AN ASSESSMENT OF THE MONITORING AND EVALUATION SYSTEM OF THE NEW WAYS ORGANIZATION (NWO).

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2022

DECLARATION

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

Salma

Signature ………… … **Novermber 11th,2022**

Date …………………………….

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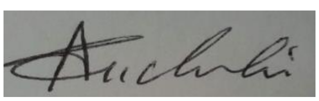
This research project has been submitted with our approval as the university supervisors:



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

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DEDICATION

This project is dedicated to my wonderful husband, Zaki, and my lovely sons, Mohamed and Munir, as well as my mother, father, and the rest of my family, for their unwavering moral support and patience during my studies. This effort is dedicated to the New Ways Organization (NWO) for their moral and financial support throughout my studies. It is my sincere hope that this report will contribute to the improvement of the NWO's monitoring and evaluation system. Last but not least, the Population Studies and Research Institute is the beneficiary of this initiative (PSRI). My research, I hope, will add to the existing body of knowledge and provide guidance for future assessments.

ACKNOWLEGDEMENTS

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LIST OF ABBREVIATIONS

FHI:	Family Health International
KI:	Key Informant
KPIs:	Key performance indicators
M&E:	Monitoring and Evaluation
MEAL:	Monitoring Evaluation Accountibility and Learning
NWO:	New Ways Organization
PME:	Participatory Monitoring and Evaluation
SPSS:	Statistical Packages for Social Sciences
UNAIDS:	Joint United Nations Programme on HIV/AIDS
UNDP:	United NATIONS Development Programmes
US:	United States

ABSTRACT

The overall purpose of the evaluation was to assess the state of the New Ways Organization's M&E system and its contribution to Programme improvement. This evaluation was specifically aimed at determining the extent to which the New Ways Organization's M&E system met established standards. Identification of strengths and gaps in the NWO M&E system. Determine how the NOW M&E System products are being utilized to improve Programmes. FHI 360 (2013). (2013). The M&E system of New Ways was evaluated using a case study design. Census methods were used to collect information from respondents due to the small number of staff. We gathered primary data through key informant interviews and supplemented it with secondary data gathered through surveys. Resource and capacity building received 71.0%, documentation received 53.3%, data management and collection received 37.0%, data quality systems received 35.3%, data review received 20.0%, data analysis and use received 47.5%, evaluation received 96.7%, and coordination and leadership received 96.7%. The New Ways M&E system of the organization received 52.0 percent. Based on the deficiencies discovered, an improved M&E system is required, and the outcomes of the intervention are presented to executives.

According to the study, the M&E system aids management decision-making, organizational learning, and responsibility and accountability. Despite New Ways' numerous challenges, including a lack of human and financial resources for M&E operations, the study concluded that M&E has improved many aspects of managerial decision-making. The NWO makes evidence-based decisions based on data, which has resulted in improved Programme improvement. Information is disseminated to various stakeholders, according to the assessment. According to the study, there is a need for routine donor reporting as well as oversight of data reviews prior to use. The domains of data verification, data analysis, and data quality system and use should be re-engineered to increase the M&E system functionality to the established standard.

CHAPTER ONE: INTRODCUTION

1.1 Background of the Study

Monitoring and evaluation (M&E) is a key tool that facilitates and enables organizations to assess how well their policies, projects, and Programmes are working. M&E has become an essential part of Programme design and implementation during last few decades (Smith, Li, & Rafferty, 2020). The centrality of monitoring and evaluation, according to the United Nations Development Programmes (UNDP), as described in Babu (2018), is to measure the performance of projects or general interventions so that they are effective in terms of their outputs and consequences. As a result, M&E's mission is to ensure that development goals are met. This appears to imply that M&E systems are intended to improve the effectiveness and efficiency in which funds are being used, thereby improving outcomes and impacts.

The significance of M&E systems in the modern-day administration of interventions cannot be overstated, since M&E is critical for ensuring that intervention progress is evaluated against set objectives. Moreover, M&E systems ensure that every project gaps are recognized and Programmes are adjusted as needed to meet the established objectives. Wanjiru (2015) argues that, in addition to project modification, M&E is crucial in providing information about the project that may be applied in the next cycle. According to Gemünden, Lehner, and Kock (2018), firms or organizations with M&E systems can be evaluated against their targets because M&E is critical in delivering the information needed for a project to accomplish its aims. This indicates that M&E tools are at the heart of ensuring that information needed for project modification is available and that the project is on track to meet its objectives.

M&E approaches have been widely studied as a management tool that improves the ability of individuals in decision-making positions to track the progress of interventions (obunga,2017;

Stephenson, 2019). Organizations can determine the extent to which activities are effective, relevant, efficient, and sustainable by employing M&E systems. However, for the M&E system to be useful, all 12 of its components must work together as a unit or as a whole, from the M&E structure and human resource competence for M&E through data dissemination and utilization (Ebenezer et al., 2019). Twelve components of the M&E system, according to Kusek and Rist (2004), are key in ensuring interventions are reviewed using an evidence-based approach. To this purpose, the usefulness of monitoring and evaluation cannot be emphasized, as it gives companies the ability to improve transparency and accountability, allowing us to make evidence-based management decisions.

The use of M&E methods in so many different development discourses suggests that M&E has evolved into a critical management tool that supports intervention evaluations. M&E is critical, according to Dyason (2010), because it allows Programme monitors and evaluators to create and respond to critical questions that can help determine the extent of an intervention's progress. As a result, monitoring methods are critical for ensuring that the various tasks performed by Programme teams are progressing toward the achievement of the established goals and targets (Chimhowu, Hulme, & Munro, 2019). In a broader sense, the use of M&E frameworks and plans that aid in operationalizing M&E systems in the achievement of a Programme or project's stated goals resulted in the centrality of M&E systems in intervention management.

According to some studies, M&E techniques are critical for ensuring that the many steps of an intervention are carried out as planned. In other words, M&E procedures are critical to Programme management because they enable project teams to determine how well implemented interventions are progressing, whether they are on track, or if the implementation plan needs to be modified.

As a result, M&E techniques are critical for ensuring that an intervention is being carried out correctly. Moreover, M&E practices via their systems are critical because they aid in determining whether resources are sufficient for the activities to be carried out at. Furthermore, data from a variety of experts indicates that M&E is critical for determining whether the project's capacity is adequate and how closely processes adhere to the plan. When the emphasis is on outcomes and results, it appears that M&E is essential in order to achieve this. However, this is only possible if regular evaluations are conducted to determine the extent to which objectives have been met (Njoka,2020). M&E systems can only function effectively to this end if there is adequate staff training and a dynamic M&E system structure that allows intervention goals to be met. It implies that stakeholder participation should be at the heart of intervention design and implementation, even though training is required for effective evaluations.

1.2 The New Ways Organization

Non-governmental organizations (NGOs) are entities that autonomous from the government, where their support in terms of donations originate from volunteers (Kaloudis,2017). All over the world, NGOs carryout essential humanitarian functions that fill the void left by the governments. The origin of NGOs dates back to the 16th century, where most of the earliest NGOs were church-based or faith based. In 1653, Canadian church-based society was one of the earliest NGOs founded in Montreal (Suzuki, 1998).

NGOs working in resource constrained and fragile areas concentrated on disaster relief and education activities, where funding for their activities emanated from their home countries through their governments as form of promoting their policies in the oversea countries (Smith Li, & Rafferty, 2020). In Mogadishu, Somalia, New Ways Organization (NWO) is an active and genuine local non-governmental organization. It was formed in 1993 when the residents of Merka, in

Somalia's Lower Shabele region, faced severe humanitarian crises as a result of prolonged civil conflict and violence (NWO, 2021).

New Ways Organization expanded its humanitarian and development Programmes to other parts of southern Somalia as it grew rapidly. With the aid of WFP, UNICEF, Caritas Switzerland, UNFP/MOH Somalia, and other donors, New Ways Organization is an active member in OCHA's clusters mechanisms, including Health Nutrition, Protection, and Food Security (NWO, 2021). Social mobilization and advocacy on governance and human rights Programmes, health and nutrition, WASH, youth education and women empowerment, protection and gender-based violence, and food security are among the five major areas covered by New Ways Organization activities. (Dahie, 2019).

New Ways Organization M&E system is presented in the Organization's M&E framework, the exact year when New Ways Organization M&E framework is developed however is not known (New Ways Organization, 2021). The goal of the M&E framework is to direct and coordinate effective data collection, analysis, and dissemination in order to enable tracking of progress and improve informed and sound decision-making (Bene et al., 2017). In terms of data collection, data is collected in line with Service Delivery Points (SDPs) namely outreaches, community-based distribution manual data collection tools, Daily Activity Register (DAR), and project specific tools such as participants' lists and events' logs (New Ways Organization, 2021). Data collection is usually done in line with project indicators that are aligned to donor and government requirements. Project indicators are developed during project design in consultation with stakeholders such as donors, Programme team and partners among others. Each project has a performance matrix for tracking the indicators (Bene et al., 2017).

Once data is collected, it is summarized in summary forms and reported to the head office on a monthly basis, by 10th of every month (New Ways Organization, 2021). Service statistics are reported by the service delivery sites to the Ministry of Health at the county level using MOH tools by 5th of the month. There are also project specific reporting frequencies and deadlines. Data reported at the head office is compiled for all sites and stored in relevant databases and shared with donors, partners, senior management team, project implementation teams, volunteers and other stakeholders (New Ways Organization, 2021). Since its developments, the M&E framework has not been reviewed and no assessments have been conducted on its M&E system, where this creates a challenge to the process of strengthening the systems. Thus, this assessment will inform the review of the M&E framework and provide practical recommendations so as to can be used to continuously strengthen the M&E system.

