more advanced data analytics tools to provide deeper insights and more actionable recommendations. This improvement would address the issue of generic solutions and enhance the system's ability to offer tailored responses to specific project needs. Another suggestion was to ensure that the M&E systems provide real-time data updates to improve the timeliness and accuracy of information, which would facilitate more effective decision-making. Managers also recommended clarifying and standardizing the metrics used for quality assessment to ensure consistency across projects, thereby addressing the problem of variability in project outcomes. Additionally, there was a call for improved training for M&E team members to better interpret data and communicate findings effectively. These suggested improvements aim to address the current inefficiencies and effectiveness gaps, aligning the M&E systems more closely with the goals of efficient and effective project management.

Kusek and Rist (2004) argue that incorporating advanced data analytic tools would allow for more detailed and actionable insights, addressing the need for tailored solutions rather than generic ones. Real-time data updates are crucial for timely decision-making, reflecting the RBM principle that emphasizes the importance of efficient information flow (Kusek & Rist, 2004). Standardizing metrics for quality assessment ensures consistency across projects, which is essential for maintaining high standards and reliability. Improved training for M&E team members would enhance

their ability to interpret and communicate data effectively, supporting the RBM goal of maximizing project outcomes through skilled management (Poister, 2010).

4.4 The Relationship Between the Capacity of ADRA's Monitoring and Evaluation Team and the Overall Successful Completion and Performance of Projects

The third objective of the study sought to examine the relationship between the capacity of ADRA M&E team and the overall successful completion of projects. To achieve this, the respondents, who were the committee member, were issued with questionnaires which provided their opinion on the capacity of ADRA M&E team, and the relationship that has with the successful and performance of projects.

In any organization, the relationship between an M&E team and the successful completion of projects is crucial. An effective M&E team ensures that projects are monitored continuously, providing valuable data and feedback throughout the project lifecycle. This continuous monitoring allows project managers to identify and address issues promptly, ensuring that projects stay on track and meet their goals. According to the tenet of Emphasis on Learning and Adaptation in Results-Based Management (RBM), this continuous feedback loop is essential for ongoing improvement. By learning from real-time data and adapting strategies accordingly, organizations can enhance their project outcomes and ensure long-term success (Kolasani, 2023).

Furthermore, the capacity of the M&E team to provide accurate and timely data significantly impacts project performance. Skilled M&E teams can analyze data effectively, offering insights that lead to better resource allocation and risk management. This ability to adapt and improve based on data is at the heart of RBM's focus on continuous improvement. Kusek (2010) observes that as the M&E team grows in capacity, their recommendations become more impactful, driving the organization

towards achieving its objectives more efficiently. In ADRA, as in other organizations, enhancing the skills and capabilities of the M&E team through training and development is vital for fostering a culture of continuous improvement and successful project completion. Table 4.3 below show the varied responses and opinions provided by the committee members regarding the successful completion of ADRA's projects.

The data on table 4.3 shows that out of the 70 respondents, 8.6% strongly disagreed and 40% disagreed that projects are completed within the set timelines, showing a significant level of disagreement. Meanwhile, 18.6% were neutral, 25.7% agreed, and only 7.1% strongly agreed. With a mean score of 2.83 and a standard deviation of 1.129, this data indicates that a substantial portion of respondents feel that projects often fail to meet their deadlines, highlighting a potential area for improvement in project management and planning.

Regarding whether projects meet their goals and objectives, 15.7% strongly disagreed and 32.9% disagreed, suggesting that nearly half of the respondents see this as a significant issue. Conversely, 17.1% were neutral, while 25.7% agreed and 8.6% strongly agreed. The mean score here is 2.79, with a standard deviation of 1.238. These results point to a mixed perception, with a notable percentage of respondents lacking confidence in the consistent achievement of project goal**s.**

Table 4.2: Successful Completion and Performance of Projects in ADRA

Completion and Performance of Projects in ADRA

	N	SD	%	D	%	U	%	A	%	SA	%	Mean	Std. Dev
The projects I am involved with in ADRA are generally completed within the set timelines.	70	6	8.6	28	40.0	13	18.6	18	25.7	5	7.1	2.83	1.129