1.3 Problem Statement

There is sufficient documentation in the mainstream literature that M&E systems are central to promoting performance of interventions. Since M&E systems are designed together with the intervention, they are important in ensuring that projects are implemented within the specified timelines, budget schedules, quality and scope. Thus, M&E systems are adopted by the development organizations to identify whether a given Programme faces any particular challenge and whether there should be modifications to the Programme. Literature support that majority of the development projects in Somalia face the challenge of weak M&E systems (provide citations) (Abomsa, 2018; Tulema, 2014)

Many studies have documented how M&E has moved from the periphery to the centre of interventions since measuremen xs t of the progress of interventions is critical in the achievement of the stated goals (Ngunga, 2016). Despite this being the case, the state of the use of M&E systems among NGOs in Somalia remain unknown since there is dearth of evidence emanating from there (Tulema, 2014). Existing evidence shows that NGOs in Somalia face challenges and gaps that hinder effective implementation of M&E systems. However, the dependency on external evaluators means that the NGOs do not get the opportunity to enhance their M&E systems (Abomsa, 2018).

The New Ways Organization's M&E system has not been Assesed, making strengthening the M&E system difficult. Several mechanisms for assessing M&E systems have been proposed by FHI 360 (2013), the World Bank (2009), UNAIDS (2009), and Global Fund et al. (2006), among others, identifying components of a functional M&E system that include aspects other than data, such as M&E capacities, M&E plans, and evaluations. As a result, the proposed M&E study project included a comprehensive evaluation of the M&E system of the New Ways Organization, as recommended by FHI 360 (2013), the World Bank (2009), UNAIDS (2009), and the Global Fund et al (2006).

1.4 Research Questions

i. Does the Monitoring and Evaluation System of New Ways organization meet the established M&E standards?
ii. What are the strengths and gaps of the Monitoring and Evaluation System of New Ways organization?

1.5 Objective of the Study

1.5.1 General Objective

The general objective of the assessment was to assess the status of the New Ways Monitoring and Evaluation System.

1.5.2 Research Objectives

i. To determine whether Monitoring and Evaluation System of New Ways meets established Monitoring and Evaluation standards.

ii. To identify strengths and gaps of the Monitoring and Evaluation System of New Ways

1.6 Justification of the Study

This study was designed to contribute to knowledge development, offer meaningful theoretical constructs and inform action in the aid environment or study and use research finding to solve community problems. Donors would be more interested in funding projects, organizations, and government where the leadership is accountable and there is sound stewardship of resources (Obunga,2017). The findings of the study are beneficial to several stakeholders including donors who would like to continue funding local and international NGOs operating in Somalia. The study offers strategic insights to the policy makers as it aims to offer a framework on Programmes efficiency and effectiveness improvements

Monitoring and evaluation systems do not attain their aim, signifying that there is need to assess their functionality in order to establish gaps, which will inform areas of improvement. Donors have expressed concern about the inadequate monitoring and evaluation of NGO projects (World Bank, 2007). The shortcomings of monitoring and evaluation have been mentioned on occasion, and donor organizations have provided guidance on how to improve monitoring and evaluation systems through training; however, little progress has been made (Kihuba et al., 2014). To avoid the poor performance of monitoring and evaluation systems, which necessitates investigations, a solution is urgently required.

1.7: Limitations and Scope of the Study

The study focused on the New Ways organization, where the performance of the M&E system was evaluated by analyzing the status of monitoring and evaluation, compliance with established M&E,

M&E strengths and gaps, and whether M&E contributed to performance improvement.Furthermor, the study was restricted to personnel in the M&E section of the New Way organizationbecause it ap pears to be concentrated at the aggregate level.

Due to timelines of condcutng this research, data was sourced from senior and middle-level positions at new ways organizations, allowing the researcher to identify the population more quickly, accurately, and easily. Letters of introduction from the University of Nairobi were presented where access was denied. Hesitant respondents were reassured that the data they provided would be treated with strict confidentiality, that they were free to answer the questionnaires, and that the data they provided would be used solely for academic purposes.. Moreover, explanations were offered where respondents had difficulties understanding questionnaires. The study evaluated NWO's M&E system in accordance with the eight domains recommended by FHI 360 (2013).

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section will go over prior study on M&E systems. The emphasis is on the evolution of the M&E system, M&E system components, and empirical evaluation of M&E systems. The gold standard framework, operationalized framework of the study, and variables are also presented.

2.2 Evolution of Monitoring and Evaluation Systems

Over time, the importance of monitoring and evaluation systems as a management tool has grown. M&E systems date back to 3000 BC, when Egyptians used monitoring methods to track their government's outputs in livestock and grain production in Egypt (Kusek & Rist, 2004). These methods were considered traditional because there was less focus and emphasis on the results. Despite the fact that international non-governmental organizations had good monitoring and evaluation in the 1970s, government M&E was project-based, with an emphasis on inputs and outputs rather than results (Kebede, 2018). In the 1980s, there was a shift in emphasis to Sector Wide Approaches (SWAPS), where the emphasis was on monitoring and evaluation activities from the project level to the sectorial level in government. In the 1990s, there was a shift in emphasis to poverty reduction strategies (PRSPS). As RBM gained acceptance, the emphasis shifted from monitoring inputs and outputs to measuring "results" (Mark, et al., 2000; World Bank, 2009). The Millennium Development Goals (MDGs) of the 2000s expanded the concept of Monitoring and Evaluation Systems even further. As a result, monitoring and evaluation systems can be traced back to results-based management.

Theory of change (ToC) and Programme theory provide insights on the centrality of Monitoring and Evaluation Systems in interventions. For instance, Brand et al. (2018) states that ToC and Programme theory enables organizations to establish causal links, which details step-by-step activities. Moreover, Programme theory shows theoretical worthiness of Programme at the formative stages of project/Programme design and conceptualization. Rogers (2008) argues that Programme theory helps to explain how a given Programme/project will be implemented with particular emphasis on what conditions that should be made so that the predicted outcomes can be realized. Put differently, Programme theory provides a framework upon which those in charge of projects/Programmes can sequence activities with an ultimate goal of achieving the desired outcomes and impacts.

House et al. (2018) state that ToC offers a framework that helps to explain assumptions that are necessary for the success of a Programme/project. Rogers (2008) explains that Programme theory makes it possible for the organizations to plan and sequence activities since it offers a much-needed framework that explains the entire project cycle and the role of staff and management. Moreover, Programme theory shows the source of funding and how the resources should be utilized in order to achieve the desired outcomes. Programme theory helps evaluators to determine whether the observed changes in the population can be attributed to the project/Programme. In fact, Programme theory makes it possible for Programme investors/secondary stakeholders to focus on the results with a view to ensuring that projects/Programmes focus on achieving set objectives to avoid wastage of resources (Rogers, 2008).

2.3 M&E System Components

A twelfth component was developed after international peer evaluation (Gorgens, et al., 2010). The World Bank (2009) agreed to implement what UNAIDS (2008) refers to as the 12 Components of a Functional Monitoring and Evaluation System, as shown in Figure 2.3 below. The World Bank (2009) and UNAIDS (2008) classified the 12 M&E components into three major categories, which included partnerships, people, and planning (Databases useful to monitoring and evaluation systems; Evaluation and research; Structure and organizational alignment for monitoring and evaluation systems; Supportive supervision and data auditing; and Periodic surveys). Monitoring and evaluation human capacity, advocacy, communication, and culture for monitoring and evaluation systems, monitoring and evaluation partnerships, and routine monitoring, which includes data collection, capturing, and verification, data use in decision making (improving results), cost monitoring and evaluation work plans, and monitoring and evaluation plans.

Monitoring and evaluation system, according to the World Bank (2009) and UNAIDS (2008), is a collection of procedures, people, and data that interact to provide timely information for project, Programme, and policy management. In light of this, monitoring and evaluation systems can be characterized as a connection of all indicators, tools, and methodologies used to determine whether a project/Programme is being implemented as planned and attaining the expected outcomes (Rogito, 2010). Contrary to common understanding, setting up an M&E system is more than just building a spreadsheet or database. UNAIDS (2008) and World Bank (2009) point out that setting up a monitoring and evaluation systems entails having M&E staff, data collection tools, monitoring and evaluation capacity building plans, monitoring and evaluation plan, indicators, monitoring and evaluation database, advocacy and communication plan for monitoring and evaluation among other components

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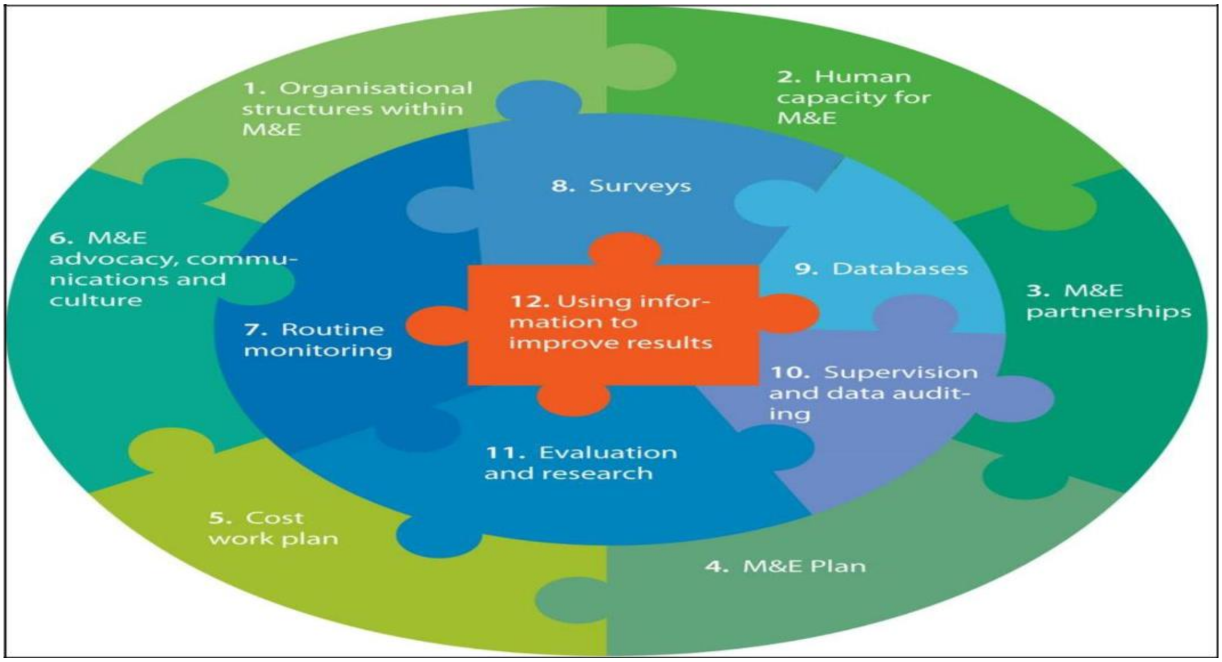


Figure 2.1: Twelve Framework of Components of a Functional M&E System

Source: UNAIDS (2008).