The projects in ADRA consistently meet their goals and objectives.	70	11	15.7	23	32.9	12	17.1	18	25.7	6	8.6	2.79	1.238
The quality of the projects completed by ADRA meets the expected standards.	70	11	15.7	23	32.9	14	20.0	16	22.9	6	8.6	2.76	1.221
Resources are effectively utilized in the projects carried out by ADRA.	70	12	17.1	24	34.3	9	12.9	20	28.6	5	7.1	2.74	1.247
The projects in ADRA are completed within the allocated budget.	70	8	11.4	25	35.7	8	11.4	22	31.4	7	10.0	2.93	1.243
The feedback mechanisms in place for project performance are effective in ADRA.	70	10	7	26	37.1	5	3.5	24	34.3	5	7.1	3.03	1.090
Project outcomes in ADRA are sustainable and have a long-term positive impact.	70	8	11.4	25	35.7	9	12.9	20	28.6	8	11.4	2.93	1.255
Total Mean	70											2.87	

Source: Primary Data 2023

In addition, table 4.2 shows that 15.7% strongly disagreed and 32.9% disagreed that they meet expected standards, while 20% were neutral. On the positive side, 22.9% agreed and 8.6% strongly agreed. The mean score is 2.76 with a standard deviation of 1.221, reflecting a general sense of dissatisfaction with the quality of project outcomes, although there is some acknowledgment of meeting standards among a smaller portion of respondents. For resource utilization, 17.1% strongly disagreed and 34.3% disagreed, indicating that over half of the respondents feel resources are not used effectively. Meanwhile, 12.9% were neutral, 28.6% agreed, and 7.1% strongly agreed. The mean score of 2.74 and a standard deviation of 1.247 suggest that resource management is perceived as inadequate, though a significant minority see it positively.

Concerning budget adherence, 11.4% strongly disagreed and 35.7% disagreed, showing a substantial concern about budget overruns. On the other hand, 11.4% were neutral, 31.4% agreed, and 10% strongly agreed. With a mean score of 2.93 and a standard

deviation of 1.243, these responses reflect varied opinions, with a noteworthy proportion of respondents seeing budget management as problematic. The table further shows that 10% strongly disagreed and 37.1% disagreed that there are effective feedback mechanisms, indicating significant dissatisfaction. However, 3.5% were neutral, while 34.3% agreed and 7.1% strongly agreed. The mean score of 3.03 and a standard deviation of 1.090 suggest that while there is considerable room for improvement, some respondents do find the feedback mechanisms effective. On the sustainability and long-term impact of project outcomes, 11.4% strongly disagreed and 35.7% disagreed, highlighting concerns about the longevity and impact of projects. Meanwhile, 12.9% were neutral, 28.6% agreed, and 11.4% strongly agreed. The mean score is 2.93 with a standard deviation of 1.255, indicating mixed views, with a significant portion of respondents doubting the sustainability and long-term benefits of project outcomes.

Overall, the total mean score of 2.87 indicates a moderate level of satisfaction with the successful completion and performance of projects in ADRA. The relatively high percentages of disagreement across most variables highlight areas where significant improvements are needed, particularly in timely completion, meeting goals, resource utilization, and effective feedback mechanisms. These findings suggest that ADRA needs to enhance its project management practices to ensure more consistent and successful project outcomes.

Following the assessment of the successful completion and performance of projects, respondents were further asked about the relationship between the capacity of ADRA's Monitoring and Evaluation (M&E) team and the overall successful completion and performance of projects. This section aims to examine whether the skills and capabilities of the M&E team significantly influence project outcomes. Understanding

this relationship is crucial, as the capacity of the M&E team could be a key factor in achieving project success, aligning with the Results-Based Management (RBM) framework that emphasizes continuous improvement and effective performance measurement.

The relationship between the M&E team's capacity and project success highlights the importance of investing in the development and training of M&E staff. As the M&E team becomes more proficient in data analysis, risk identification, and communication, their ability to positively impact project outcomes increases. This aligns with the RBM principle of focusing on results and continuous improvement, where enhancing the skills and capabilities of the M&E team leads to more effective project management and better overall performance. The data presented in Table 4.4 reflects the respondents' perceptions of this relationship and provides insights into the areas where ADRA's M&E team can improve to support successful project completion.