As noted by the World Bank (2009) and UNAIDS (2008), a subset of the monitoring and evaluation components are linked. The M&E components are divided into three categories: those connected to data and information, those linked to information use, and those related to people, planning, and partnerships.

2.3.1 Components Related to People, Partnerships and Planning

This component of monitoring and evaluation facilitates the collection and use of data, which greatly improves the operation of monitoring and evaluation. Simply put, the World Bank (2009) defines this component as component 1 to include people, with their skills falling under component 2 and their collaboration falling under component 3. Component 4 is concerned with planning, budgeting, and costs, while Component 5 is concerned with the motivation to maintain a functional and working monitoring and evaluation system. In light of the above figure, According to UNAIDS (2008), the outer ring represents planning, human resources, and collaboration to improve the process of data collection and utilization, and this includes organizational culture, organizational functions, and individuals who are critical in ensuring that monitoring and evaluation systems are sustainable and efficient in their performance.

2.3.2 Components Related to Data and Information

According to UNAIDS (2009) and the World Bank (2009), this component of the monitoring and evaluation system includes the components from the second cluster and represents five interconnected components in relation to data management processes, which include monitoring and evaluation data collection, capture, and verification. It is critical to emphasize that this component of monitoring and evaluation is in charge of data collection, which is critical to the operation of an M&E system (World, 2009). In other words, a monitoring and evaluation system cannot function without the generation of data, so this component describes the process of data collection, verification, and translation into useful information (UNAIDS, 2008; UNAIDS, 2009).

2.3.3 Components Related to Use of Information

This is the final component of monitoring and evaluation, and it is placed on the inner edge. It defines data analysis as a method of generating information with the goal of disseminating it and making appropriate decisions at all levels. According to UNAIDS (2008) and World Bank (2009), this component of the monitoring and evaluation system is responsible for the system's functionality. In other words, a lack of use of information and data from monitoring and evaluation systems indicates that the systems are not being used in tandem with their overall purpose. According to UNAIDS (2008), the primary function of a monitoring and evaluation system is to provide information, which is then used to improve Programmes, policies, and projects.

According to UNAIDS (2009), the 12 components do not represent implementation steps and should not be considered to be implemented in a sequential manner; rather, the 12 components should be present and in optimum standards for the monitoring and evaluation system to function effectively and efficiently. According to UNAIDS (2008), countries should prioritize a few system components at the outset and phase in monitoring and evaluation investments over time to ensure that all system components are operational. According to UNAIDS (2009) and UNAIDS (2008), there is a need to build on existing capacities and systems, as well as address issues of human resources/capacity and functioning partnerships to support the collection of quality data. On the same vein, it is critical to monitor the overall goal of monitoring and evaluation, as it informs decision making, because gathering data that is never used is a complete waste of resources, both financial and human.

2.4 Assessment of M&E Systems

Monitoring and evaluation are crucial because they make it easier to spot faults and make the necessary corrections. M&E thereby enhances Programme administration and design (Atkinson&Wellman,2003). According to FHI 360 (2013), the World Bank (2009), UNAIDS (2009), and the Global Fund (2006), evaluating monitoring and evaluation systems at the organizational, Programmematic, and project levels improves the identification of system flaws and corrective measures that must be implemented. According to FHI 360 (2013), the overall framework is guaranteed to have the personnel, financial, infrastructure, equipment, and supply resources, which also classifies the expected output of a functional M&E system for high-quality manufacturing. In light of this, organizations such as the World Bank, UNAIDS, The Global Fund, and FHI 360 have made system assessment investments in order to monitor and evaluate their Programmes.This important component has previously been guided by tools like the PME SYSTEM Assessment Tool (FHI 360, 2013), The Monitoring and Evaluation Systems Strengthening Tool (Global Fund et al., 2006), and the 12 Components.

The aforementioned M&E system assessment tools have been used to evaluate the organizational and national M&E systems. This tool is used by FHI 360's M&E teams from Programmes and projects in FHI 360 Ethiopia, FHI 360 Kenya, FHI 360 Mozambique, and FHI 360 Ghana. It was piloted for the organization to establish and continuously assess its M&E system. The UNAIDS framework of 12 components for organizations serves as the foundation for the FHI 360 application (2008). Additionally, the FHI tool evaluates areas where they are succeeding as well as important gaps, and they then enhance their quality improvement plan to eliminate areas of weakness and maintain regions of strength in their Monitoring and Evaluation system (FHI 360, 2013).

Data that was gathered using paper forms was previously used by the M&E systems in the health sector. On additional paper forms, the raw data obtained on paper were typically aggregated—either by hand or calculator—and then reported on—through the various reporting levels. For the majority of their M&E requirements, both public and private sector institutions in the industrialized world increasingly frequently employ computerized databases that automatically aggregate and analyze data, create reports, and deliver the information to The Nigerian Ministry of Health, for example, reported that there are data quality issues with the ministry's paper-based system and that it struggles to produce data for even the "simplest indicators" (Ministry of Health of Nigeria, 2008).

Nigeria's National HIV M&E System was evaluated by Ogungbemi, Oyediran, and Mullen (2012) utilizing the 12 components of the M&E strengthening tool (UNAIDS,2009). A participative qualitative methodology was employed in the assessment instrument to allow for conversation, suggestion, and compromise building. The major task of the evaluation process for finishing the 12 component tool was to facilitate discussion and strategic planning by stakeholders and to help develop commitment to enhance M&E system performance. The pre-assessment desk review, key stakeholder consultation, and stakeholders Monitoring and Evaluation assessment workshop were three crucial elements in the assessment process. In 2013, the World Bank evaluated the M&E systems of the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA) (World Bank). IEG conducted this assessment using a variety of tools, including desk reviews of policies and procedures, a sample of project-level monitoring and evaluation data, various internal databases, internal memos and strategic documents, and staff and management interviews and surveys (IEG, 2013). These sources support the IEG's evaluative investigation of specific organization segments and M&E characteristics, as well as the IEG's comparison of existing M&E policies, procedures, and practices using established standards such as good practice standards for private sector evaluation of the evaluation cooperation Group (ECG) for multilateral development banks (ECG, 2011).

The United States Agency for International Development (USAID) assessed Kenya's national M&E and health management information systems in 2010. (HMIS). The evaluation required a review of documents, site visits, and interviews with over 100 people.. The group evaluated the overall strengths and weaknesses of the national M&E system and HMIS, as well as the multifaceted challenges that existed between the two.

Kihuba (2014) used the Health Metrics Network assessment tool to evaluate Kenya's Health Information System, which takes into account the perspectives of Health Information System (HIS) producers and users of health information. This entailed conducting an independent evaluation of six different HIS components in Kenya, including resources, core indicators, data sources, data management, information products, and information dissemination and use. The steering committee identified eight clusters of health information collection and use organizations. According to the findings of the study, the HIS did not provide high-quality data. There are significant challenges in information and communications technology application, data quality assurance, supervisory support, data infrastructure, human resources, financial resources, and integration.

2.5 Summary of Literature Review

It is clear from the literature that the majority of the M&E system consists of twelve interconnected components divided into three categories as developed by (Albio & Nzima, 2006; World Bank, 2009) and adopted by UNAIDS (2008). This is a departure from how M&E work was done in the 1970s, when inputs and outputs were prioritized over results. Resources and capacity building; documentation (plans, guidelines, and operational documents); data collection and management; data quality systems; data verification; data analysis and use; evaluation; and alignment and leadership are all being prioritized (FHI 360, 2013). The literature analysis in this chapter shows that various Monitoring and Evaluation Systems face challenges that limit their ability to report findings, which is why this study will focus solely on the eight components to Manalyze the Monitoring and Evaluation System.

2.6 Gold Standard Framework

The 8 domains suggested by FHI 360's Participatory M&E System Assessment Tool, which is based on FHI 360's Organizing Framework for the 12 Components. Figure 2.1 shows the conceptual framework. Due to its Programme-level application, the FHI 360 (2013) condenses the 12 components into eight domains: resources and capacity building; documentation (plans, guidelines, and operational documents); data collection and management; data quality systems; data verification; data analysis and use; evaluation; and alignment and leadership. FHI 360 (2013) is a generic tool designed as a diagnostic exercise for Programmes and projects to critically examine their M&E systems, identify areas of strength and weakness, and develop a quality improvement plan. to keep their M&E system's strengths and overcome its weaknesses, all within the framework outlined above.