Table 4.3: Relationship Between the Capacity of ADRA's M&E Team and the Overall Successful Completion and Performance of Projects

Relationship Between the Capacity of ADRA's M&E Team and the Overall Successful Completion and Performance of Projects

	N	SD	%	D	%	U	%	A	%	SA	%	Mean	Std. Dev
The M&E team effective communication contributes significantly to the successful completion of projects.	70	13	18.6	32	45.7	4	5.7	16	22.9	5	7.1	2.54	1.236
The M&E team’s capacity positively influences the overall performance of ADRA's projects	70	10	14.3	33	47.1	5	7.1	18	25.7	4	5.7	2.61	1.183

The project outcomes have improved due to the M&E team's involvement.	70	9	12.9	34	48.6	6	8.6	16	22.9	5	7.1	2.63	1.182
The M&E team effectively identifies areas for improvement that enhance project performance.	70	12	17.1	30	42.9	5	7.1	20	28.6	3	4.3	2.60	1.197
The M&E team's recommendations are crucial for achieving project goals.	70	8	11.4	36	51.4	4	5.7	19	27.1	3	4.3	2.61	1.133
The success rate of projects has increased with the M&E team's active participation.	70	10	14.3	33	47.1	3	4.3	17	24.3	7	10.0	2.69	1.269
The M&E team's ability to provide timely and accurate data supports the successful completion of projects.	70	10	14.3	27	38.6	6	8.6	20	28.6	7	10.0	2.81	1.277
Total Mean	70											2.64	

Source: Primary Data 2024

Table 4.3 shows that out of the 70 respondents, 18.6% strongly disagreed and 45.7% disagreed that effective communication by the M&E team significantly contributes to successful project completion. Only 5.7% were neutral, while 22.9% agreed and 7.1% strongly agreed. The mean score of 2.54 and a standard deviation of 1.236 suggest a general lack of confidence in the communication effectiveness of the M&E team. The high disagreement rate indicates a need for improving communication strategies to enhance project outcomes. On the influence of the M&E team's capacity on project performance, 14.3% strongly disagreed and 47.1% disagreed, showing a significant level of dissatisfaction. A smaller percentage, 7.1%, remained neutral, while 25.7% agreed and 5.7% strongly agreed. With a mean score of 2.61 and a standard deviation of 1.183, this data highlights concerns about the M&E team's impact on project performance, pointing to areas where capacity-building is essential.

In terms of the M&E team's involvement leading to improved project outcomes, 12.9% strongly disagreed and 48.6% disagreed, indicating considerable skepticism.

Meanwhile, 8.6% were neutral, 22.9% agreed, and 7.1% strongly agreed. The mean score here is 2.63 with a standard deviation of 1.182. These results suggest that although some respondents see benefits from M&E involvement, a significant portion does not, underscoring the need for more effective M&E practices.

When asked about the M&E team's ability to identify areas for improvement, 17.1% strongly disagreed and 42.9% disagreed, reflecting substantial dissatisfaction. Conversely, 7.1% were neutral, 28.6% agreed, and 4.3% strongly agreed. The mean score of 2.60 and a standard deviation of 1.197 indicate mixed perceptions, with many respondents feeling the M&E team needs to improve its identification and enhancement of project performance areas. In addition, 11.4% of the respondents strongly disagreed and 51.4% disagreed that M&E team recommendations are important for achieving project goals, showing a high level of disagreement. Meanwhile, 5.7% were neutral, 27.1% agreed, and 4.3% strongly agreed. With a mean score of 2.61 and a standard deviation of 1.133, the data suggests that many respondents do not view M&E recommendations as crucial, indicating a need to enhance the relevance and implementation of these recommendations.

On the success rate of projects has increased with M&E team participation, 14.3% strongly disagreed and 47.1% disagreed, reflecting significant skepticism. Only 4.3% were neutral, while 24.3% agreed and 10% strongly agreed. The mean score of 2.69 and a standard deviation of 1.269 show varied opinions, but with a notable portion doubting the M&E team's positive impact, highlighting areas for active improvement. Finally, on the M&E team's ability to provide timely and accurate data, 14.3% strongly disagreed and 38.6% disagreed. In contrast, 8.6% were neutral, 28.6% agreed, and 10% strongly agreed. With a mean score of 2.81 and a standard deviation of 1.277, these

results indicate that while some respondents appreciate the timely and accurate data provided, a significant portion still sees room for improvement.

The overall mean score of 2.64 suggests a moderate level of confidence in the relationship between the capacity of ADRA's M&E team and the successful completion and performance of projects. The high percentages of disagreement across most variables indicate considerable areas for improvement, particularly in communication, capacity-building, and the effective use of M&E recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The following section provides a detailed summary of the findings discussed in chapter four of this study. It outlines the key conclusions drawn from the data analysis and interpretation. Additionally, this section presents recommendations based on the study's results, offering practical suggestions for improvement. Finally, it highlights areas for future research, suggesting topics and questions that could further explore and expand on the issues addressed in this study.

5.1 Summary of Findings

5.1.1 The Capacity of ADRA's Monitoring and Evaluation Team

The data obtained on the first objective revealed several important insights into the capacity of ADRA's Monitoring and Evaluation (M&E) team. Firstly, it was evident that a significant portion of respondents lacked confidence in the team's ability to analyze project data effectively, with a mean score of 2.79 and a considerable percentage of disagreement (47.1%). This indicates that while some team members have the necessary skills, there is substantial room for improvement in data analysis capabilities to enhance overall project planning and resource allocation.

Secondly, the ability of the M&E team to identify and mitigate potential risks was also scrutinized. The mean score of 2.77 and the high percentage of respondents who disagreed (44.3%) suggest that risk management is an area where the team is perceived to be underperforming. Effective risk management is crucial in the Results-Based Management (RBM) framework, as it ensures that potential obstacles are identified and addressed promptly, preventing negative impacts on project outcomes.

Lastly, the team's communication skills and the perceived value of their recommendations were significant concerns. Many respondents (55.7%) felt that the M&E team's findings were not communicated clearly, which is critical for fostering collaboration and ensuring all stakeholders are informed. Furthermore, the mixed responses regarding the team's recommendations and their impact on project outcomes highlight the need for more effective communication and demonstration of the value of these recommendations. Strengthening these aspects would align with the RBM tenet of continuous improvement, enabling the team to better support project planning,

resource allocation, and overall performance. ADRA's M&E teams, like those in many organizations, need to focus on enhancing these areas to achieve more efficient and effective project management.

5.1.2 The Impact of Monitoring and Evaluation Systems on the Daily Implementation and Management Efficiency

The study's second objective was to examine the impact of Monitoring and Evaluation (M&E) Systems on the daily implementation and management efficiency of ADRA projects. To achieve this, the researcher conducted one-on-one interviews with ten project managers.

The findings indicated that delayed and incomplete reports from the M&E systems hinder timely decision-making, indicating inefficiencies in data delivery. It was also highlighted that while issues are identified, the solutions offered are often too generic, limiting their effectiveness in addressing specific project challenges. Concerns were also raised about the inconsistency and unclear standards used by the M&E systems, leading to variability in project quality and outcomes. Additionally, managers expressed difficulty in relying on M&E data for critical decisions due to its outdated or incomplete nature. These responses imply significant shortcomings in the efficiency and effectiveness of ADRA's M&E systems, as they fail to provide timely, relevant, and reliable information necessary for optimal project management.

Varied insights regarding the role of M&E systems in identifying and addressing challenges during project implementation were provided. It was noted that the M&E systems do identify issues but often fail to provide specific and actionable solutions, making it difficult to address these challenges effectively. The interviews further

indicated that while the systems flag problems, the recommendations are usually too broad and not tailored to the unique needs of their projects. Additionally, some managers expressed frustration over the time it takes to receive reports, which delays their ability to respond to issues promptly. These responses indicate that while the M&E systems have some capability to detect problems, their effectiveness is compromised by a lack of specificity and timeliness in their recommendations.

According to Kusek and Rist (2004), effective M&E systems are essential for providing timely and relevant information that supports decision-making and problem-solving in project management. When M&E systems can accurately detect issues and offer specific, actionable solutions, they enhance the overall efficiency and effectiveness of projects (Hatry, 2006). However, if these systems provide generic recommendations or suffer from delays, their ability to address challenges is significantly weakened. This aligns with the RBM focus on achieving desired outcomes through systematic monitoring and evaluation, highlighting the need for robust M&E practices that can promptly and precisely tackle project issues to ensure success.

Regarding how the M&E systems contribute to maintaining the quality and standards of their projects, it was mentioned that the M&E systems do help in tracking project quality, but the benchmarks used are often unclear, leading to inconsistent standards and variable project outcomes. In addition, while the systems are intended to ensure quality, the data they provide is sometimes outdated, making it difficult to maintain high standards throughout the project lifecycle. Some managers also highlighted that the recommendations from the M&E team are not always actionable or specific enough to address the unique needs of each project, which further affects the consistency and reliability of maintaining quality standards. These responses suggest that while the

M&E systems have the potential to support quality assurance, their current inefficiencies and lack of specificity undermine their effectiveness.

Project managers shared varied responses regarding situations where the M&E system significantly improved project efficiency at ADRA. One manager cited an instance where the M&E system quickly identified a resource allocation issue, allowing the team to reassign resources effectively and avoid project delays.