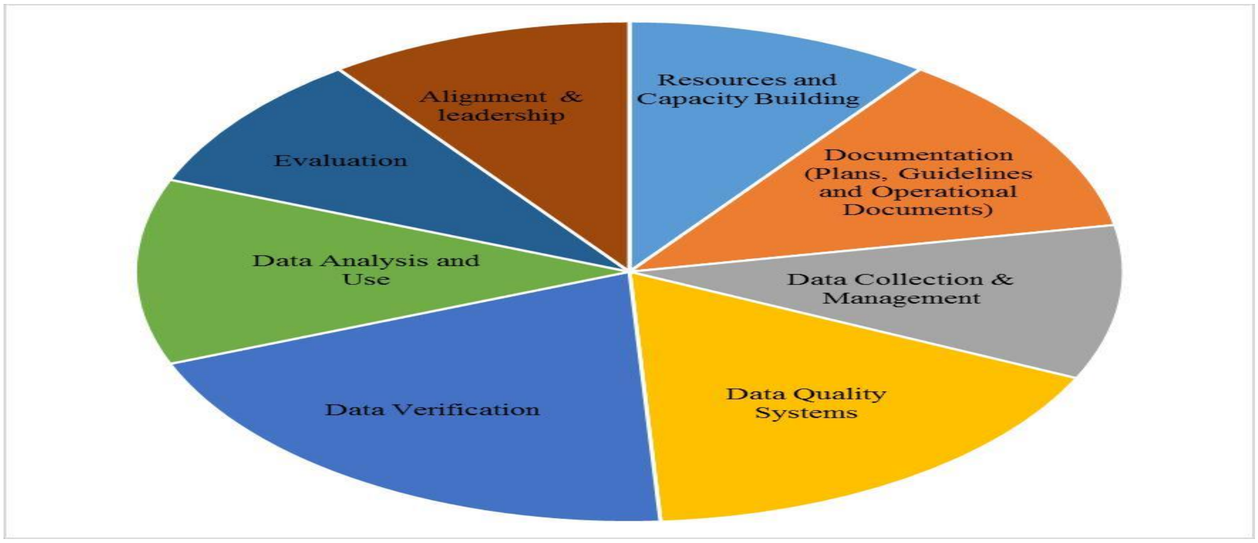


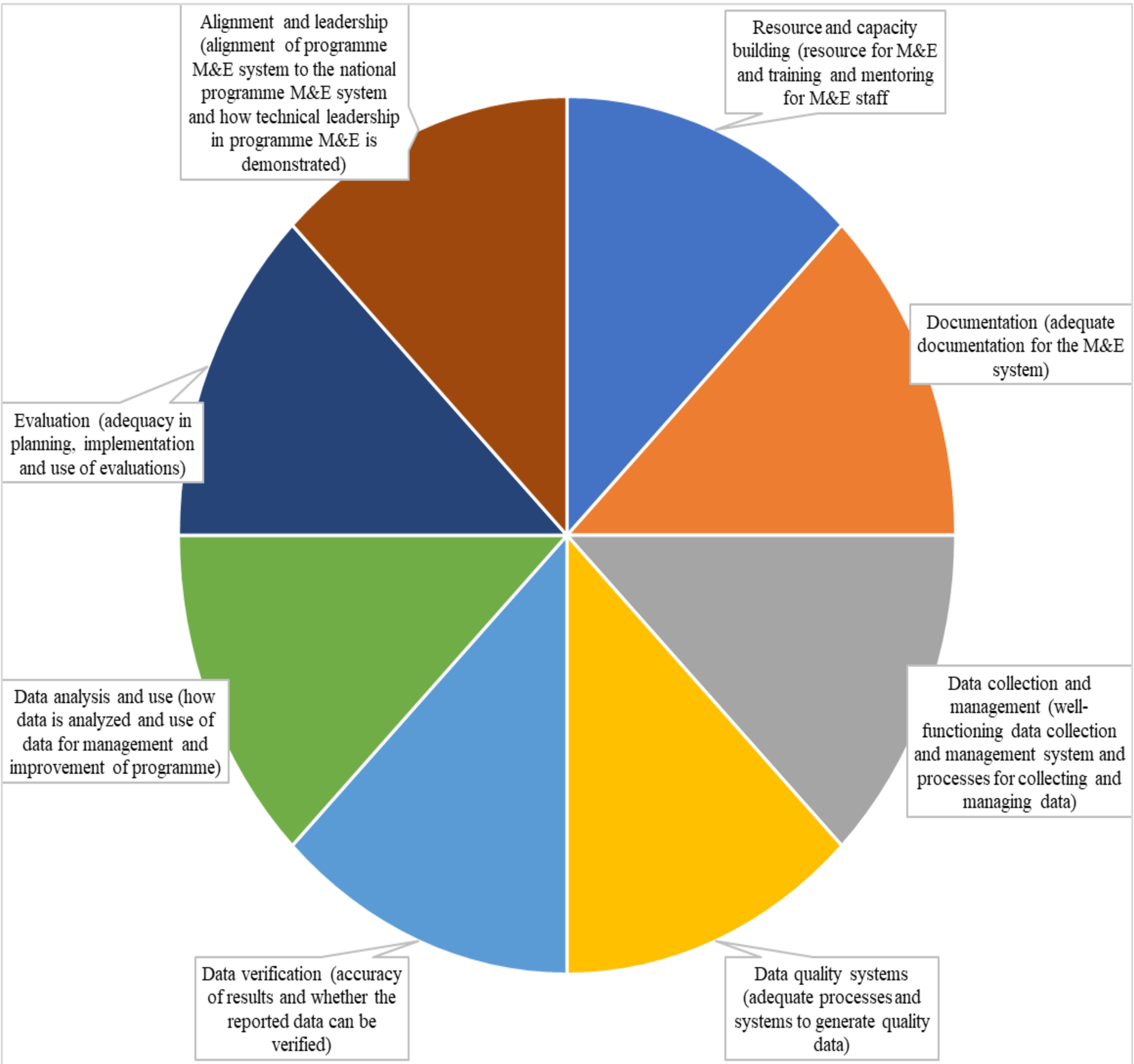
Figure 2.2: Gold Standard

Source: Family Health International (FHI 360, 2013)

2.7 Operational Framework

FHI 360 (2013) defines a working monitoring and evaluation system as one that meets the criteria for a fully functional monitoring and evaluation system. According to FHI 360 (2013), all M&E system components must total 100%. The specific weights of the various components, according to FHI, are as follows: 10% for leadership and alignment, 10% for capacity/resources, 12% for operational documentation and guidelines, 10% for data collection and management, 17% for data quality systems, 20% for data verification, 12% for data analysis and use, and 9% for evaluation. The questions in each domain determine the scores. The criteria for each question are as follows: the standard is fully met (2), partially met (1), and does not completely meet the standard (0). A score of 80 percent to 100 percent indicates that the M&E system is fully operational, a score of 50 percent to 79 percent indicates that the M&E system is partially operational, and a score of 0 percent to 49 percent indicates that the monitoring and evaluation system is not operational. The operational framework that follows describes the various components of a functional M&E system as proposed by FHI (360).

Figure 2.3 : Operational Framework



The above enabled overall weighting of each of the 8 domains. The overall weighting was determined by the number of applicable standards within each of the 8 domains. The maximum scores was distributed as shown in table 2.1 below. The domains were measured with the following variables: resources and capacity building-the measuring variables were the resources of the M&E such as allocation of funds between 10-15 percent and training and mentorship for M&E staff; documentation (plans, guidelines and operational documents). The measuring variables included adequate documentation for the M&E System, such as an up-to-date M&E plan (or PMP), an up-to-date M&E work plan indicating who is responsible for each activity, as well as any M&E-related roles for Programme/technical staff and implementing partners, among others; data collection and management- a well-functioning data collection and management system, as well as processes for collecting and managing data; data quality systems-adequate processes and systems for generating quality data; data verification- the accuracy of results and whether the reported data can be verified; data analysis and use-how data was analyzed and used for Programme management and improvement; evaluation-adequacy in planning, implementation, and evaluation use; and the alignment and leadership-alignment of project/Programme M&E Systems to the International Headquarters (IH) M&E System, as well as how technical leadership in M&E is demonstrated. Table 2.1 illustrated how various domains were operationalized and scored upon data collexction and analysis using the FHI (360) M&E System assessment criteria.

Table 2.1: Operationalization of the Study Variables

Measurement of Variables				
Domains	**Questions to measure Variables**	**0=standard is not met,**	**1= standard is partially met**	**2= standard is fully met.**
1. Resource and Capacity Building	1. M&E spending ranges between 5% and 10% of the total Programme budget.			
	2. There is/are dedicated M&E personnel (Confirm from the organogram).			
	3. In respect to the Programme's scale, the number of M&E team members is adequate.			
	4 The skill mix is acceptable when there are more than three members on the M&E team (for example, data analysis, evaluation, and research).			
	5. Members of the M&E team have been given an overview of the project's M&E system.			
	6. M&E team members have received at least one training session in the last two years. In the last six months, members of the M&E team have won awards.			
	7. Members of the M&E team have received mentoring/supervision from their supervisor within the last six maonths.			
	8. At least once in the last year, the Programme/project received M&E Technical Assistance (TA) from the Regional Economic and Social Commission for Eastern and Southern Africa (RESA) International Headquarters (IH).			
	9. Members of the M&E team have visited partners at least once in the last six months for capacity building/mentoring.			