5.1.3 The Relationship Between the Capacity of ADRA's Monitoring and Evaluation Team and the Overall Successful Completion and Performance of Projects

The third objective sought to examine the relationship between the capacity of ADRA's M&E team and the successful completion of projects. The analysis revealed that a significant portion of respondents lacked confidence in the M&E team's communication effectiveness. Specifically, 18.6% strongly disagreed and 45.7% disagreed that the M&E team's effective communication contributes to successful project completion. The mean score of 2.54 indicates that many respondents perceive communication within the M&E team as a major area needing improvement to enhance project outcomes.

Additionally, the influence of the M&E team's capacity on project performance was perceived as insufficient by many respondents. With 14.3% strongly disagreeing and 47.1% disagreeing, a total of 61.4% expressed dissatisfaction. The mean score of 2.61 highlights concerns regarding the M&E team's ability to positively impact project performance. This suggests a critical need for capacity-building initiatives within the M&E team to improve their effectiveness in project management and performance enhancement.

Moreover, the involvement of the M&E team in improving project outcomes was met with skepticism. Approximately 61.5% of respondents (12.9% strongly disagreeing and 48.6% disagreeing) doubted the positive impact of the M&E team's involvement. The mean score of 2.63 reflects this sentiment. These findings underscore the importance of enhancing M&E practices, particularly in identifying areas for improvement and making impactful recommendations. Strengthening the M&E team's skills and capabilities is essential for fostering a culture of continuous improvement and ensuring the successful completion of projects.

5.2 Conclusion

The findings concerning the capacity of ADRA's Monitoring and Evaluation (M&E) team reveal substantial areas needing improvement. Respondents reported significant concerns about the team's ability to effectively analyze project data and manage risks. With a mean score reflecting dissatisfaction, it is clear that there is a gap in essential skills required for effective project planning and resource allocation. The issues with communication skills and the perceived impact of the M&E team's recommendations further underline the need for enhancements. Addressing these deficiencies is crucial for ADRA, as improving data analysis, risk management, and communication skills will enhance the overall efficiency and effectiveness of project management.

Regarding the impact of Monitoring and Evaluation systems on project management, the study concludes that ADRA's M&E systems are currently failing to meet expectations in terms of supporting daily project management. Delayed and incomplete reports, along with generic recommendations, impede timely decision-making and hinder the quality of project outcomes. The lack of clear standards and outdated data

exacerbate these issues, affecting the ability of project managers to maintain high standards throughout the project lifecycle. These findings point to the need for ADRA to refine its M&E systems to ensure they provide timely, specific, and actionable information. Such improvements are essential to align with Results-Based Management (RBM) principles, which emphasize systematic monitoring and continuous improvement to achieve project success.

In view of the analysis of the relationship between the M&E team's capacity and the successful completion of projects, it is concluded that there is ineffective communication which negatively impacts M&E team on project performance. The data suggests that the current capacity of the M&E team is not fully sufficient to support project success. To enhance project outcomes, it is imperative for ADRA to invest in the development of the M&E team's skills and capabilities. Strengthening these areas will help the team contribute more effectively to project management, aligning with the RBM focus on continuous improvement and effective performance measurement to ensure successful project completion.

5.3 Recommendations

Based on the above findings and conclusions, the study makes the following recommendations to improve the performance of M&E systems on project implementation. To address the issue of data analysis and risk management capabilities indicated in the findings, it is recommended that ADRA invest in targeted training programs for the M&E team. These programs should focus on advanced data analysis techniques and effective risk management strategies. Additionally, enhancing communication skills within the team is crucial. Implementing workshops on clear and effective communication will help ensure that findings and recommendations are

conveyed in a manner that is actionable and comprehensible. By addressing these areas, ADRA can strengthen its M&E team's capacity, leading to more effective project planning and resource allocation.

To address issues such as delayed and incomplete reports, ADRA should consider upgrading its M&E systems to ensure timely and accurate data delivery. The system should also be refined to provide specific, actionable recommendations rather than generic advice. Establishing clear standards for data reporting and integrating real-time data analysis tools can help maintain high quality throughout the project lifecycle. These improvements will better support daily project management and align with the Results-Based Management (RBM) principles of systematic monitoring and continuous improvement.