Table 2.1: Operationalization of the Study Variables Continued

Domains	Questions to measure Vraiables	0= standard is not met	1= standard is partially met	2= standard is fuly met
2. Documentation	1.There is an up-to-date Monitoring, Evaluation, and Learning Framework (MEAL) plan.			
	2. Standard guidelines outlining reporting requirements are available to implementation partners (what to report on, due dates, data sources, report recipients, etc.).			
	3. Written procedures for supervision are in place (how often, what to look at, what happens next).			
	4MEAL provides a graphical results structure that links the project/Programme goal, intermediate results, and outputs or outcomes.			
	5. MEAL provides indicators for assessing inputs, outputs, and outcomes, as well as impact indicators where appropriate, and the indicators are related to the project goals.			
	6. All MEAL indicators, such as performance indicator reference sheets, have operational definitions			
	7. MEAL activities have an up-to-date implementation timeline available.			
	8. The most recent MEAL work plan specifies who is in charge of each activity as well as any M&E-related tasks for Programme/technical personnel and implementing partners.			
	9.There is a written confidentiality protocol in place (If personal records maintained).			
	10.Acurrent M&E activity implementation timeframe is provided.			
3. Data collection and management	1. All relevant Programme/project indicators are included in approved data collection tools.			
	2. Historical data is stored properly, is up to date, and is easily accessible.			
	3. The project includes one or more current electronic M&E databases.			
	4. Service data is broken down by gender and age.			

	5. There is managerial support for pursuing any persistent data gaps with partners..			

Table 2.1: Operationalization of the Study Variables Continued

Domains	Questions to Measure Variables	0= standard is not met	1=standard is partially met	2=standards is fully met
4. Data quality systems	1. reports are submitted to donors on time			
	2. Feedback on the quality of reporting is provided to all facility points.			
	3. Historical data has been corrected as a result of data quality issues, according to evidence.			
	4. There is evidence that data from field employees is reviewed by field supervisors before it is finalized and sent on.			
5. Data Verification	Supporting Data giving out plan (Which data to be collected, when to be collected and how to manage)-data cleaning.			
6. Data analysis and use	1. The vast majority of the information gathered is reported.			
	2. It is possible to analyze what services each individual has received if client-level information is recorded in a database.			
	3. Performance issues (for example, failure to meet targets) are discussed with partners/others.			
	4. Written procedures are in place to ensure that Programme/project managers, M&E employees, other technical staff, and partners regularly evaluate M&E data (at least quarterly).			
	5. At least one data review and interpretation meeting involving management and Programme/technical personnel occurred in the previous quarter.			
	6. Trends in performance indicators are reviewed on a regular basis (e.g. monthly or quarterly).			
	7. There is evidence that data analysis has led to improvements in Programme design or implementation.			

Table 2.1: Operationalization of the Study Variables Continued

Domains	Questions to Measure	0=standards is not met	1= standard is partially met	2= standard is fully met
7. Evaluation	1.The M&E plan clearly outlines the evaluation activities.			
	2. The Programme will be evaluated based on its results or effects (especially unique and large-scale Programmes).			
	3. A process evaluation or mid-term review has been completed for projects that have been in operation for more than three years.			
	4. Within the first two years of the study, baseline data is available.			
	5. Previous evaluation findings have resulted in Programme enhancements.			
	6. The analytical plan, ethical provisions, budget, and schedule are all included in the evaluation protocols.			
	7. The findings of the evaluation have been shared with all parties.			
	8. A system for receiving periodic feedback on service is in place.			
8. Leadership and alignment	1.The M&E International System, which is currently operational.			
	2. The International M&E Manual, which is currently in use and in good working order.			
	3. Data collecting tools that are compliant with international M&E standards			
	4. Over the previous two years, the project presented components of its M&E System at international conferences or other events.			
	5. Participation of the M&E Project team in the International M&E Technical Working Group (TWG) or other fora.			
	6. Participation of the project team in the donor M&E Technical Working Group (TWG) or other fora.			

CHAPTER THREE: DATA SOURCE AND METHODS

3.1 Introduction

This section discussed the data sources and methods that will be used in the study to evaluate the New Ways Organization M&E system. It addressed data sources, research design, target population and study sites, sampling procedures, data collection tools and methods, and so on. Methods of data analysis, variable operationalization, and ethical considerations

3.2 Sources of Data

The assessment made use of both primary and secondary data sources. Primary data were gathered from Programme coordinators and project implementation officers, as well as M&E Coordinators and M&E Officers, data managers, and data clerks. Secondary information was gathered from project reports, internal reports, and previous literature. The use of both primary and secondary data sources provided detailed information on the organization's M&E system status, with primary data reinforcing secondary data through a triangulation process.

3.3 Research Design

The New Ways Monitoring and Evaluation System was evaluated using case study research designs. Data from both quantitative and qualitative sources were collected, analyzed, and presented. The case study design resulted in the collection of both qualitative and quantitative data. Because it improved understanding and assessment of the specific organization, the case study research design was chosen for the study. Furthermore, by using a case study research approach, the researcher was able to gain a comprehensive and in-depth understanding of the New Ways Organization M&E System in order to achieve a complete explanation and assessment of the occurrence. By methodically examining the M&E system, the 12 Components framework provided a clear picture of the organization's M&E system.

3.4 Target Population and Study Sites

The target population was New Ways Organization Mogadishu Programme unit staff members who were directly working in the M&E unit. The staff members comprised of project managers, project implementation officers, M&E Officer and assistants, data management and data clerks.

3.5 Sampling Procedures

The new ways organization Mogadishu unit projects each has one Programme manager, and five project implementation officers, One M&E Managers and Five M&E Officers, One data manager and each five data clerks. In total, census technique was applied to collect data from the entire population since it was small and largely accessible.

3.6 Data Collection Methods and Tools

Data for the assessment of New Ways' M&E system were gathered from both primary and secondary sources. Secondary data were collected by document analysis from existing records, periodicals, peer-reviewed journal articles, reports, online/internet sources, policy papers, conference papers, and academic books.

3.6.1 Documents/Records Review

The M&E framework, project indicator matrices, project reports, data collection tools, and minutes were reviewed using a documents/records review procedure. The review process was guided by a document/record review guide that included guiding questions. M&E plans, MEAL plans, costed M&E plans, and M&E reports to stakeholders were among the documents reviewed. To guide the review process, a document review guide (Annex I) with guiding questions was used.

3.6.2 Key Informant Discussions

Key informants such as M&E Officers, Programme Managers, and Project Officers were interviewed. M&E officers and managers are also data managers and clerks. Discussions were guided by a discussion guide with guiding questions. Each of the eight components was scored using information from key informants.

3.7 Operationalization of Variables

In the M&E System Evaluation Tool provided by FHI 360, each of the eight domains was broken down into a number of standards (2013). The information gathered from existing documents and key informants was used to score each standard. The scoring procedure involved scoring each relevant standard on a scale of 0 to 2. Where

0 = standard is not met

1 = standard is partially met

2 = standard is fully met.

Where the standard was not applicable or not available for review, there was an option to indicate N/A (not applicable), and as such, the standard was not included in scoring the relevant domain.

3.8 Data Analysis

According to Shamoo and Resnik (2003), data analysis is the systematic process of describing and evaluating gathered data using logical and statistical techniques. Using various analytical approaches allows the researcher to reach valid and inductive conclusions. The study used a descriptive approach in establishing the status of M&E system by computing descriptive staistics, such as mean, median and mode. In the assessment, both quantitative and qualitative data analysis techniques were used. For analysis, the scores for each of the eight domains were entered into an MS Excel 2013 spreadsheet. After the domains were scored, the tool generated percentages, tables, and charts to display the quantitative results of the analysis. Thematic analysis was used to analyze qualitative data. Qualitative data from discussions, observations, and existing documents were used to identify emerging themes. This data was used to back up each of the scores for each domain that was evaluated..

3.9 Ethical Considerations

The study relied on primary data from sampled non-governmental organizations, denoting that the privacy laws and rights of NGOs were adhered to. Interviews for the study were designed in a proficient manner so that it was easier to collect data. Before data collection, clearance was required from the University of NairobiDuring the data collection phase, the researcher made it clear to the participating staff that the data was only for academic purposes. It was made clear to the staff that respondents' participation in the study was voluntary, and they could opt out if they felt uncomfortable. Before the interview, participants were asked for their permission. Throughout the data collection phase, appropriate appointments were made with NGOs and explanations of the study's purpose were given for clarity.

CHAPTER FOUR: RESULTS OF THE NEW WAYS ORGANIZTION MONITORING AND EVALUATION SYSTEM

4.1 Introduction

This section provides a purposeful presentation of research results. This section also described the results. This chapter begins by providing the status of his M&E system for the new organizational pathway, assessed using the FHI 360 (2013) Participatory M&E Systems Assessment Tool. This section presents and describes the strengths and weaknesses of the new organizational form of the M&E system. Finally, this chapter shows and describes how the products of the M&E system were used to organize new ways to improve the Programme.

4.2 Background Characteristics of Respondents of New Ways Organization

4.2.1 Position in the organization

The study sought to determine the respondents' position. According to data analysis, the majority of respondents (44.8 percent) held middle-level management positions, while 35.7 percent and 19.6 percent held lower and top-level management positions, respectively. This information indicates that many of the respondents had access to relevant information for the study. Furthermore, this finding shows that respondents were ideal to be part of the study since they are involved in the day-to-day operations of their organization.

4.2.2 Highest level of education

Data on the respondents' level of education was sought in order to determine the extent to which respondents understood the practice of monitoring and evaluation. Data analysis revealed that the majority of respondents (52.7 percent) had a bachelor's degree, while 26.6 percent and 4.9 percent had a college/masters level degree, respectively. This data shows that the majority of respondents had the necessary information to respond to the questionnaire items.

4.2.3 Work Experience

Data on the work experience of the respondents was sought, where data revealed that respondents had worked for a period exceeding 11 years, while 32.2% and 21.7% had worked for a period of 6-10 years and 3-5 years respectively. This information affirms that majority of the respondents had suitable attributable to be part of the study.

4.3 Status of New Ways Organization M&E System

The analysis used both primary and secondary data to provide a complete picture of the state of the New Ways Organization M&E System. As a result, the methodological triangulation of the study was critical in determining the status and gaps in the New Ways Organization's M&E System. The data on the various indicator areas were computed and presented in Table 3 using the FHI 360 (2013) M&E system assessment criteria. The study was graded on a scale of 0 to 2, with 0 indicating that it was not met, 1 indicating that it was partially met, and 2 indicating that it was completely met. This was calculated for each of the eight domains using the FHI 360 (2013) M&E system assessment criteria. Table 4.1 pesents data on the fininds of the study.

Table 4.1: M&E System Assessment Scores

8 Domains	Maximum Score	Actual score	Achieved (%)	Gap
Resources and Capacity Building	10	7.1	71.0	29.0
Documentation	12	6.4	53.3	46.7
Data Collection and Management	10	3.7	37.0	63.0
Data Quality Systems	17	6	35.3	64.7
Data Verification	20	4	20.0	80.0
Data Analysis and Use	12	5.7	47.5	52.5
Evaluation	9	8.7	96.7	3.3
Alignment and Leadership	10	5.2	52.0	48.0
Total	100	46.8	46.8	53.2

Table 4.1 presents the assessment findings based on the FHI 360 (2013) framework for M&E system assessment criteria. The collected data were enumerated in order to determine the status of the New Ways M&E system. According to Table 3, the M&E system scored 46.8 percent, with a more than half-point gap (53.2 percent). However, based on their aggregated weights, each component has a different score. The assessment revealed that evaluation received the highest score of 96.7 percent, followed by resource and capacity building for M&E, which received a score of 71%. This is unsurprising given that the organization's M&E activities and processes are funded by outside donors and organizations. Furthermore, evaluation is performed by external consultants, resulting in

the availability of documents and evidence of evaluations within the organization. Figure 4.1 visualizes findings of the study.

Figure 4.1: Scores for M&E System Assessment

Based on Figure4.1, it is evident that the New Ways organization's M&E system functionality does not meet the established standards. As visualized in Table 4.1, it is clear that some components are in dire need of improvement. For example, the domains of Data Collection and Management, Data Quality Systems, Data Verification, and Data Analysis and Use must be improved for the organization's M&E system to function properly, as they show enormous gaps of 63.0 percent, 64.7 percent, 80.0 percent, and 52.5 percent, respectively.. There is need for data verification to be enhanced since it indicates 80.0% gap. This is not surprising since the New Way organization has shortage of skilled M&E personnel in addition to weak organizational M&E culture, specifically on data related components. Notably, the data components indicate the highest gaps, suggesting that the eventual decisions making may not reflect the state of affairs in terms of the status of the interventions. Based on the past application of FHI (360) M&E system assessment framework, the following section will provide detailed summary for each component by pointing out the areas to strengthen based on the gaps noted.

4.4 M&E System Component Results for each Component

This section provides a summary of results for each component of the M&E system as proposed by the FHI (360) M&E system assessment framework. Analysis of each section identifies areas for additional improvement, given that the specific M&E system components must be improved for the entire M&E system to function. The findings for all eight domains indicate that the M&E system does not meet the established standard and thus does not function properly.

4.4.1 Resources and Capacity Building

Data were sought on the resources and capacity building domain to establish the extent to which human and financial resources were deployed in addition to strengthening of the skills and organizational resources in relation to M&E activities. The assessment established that the New Ways organization met the resources and capacity building domain standard as indicated by an achieved functionality of 71.0 percent However, a gap of 29.0% illustrates that there is room for improvement. In other words, extra resources should be channeled towards M&E activities and processes. Some of the strengths observed were allocation of 10 percent of the overall intervention budget and members of the staff had received sufficient orientation. However, individual weaknesses were observed such as insufficient number of qualified personnel to undertake M&E activities. Furthermore, many of the M&E personnel lacked the right mix of skills. Data revealed that although there were capacity building initiatives in terms of technical assistance, this had taken more than one year.

4.4.2 Documentation

The assessment sought data on the documentation domain to understand the extent to which compiling of report among others, was compliant with the established Monitoring and Evaluation standard. Both primary and secondary data were used to triangulate the results of the assessment. Analysis of the collected data revealed that the documentation domain was partially functional as indicated with a score of 53.3%. The partial functionality was attributed to existence of a MEAL framework, which enhanced M&E activities and organizational learning. Furthermore, the assessment indicated that supervision procedures were realistic and agile in addition to the operational definition of indicators to increase validity of the results. However, a gap of 46.7% indicated that New Ways organization faced plethora of challenges that hampered effectiveness of M&E activities and processes. One of the notable gaps was unavailability of an up-to-date MEAL implementation timelines for MEAL activities in addition to the confidentiality protocols and timelines for MEAL activities.

4.4.3 Data Collection and Management

Data were sought on the data collection and management domain to undertake the procedures of soliciting data and how data are managed before quality standards are established awaiting eventual analysis and use. The assessment revealed that New Ways organization's data collection and management domain in the M&E system was not functional since it did not meet the established standard with a gap of 63.0%. The gap was attributed to lack of consistency in the storage of historical data, suggesting that longitudinal and panel data sets were not readily available. Furthermore, there was low management support in terms of putting of ensuring that data were consistent. The M&E system functionality of 37.0% was attributed to validation of data tools and indicators, thus supporting collection of reliable data to inform organizational learning and adaptive management.

4.4.4 Data Quality Systems

The Monitoring and Evaluation system assessment sought data on the functionality of the data quality systems domain in the New Ways organization. An analysis of both primary and secondary data revealed that the domain of data quality was not functional, as indicated by a 64.7 percent gap and a functionality of only 35.3 percent. The gaps were attributed to skewed sharing of feedback with all the stakeholders, that is, both primary and secondary stakeholders. Furthermore, there was no evidence for correction of historical data. Though reports were routinely submitted to donors, there was no evidence whether this was done on regular basis. Notably, the achieved domain was attributed to supervision of data reviews before usage. This demonstrates that the domain of data quality system should be re-engineered to increase the M&E system functionality to the recommended or established standard.

4.4.5 Data Verification

Data were sought on the domain of data verification to established whether the procedures for data consistency and accuracy were correctly done. Unfortunately, the assessment of the data verification domain revealed a glaring gap of 80.0% with only 20.0% compliance to the established standard. The gap was attributed to inadequate procedures for data cleaning. Furthermore, the validation of the instruments in addition to reliability was underwhelmingly done to the extent that the constructs under investigations could not be correctly established. Thus, processing of data was not accurately done since duties were not assigned to the experts nor was their evidence for statisticians to undertake technical duties.

4.4.6 Data Analysis and Use

The assessment sought to collect data on the domain of data analysis and use, where the focus on whether analysis of data was done correctly and whether the information/insights emerging from the data were used in organizational decision-making. The data analysis and use domain indicated a gap of 52.5% and an achieved score of 37.5%. The gaps were attributed to lack of a digital data storage avenue (database) to support timely reporting of collected and analyzed data. Furthermore, there was no evidence of written procedures for data analysis and use for different stakeholder information needs. Use of trend analysis on monthly or quarterly basis was not consistently done. However, there was evidence that use data had translated into improved intervention design and outcomes.

4.4.7 Evaluation

Data were sought on the evaluation domain to established the extent to which this was done in line with the established standard. The assessment revealed the evaluation domain was functioning according to the established standard as indicated with an achieved score of 96.7% and a paltry gap of 3.3%. The strength of the evaluation domain was attributed to undertaking of activities in line with the procedure outlined in the M&E plan. Furthermore, the assessment revealed that was planning of impact or outcome evaluations for implemented interventions. In addition, the baseline data were available, which helped in the conducting of mid-term reviews. There was proof of using evidence for decision-making, where findings from previous project cycle informed modifications of interventions based on best practices. Notably, there was evidence of evaluation protocols, ethical considerations and partial dissemination of information/feedback to the stakeholders. Partial dissemination of information means that feedback mechanisms were not effective, necessitating the need for improvement.

4.4.8 Alignment and Leadership

The assessment sought information on alignment and leadership domain to establish the extent to which the domain complied with the established benchmark. The assessment data indicated that the alignment and leadership domain was partially functional with a score of 52.0% and a gap of 48.0%. The strength of this domain was attributed to the participation in international and donor M&E Technical Working Group, suggesting that best international M&E practices were largely used. Conversely, the gap was attributed to lack of a sound functional M&E International System. In addition, there was no evidence of presenting M&E System to international fora or conferences. Data collection tools were partially aligned to the international best practices. There was no evidence for International M&E Manual.

4.5 New Ways M&E System to Programme Improvement

Primary data were used to establish the contribution of New Ways organization's M&E to Programme improvement. To collect appropriate data, the assessment focused staff of the New Ways organization who were deemed to have appropriate information for the assessment. Thus, expert/purposive approach was applied to interview staff who were considered to have in depth information about the organization. Data from the interviewed respondents revealed that New Ways organization's M&E system had contributed to among others: accountability and transparency, management decision-making using evidence, and organizational learning. Thematic analysis was used to arrive at the specific contribution of the M&E system to Programme improvement.