Investing in capacity-building initiatives will equip the team with the necessary tools to effectively contribute to project management. Additionally, regular assessments of the team's performance and feedback mechanisms should be established to continuously refine their skills and approaches. Strengthening these areas will enable the M&E team to support project success more effectively, aligning with the RBM focus on continuous improvement and ensuring successful project completion.

5.4 Areas for Further Studies

Further research could explore several areas to build on the findings of this study. Future studies might investigate the specific training needs of M&E teams to identify which skills are most critical for enhancing project outcomes. Additionally, examining how different M&E systems impact project management across various organizational contexts could provide insights into best practices and areas for improvement. Research could also focus on developing and testing new communication strategies within M&E

teams to enhance the clarity and impact of their recommendations. Another potential area for study is the role of real-time data analytics in improving project management efficiency and effectiveness. Finally, longitudinal studies assessing the long-term effects of M&E system improvements on project success could offer valuable information on the sustained benefits of enhanced M&E practices. These areas of further research could contribute to a more comprehensive understanding of how to optimize M&E systems and teams for better project performance.

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APPENDICES

Appendix I: Consent Form

The Effectiveness of Monitoring and Evaluation Systems in ADRA Somalia's Projects

Dear participant;

You are invited to take part in a research study focusing on how well monitoring and evaluation systems work in ADRA Somalia's projects. Before you decide to join, it's important for you to grasp the study's aim, steps, possible drawbacks, and advantages.

If you decide to take part, you'll be requested to fill out a questionnaire. and may be interviewed to gather insights into your experiences with monitoring and evaluation in ADRA projects. During involvement in this research, there are few risks, mainly some individuals may feel uneasy discussing specific subjects. The benefits include contributing valuable insights to enhance ADRA's project monitoring and evaluation practices.

Your taking part in this research is entirely optional. You have own exclusive right to take part or even discontinue, with no consequences on your side.

Sign: _____ Date: _____

Appendix II: Questionnaire for M&E team and Project Committee Members

Thank you for participating in this questionnaire. Your feedback is crucial for assessing the capacity of ADRA's Monitoring and Evaluation (M&E) team in optimizing project planning and resource allocation.Kindly respond to the questions below truthfully and to the best of your understanding.

Section A: General Information

1. Your Position:

a) M&E Team member _____

b) Project Committee Member (Chairman, Secretary,Treasurer)_____

2. Project Details:

Project Name: _____

Project Sector (e.g., Education, Health, Water, Roads): _____

3. Section B: For M&E Team Members

M&E Team Capacity, Project Planning and Resource Allocation

Please indicate your agreement with the statements using the provided Likert scale (1 = Strongly Disagree SD, 2 = Disagree D, 3 = Undecided U, 4 = Agree A, 5 = Strongly Agree SA).

Test Items	SA	A	U	D	SD
	5	4	3	2	1
The M&E team has sufficient skills to analyze project data effectively					
The M&E team is capable of identifying and mitigating potential risks in project planning.					
The M&E team regularly provides valuable insights that improve project resource allocation.					

The M&E team effectively uses monitoring tools to track project progress.					
The M&E team communicates their findings clearly to the project management team.					
The M&E team is proficient in using data to inform project planning decisions.					
The M&E team's recommendations have a significant positive impact on project outcomes.					

4. Please share any specific challenges or successes you have experienced in collaboration with ADRA's M&E team regarding project planning and resource allocation._____

_____

SECTION B: Successful Completion and Performance of Projects in ADRA

Please indicate your agreement with the statements using the provided Likert scale (1 = Strongly Disagree SD, 2 = Disagree D, 3 = Undecided U, 4 = Agree A, 5 = Strongly Agree SA).

Test Items	**SA**	**A**	**U**	**D**	**SD**
	5	**4**	**3**	**2**	**1**
The projects I am involved with in ADRA are generally completed within the set timelines.					
The projects in ADRA consistently meet their goals and objectives.					
The quality of the projects completed by ADRA meets the expected standards.					
Resources are effectively utilized in the projects carried out by ADRA.					
The projects in ADRA are completed within the allocated budget.					
The feedback mechanisms in place for project performance are effective in ADRA.					
Project outcomes in ADRA are sustainable and have a long-term positive impact.					

SECTION C: For Committee Members

The Relationship Between the Capacity of ADRA's Monitoring and Evaluation Team and the Overall Successful Completion and Performance of Projects

Please indicate your agreement with the statements using the provided Likert scale (1 = Strongly Disagree SD, 2 = Disagree D, 3 = Undecided U, 4 = Agree A, 5 = Strongly Agree SA).