4.5.1 Tracking Progress against the Target

Every month, the results for each project are compiled to track performance versus targets. This notifies the project implementation teams as to whether they are on pace to meet monthly targets. During Programme meetings and project review meetings, performance is discussed. During these forums, areas that are falling behind schedule are identified, and ideas for meeting those deadlines are discussed. In particular, on a need basis, periodic rapid qualitative assessments are undertaken to supplement data received through the existing routine monitoring systems. They analyze the relevance and success of the various project methods and activities in terms of impacting the target groups' knowledge, attitudes, and behaviors in the project areas. The assessments have been beneficial in documenting Programme lessons, problems, success stories, and best practices.

4.5.2 Accountability and Responsibility

The aim of monitoring and evaluation systems is to reinforce responsibility and accountability in the resource utilization. The M&E system assessment established that the New Ways organization depends on the support of international organizations and donors. Provision of resources to the developing and third world countries requires accountability in the use of resources. Thus, M&E has made it possible for the New Ways organization to share feedback with various stakeholders. Information sharing and creation of feedback mechanisms has enhanced accountability in the way New Ways organization operates. Furthermore, New Ways organization is now accountable in the utilization of organizational resources. For instance, New Ways organization disseminates information to various stakeholders which has surged the level of accountability.

4.5.3 Evidence-Based Decision-Making

Data emerging from the key informants reveals New Ways organization is now using evidence to make critical decisions, where this has led to achievement of the desired outcomes and impacts.

Given that New Ways organization is a relatively new entity, the use of M&E system has made it possible for the organization to modify ongoing interventions with an aim of increasing their relevance and by extension, their eventual sustainability. From the assessment, it is clear that the M&E system of New Ways organization faces many problems; however, the use of M&E system has enabled the organization not to repeat past mistakes since there is use of evidence for decision-making.

4.5.4 Organizational Learning

According to the information provided by the interviewees, New Ways was able to learn from M&E activities and procedures thanks to the use of the M&E system. Data collection and analysis on a continuous basis, for example, have been suggested as potential pathways for organizational learning. M&E technologies enabled New Ways to document monitoring data, which highlighted what needed to be improved in continuing interventions, according to the assessment. Various assessments, such as process and outcome evaluations, were crucial in terms of providing information that improved the learning process and, as a result, improved treatments. Furthermore, the evaluation found that fresh knowledge is generated through constant data collection and analysis, which is crucial in organizational learning. This shows that M&E generates fresh data that would otherwise be unavailable. New Ways, for example, uses data to make evidence-based decisions, which has resulted in progress.

4.6 Study Discussion

The current findings are in line with earlier M&E system assessments that have been performed. Obunga (2017), In particular, analyzed Plan International's M&E system established 60% functionality of the M&E system for the Young Health Programme and Adolescent Girls Initiative

Kenya. Other assessments that used the FHI 360 (2013) M&E system assessment include a study done by Wamalwa (2019) who assessed the M&E system for Postal Corporation of Kenya and found that compliance to the established M&E system was at 60% for data collection and management and 50% for data analysis and use. Furthermore, Ng'ang'a (2019) used the FHI 360 (2013) M&E system evaluation to determine that the Agricultural Sector Development Support Programme's M&E system compliance was at 77 percent.

In addition to the abovementioned, Mwanga (2021) used FHI 360 (2013) to examine the M&E system for the Possible Severe Bacterial Infections Implementation Research Project. The results revealed that M&E system compliance was 72%. Furthermore, Ileli (2019) employed the FHI 360 (2013) M&E system assessment, with moderate compliance. The FHI (360) M&E system assessment methodology has been used in several assessments. The framework's apple results have proved essential in the enhancement of M&E systems in both public and private enterprises.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section summarized the assessment findings based on the data examined in Chapter 4. Furthermore, the chapter provides conclusions and recommendations based on the eight domains of the M&E system. The assessment recommendations are based on the eight domains proposed by FHI 360. (2013).

5.2 Summary of Findings

The study's goal was to assess the New Ways organization's M&E system status. The assessment's specific objectives in determining the organization's M&E system status were to determine whether the M&E system of New Ways complied with the established M&E system standard, examine the M&E system's strengths and gaps, and finally assess whether the M&E system had contributed to Programme improvement.The FHI 360 (2013) M&E system assessment criteria were used to establish the assessment's aforementioned objectives. The study used a census technique to collect data from staff at the New Ways organization in Somalia. To collect comprehensive data, the assessment used structured questionnaires, key informant interview guides, and document reviews.The research yielded both quantitative and qualitative results. In order to analyze quantitative data, an Excel spreadsheet was employed. Qualitative data, on the other hand, were thematically examined and presented alongside qualitative data. The data was visualized using a figure and a table.

The assessment indicated that New Ways organization's M&E system was not functional according to FHI 360's standards (2013). The New Ways organization's M&E system does not reach the stated level, as evidenced by a score of 46.8 percent and a gap of 53.2 percent, indicating the need for improvement. The eight domains of the New Ways organization's M&E system that received different scores were Resources and Capacity Building (71.0 percent), Documentation (53.3 percent), Data Collection and Management (37.0 percent), Data Quality Systems (35.3 percent), Data Verification (20.0 percent), Data Analysis and Use (47.5 percent), Evaluation (96.7 percent), and Alignment and Leadership (96.7 percent) (52.0 percent). Based on the identified deficiencies, improvements to the M&E system are required so that the outcomes of interventions can be represented in management decision-making.

Furthermore, the study established that M&E system contributes to management decision making, organizational learning, and responsibility and accountability. While New Ways organization faces many challenges; from inadequate human and financial resources and activities for M&E, the research found that M&E has improved many facets of management decision-making. New Ways organization uses data to make evidence-based decisions, where this has increased Programme improvement. The assessment noted that information is disseminated to various stakeholders, thus increasing accountability.

5.3 Conclusion

The assessment data shows that that the M&E system New Ways organization does not meet the stabilished standard of M&E system, signifying the need for major improvement as noted with a gap of 53.2% according the assessment criteria proposed by FHI 360 (2013). Based on the assessment results, it is concluded that while efforts have been put by the New Ways organization to improve the functionality of their M&E system, more needs to done to enhance the functionality of individual components since they exhibited distinctive gaps and strengths. For example, there is a need to improve data analysis and use functionality, data quality systems, and data verification, all of which fall short of the recommended minimum score.The assessment concludes that the strengths in the

M&E system component were attributed to the strong evaluations that followed evaluation protocols and procedures. Furthermore, the resources and capacity building by the New Ways organization were on the right track in addition to the domains of documentation and alignment and leadership. Furthermore, it is concluded that New Ways organization has strong workplans and M&E plans that have enabled the M&E departments to operate seamlessly. Finally, it is concluded that New Ways organization's M&E system had contributed to Programme improvement in terms of accountability and responsibility, evidence-based decision-making and organizational learning.

5.4 Recommendations

This section presents the recommendations for each domain of M&E system in light of the results established in the assessment using the FHI 360 (2013) criteria.

5.4.1 Resources and Capacity Building

The assessment determined that the New Ways organization met the domain standard for resources and capacity building, as indicated by a score of 71.0 percent.However, a gap of 29.0% illustrates that there is room for improvement. For instance, extra resources should be channeled towards M&E activities and processes, such as maintaining an allocation of percent-10 percent of the overall intervention budget monitoring and evaluation activities and processes. There is need to have a sufficient number of qualified personnel to undertake M&E activities and ensure they have the right mix of skills.

5.4.2 Documentation

The documentation domain was partially functional as indicated with a score of 53.3%. Based on this score, there is need to develop sound MEAL framework to enhance M&E activities and organizational learning. Furthermore, there is need for agile supervision procedures and operational definition of indicators to increase validity of the results. Importantly, there is need to have an up-to-date MEAL implementation timelines for MEAL activities in addition to the confidentiality protocols and timelines for MEAL activities.

5.4.3 Data Collection and Management

The assessment revealed that New Ways organization's data collection and management domain in the M&E system was not functional since it did not meet the established standard with a gap of 63.0%. Based on this level of functionality, there is need for consistency in the storage of historical data in addition to management support in terms of ensuring that collected data are consistent. This means that there is need for validation of data tools and indicators to support collection of reliable data, which will inform organizational learning and adaptive management.

5.4.4 Data Quality Systems

Analysis of data revealed that the domain of data quality was not functional as indicated with a gap of 64.7% and functionality of only 35.3%. There is need for adequate sharing of feedback with all the stakeholders, that is, both primary and secondary stakeholders. Furthermore, there is need for correction of historical data. There is need for routine reporting to donors, in addition to supervision of data reviews before usage. This demonstrates that the domain of data quality system should be re-engineered to increase the M&E system functionality to the recommended or established standard.

5.4.5 Data Verification

The assessment of the data verification domain revealed a glaring gap of 80.0% with only 20.0% compliance to the established standard. There is need for adequate procedures for data cleaning. Furthermore, there is need validation of the instruments in addition to reliability and ensure data processing is accurately done by assigning duties to among others, statisticians to undertake technical duties.

5.4.6 Data Analysis and Use

The data analysis and use domain indicated a gap of 52.5% and an achieved score of 37.5%. There is need to establish a database to support timely reporting of collected and analyzed data. Furthermore, there was is need for written procedures for data analysis and use for different stakeholder information needs. Notably, the assessment underscores the centrality of routine reporting, that is, monthly or quarterly basis.

5.4.7 Evaluation

The assessment revealed the evaluation domain was functioning according to the established standard as indicated with an achieved score of 96.7% and a paltry gap of 3.3%. Though this domain was largely functioning, there is need to conduct activities in line with the procedure outlined in the M&E plans. Furthermore, there is need to have evaluation protocols, ethical considerations and partial dissemination of information/feedback to the stakeholders. In addition to effective feedback mechanisms to improve interventions.