Test Items	**SA**	**A**	**U**	**D**	**SD**
	5	**4**	**3**	**2**	**1**
The M&E team effective communication contributes significantly to the successful completion of projects.					
The M&E team's capacity positively influences the overall performance of ADRA's projects					
The project outcomes have improved due to the M&E team's involvement.					
The M&E team effectively identifies areas for improvement that enhance project performance.					
The M&E team's recommendations are crucial for achieving project goals.					
The success rate of projects has increased with the M&E team's active participation.					
The M&E team's ability to provide timely and accurate data supports the successful completion of projects.					

Appendix III: Interview Schedule for Project Managers

Examine the impact of Monitoring and Evaluation Systems on the daily implementation and management efficiency of ADRA projects in Somalia.

Dear respondent;

Thank you for participating in this interview. The purpose is to gain insights into the impact of Monitoring and Evaluation (M&E) Systems on the daily implementation and management efficiency of ADRA projects in Somalia. Your perspectives are valuable in understanding the dynamics and effectiveness of M&E practices.

1. Can you describe how the M&E systems currently in place influence your daily project management activities?

2. How do the M&E systems help in identifying and addressing challenges during project implementation?

3. In what ways do the M&E systems contribute to maintaining the quality and standards of your project?

4. How frequently do you rely on data from the M&E systems to make management decisions?

5. Can you provide an example of a situation where the M&E system significantly improved the efficiency of a project?

6. How do the M&E systems facilitate communication and coordination among team members and stakeholders?

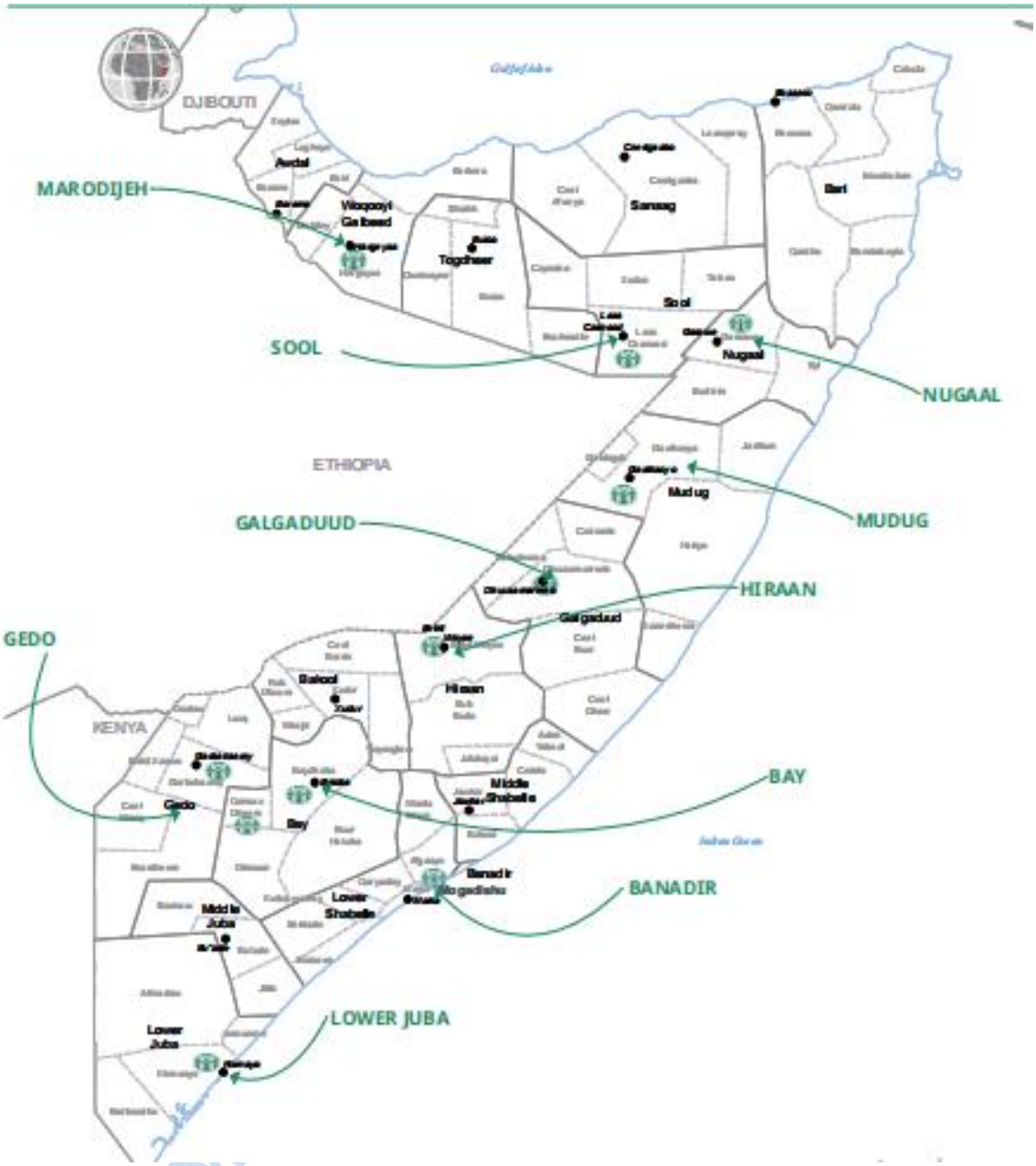
7. What specific features of the M&E systems do you find most useful for managing project timelines and milestones?

8. How do the M&E systems impact the allocation and utilization of project resources on a daily basis?

9. In your experience, how has the use of M&E systems affected the overall performance and outcomes of your projects?

10. What improvements or changes would you suggest for the current M&E systems to enhance their effectiveness in project management?

Appendix IV: Location Map



Appendix V: ERC

Mount Kenya University

REF: **MKU/ISERC/3840**
TO: **ABDULLAHI MAALIM DAHIR**

Date: 03 July 2024

REG: **MDS/2021/81614**

Dear Sir/Madam,

RE: THE EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS ON PROJECT IMPLEMENTATION: A CASE STUDY OF ADRA, SOMALIA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2884.** The approval period is **03/07/2024 - 02/07/2025.**

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 of 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 comply with any additional requirements from the relevant authorities in the country where this study will be conducted

Yours sincerely,

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA

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

Appendix VI: Letter of Introduction

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MDS/2021/81614

4th July, 2024

To Whom It May Concern

Dear Sir/Madam,

RE: ABDULLAHI MAALIM DAHIR – REGISTRATION NO. MDS/2021/81614

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

The title of the research is **"The Effectiveness of Monitoring and Evaluation Systems on Project Implementation: A Case Study of Adra, Somalia."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **July, 2024 and September, 2024.**

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, PhD
Director, Graduate Studies
Enc.

Appendix VII: NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **724157**

Date of Issue: **23/July/2024**

RESEARCH LICENSE

This is to Certify that Mr.. Abdullahi MAALIM Dahir 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 EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS ON PROJECT IMPLEMENTATION: A CASE STUDY OF ADRA, SOMALIA for the period ending : 23/July/2025.

License No: **NACOSTI/P/24/38079**

724157

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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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.
10. 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.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. 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.
13. 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.
14. 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.
15. 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 VIII: Research Permit

DOWLAD GOBOLEEDKA
JUBALAND
EE SOOMAALIYA
WASAARADA
WAXBARASHADA
& TACLIINTA SARE

JUBALAND STATE OF SOMALIA
MINISTRY OF EDUCATION AND
HIGHER LEARNING

دولة إقليم جوبالاند
الصومالية
وزارة التربية
والتعليم العالي
مكتب المدير العام

. Ref: WWHTS/JSS/WXWD/236/2024 Date: 5th October 2024

To Whom it my concern

Subject: Authorization Letter

Following your application requesting permission to conduct research on the ***Effectiveness of Monitoring and Evaluation Systems on Project Implementation: A Case Study of ADRA, Somalia***, the Ministry of Education, Culture and Higher Learning of Jubaland State of Somalia is pleased to inform you that your request has been approved. You are hereby granted full authorization to carry out all necessary activities related to your research, effective from the date of this letter.

We kindly request that you provide periodic updates on the progress of your research, including an initial commencement and upon completion updates and notifications.

Sincerely,

Muktar Abdi Osman
Director for Education Development Services

Address: Kismayu, Jubaland State Somalia
Mobile: +252616370769 **Email:** edudevelopment-moe@jubalandstate.so

Appendix IX: Turnitin

EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS ON PROJECT IMPLEMENTATION: A CASE STUDY OF ADRA, SOMALIA

by maalim Dahir

Submission date: 22-Feb-2025 11:03PM (UTC+0300)
Submission ID: 2581083164
File name: Abdulahi_complete_project_22nd_Feb.docx (6.29M)
Word count: 20683
Character count: 124514

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