5.4.8 Alignment and Leadership

The assessment data indicated that the alignment and leadership domain was partially functional with a score of 52.0% and a gap of 48.0%. Based on this information, New Ways organization should invest more in documenting her M&E systems, such as SmartCare. This can be accomplished through abstracts, presentations at national and international conferences, and publication in peer-reviewed journals. This improves knowledge exchange and cross-learning.

Also there is need to strengthen the domain by integrating international and donor M&E Technical Working Group since they have experience and expertise, suggesting that best international M&E practices were largely used. Furthermore, there is need to put in place functional M&E System standard. Particularly, there is need to present M&E System to international fora or conferences in addition to using International M&E Manual.

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APPENDICES

Appendix I: Document Review Guide

Introduction

This is a guide/checklist that will assist the assessor in diagnosing specific aspects of the NEW WAY Organization M&E system by reviewing available documents and records such as project reports, M&E plan/framework, service statistics, and so on. The score should be calculated using four possible parameters: fully meets, partially meets, does not meet, and not applicable. Explanation/comments on the rating should be provided in the MS Excel tool's comments column.

ASSESSMENT OF THE RESOURCE AND CAPACITY BUILDING COMPONENT

Area of focus	**0**	**1**	**2**
1. The M&E spending ranges from 5% to 10% of the entire Programme budget.			
2. There is/are dedicated workers for M&E (Confirm from the organogram).			
3. In respect to the Programme's scale, the number of M&E team members is adequate.			
4 The skill mix is acceptable when there are more than three members on the M&E team (for example, data analysis, evaluation, and research).			
5. Members of the M&E team have received an initial orientation to the project M&E system.			
6. M&E team members have been trained at least once in the last two years. Members of the M&E team have received awards in the last six months.			
7. In the last six months, members of the M&E team have received mentoring/supervision from their supervisor.			
8. The Programme/project has received M&E Technical Assistance (TA) from the Regional Economic and Social Commission for Eastern and Southern Africa (RESA) International Headquarters (IH) /region at least once in the last year.			
9. Members of the M&E team have visited partners for capacity building/mentoring at least once in the last six months.			
10. Partner Programme management staff have received training or orientation on project M&E requirements			
ASSESSMENT OF THE DOCUMENTATION COMPONENT			

1.There is an up-to-date Monitoring, Evaluation, and Learning Framework (MEAL) plan.			
2. Implementing partners have access to standard guidelines outlining reporting requirements (what to report on, due dates, data sources, report recipients, etc.).			
3. There are written procedures in place for supervision (how often, what to look at, what happens next).			
4. MEAL offers a graphic results structure that connects the project/Programme goal, intermediate results, and outputs or outcomes.			
5. MEAL provides indicators for assessing inputs, outputs, and outcomes, as well as impact indicators where appropriate, and the indicators are related to the project goals.			
6. All MEAL indicators, such as performance indicator reference sheets, have operational definitions			
7. MEAL activities have an up-to-date implementation timeline available..			
8. The most recent MEAL work plan specifies who is in charge of each activity as well as any M&E-related tasks for Programme/technical personnel and implementing partners.			
9.There is a written confidentiality protocol in place (If personal records maintained).			
10. A current M&E activity implementation timeframe is provided.			
11. All relevant Programme/project indicators are included in approved data collection tools.			
12. Historical data is properly stored, up to date, and easily accessible.			
ASSESMENT OF DATA COLLECTION AND MANAGEMENT COMPONENT			
1. reports are submitted to donors on time			
2. All facility points receive feedback on the quality of their reporting.			
3. There is evidence that historical data has been corrected as a result of data quality issues.			
4. There is evidence that data from field employees is reviewed by field supervisors before it is finalized and sent on.			
5.Supporting Data giving out plan (Which data to be collected, when to be collected and how to manage)-data cleaning.			
6.The project has one or more electronic M&E databases which are up to date.			
7.Data from services is disaggregated by gender and age and training by gender.			

8.The number of data collection tools is sufficient for Programme needs and not excessive.			
9.There is adequate documentation/in-house capacity for the Programme database so that it can be modified by one or more staff.			
10.There is management support for following up any persistent data gaps with partners			
ASSESSMENT OF DATA QUALITY SYSTEMCOMPONENT			
1. The vast majority of data collected is reported.			
2. It is possible to analyze what services each individual has received if client-level information is recorded in a database.			
3. Performance issues (for example, failure to meet targets) are discussed with partners/others.			
4. Written procedures are in place to ensure that Programme/project managers, M&E employees, other technical staff, and partners regularly evaluate M&E data (at least quarterly).			
5. During the previous quarter, at least one data review and interpretation meeting involving management and Programme/technical personnel took place.			
6. Trends in performance indicators are examined on a regular basis (e.g. monthly or quarterly).			
7. There is evidence that data analysis has resulted in improvements to Programme design or implementation.			
8.Standard forms/tools are used consistently within and between partners			
9.At least once a year Programme and/or technical staff (with or without M&E specialists) review completed tools at site or partner level for completion, accuracy or service quality issues			
10.Data collection tools/partner reports are filled in completely (take sample			
11.Data collection tools/partner reports are filled in correctly			
12.All expected partner reports have been received			
13.Donor reports are submitted on time			

14.Data reported corresponds with donor-specified report periods			
15.Feedback is provided to all service points on the quality of their reporting.			
16.There is evidence that corrections have been made to historical data following data quality assessments			
17.There is evidence that supervisory site visits have been made in the last 12 months where data quality has been reviewed			
ASSESMENT OF DATA VERIFICATION COMPONENT			
1.The M&E plan clearly outlines the evaluation activities.			
2. The Programme will undergo an outcome or effect evaluation (especially unique and large-scale Programmes).			
3. For projects that have been in operation for more than three years, a process evaluation or mid-term review has been completed..			
4. Within the first two years of the study, baseline data is available.			
5. Previous evaluation findings have resulted in Programme enhancements.			
6. The analytical plan, ethical provisions, budget, and schedule are all included in the evaluation protocols.			
7. The findings of the evaluation have been shared with all parties.			
8. A system for receiving periodic feedback on service is in place.			

ASSESSMENT OF THE DATA ANALYSIS AND USE SYSTEMS COMPONENT

1.The vast majority of data gathered is reported.			
2. If client-level data is entered into a database, it is possible to analyze which services each individual has received.			
3. Performance issues (e.g., failure to meet targets) are addressed with partners/others.			
4. Written procedures are in place to ensure that M&E data is reviewed on a regular (at least quarterly) basis by Programme/project managers, M&E staff, other technical staff, and partners.			
5. At least one data review and interpretation meeting involving managers and Programme/technical staff took place in the last quarter at the Kenya Country Office Programme level.			

6. Trends in performance indicators over time are included in regular analysis (e.g. monthly or quarterly).			
7. Data analysis has resulted in improvements in Programme design or implementation.			
8. At least one data review & interpretation meeting has taken place in the last quarter at the local/site level involving partner managers and Programme/technical staff.			
9. Regular analysis includes trends in performance indicators over time (e.g. monthly or quarterly).			
10. There is evidence that data analysis has led to improvements in Programme design or implementation			
11. Donors and/or government have received an analysis report or attended a meeting with results presented - over and above minimum reporting requirements - within the last 12 months.			
12. A gender analysis has been conducted to help Programmes understand and integrate gender issues.			

ASSESSMENT OF THE EVALUATION COMPONENT

1.The M&E plan explicitly states that evaluation activities will take place.			
2. The Programme will undergo an outcome or impact evaluation (especially unique and large-scale Programmes).			
3. A process evaluation or mid-term review has been conducted for projects that have been in operation for more than three years.			
4. Within the first two years of the project, baseline data is available.			
5. Previous evaluation findings have resulted in Programme improvements.			
6. Evaluation protocols include an analysis plan, ethical guidelines, a budget, and a timetable.			
7. The evaluation results have been shared with all stakeholders.			
8. A mechanism for collecting periodic feedback on service acceptability from beneficiaries/target group members is in place.			

9. Relevant personal data are maintained according to national or international confidentiality guidelines.			
10.Evaluation results have been disseminated to all stakeholders			

ASSESSMENT OF THE ALIGNMENT AND LEADERSHIP COMPONENT

The existing and functional M&E International System			
2. The existing and functional International M&E Manual			
3. Data collection tools aligned to International M&E tools			
4. In the last two years, the project has presented components of its M&E System at international conferences or other meetings..			
5. M&E Project team participating in International M&E Technical Working Group (TWG) or other fora.			
6. Project team participating in donor M&E Technical Working Group (TWG) or other fora.			
7. Programme has been used as a best practice/learning site for one or more M&E practices by donor or government.			
8. Programme has presented components of its M&E system at national conferences or other meetings in the last 2 years.			
9. Programme has been used as a best practice/learning site for one or more M&E practices by other (not supported) NGOs/CBOs/FBOs.			
10. One or more elements of Programme‟s M&E system have been published in peer review publications in the last 2-3 years.			

Appendix II: Key Informant Interview Guide

1. **Assessment OF RESOURCE AND CAPACITY BUILDING COMPONENTS**

The M&E budget is between 5% and 10% of the overall Programme budget.

2. There is/are dedicated M&E personnel (Confirm from the organogram).

3. The number of M&E team members is adequate in relation to the size of the Programme.

4. The M&E team (if more than three people) has an appropriate skill mix (for example, data analysis, evaluation/research).

5. The M&E team has received preliminary training on the project's M&E system.

6. M&E team members have received training at least once in the last two years.

7. In the last 6 months, members of the M&E team have received mentoring/supervision from their supervisor.

8. At least once in the last year, the Programme/Project received M&E Technical Assistance (TA) from the Region of Eastern and Southern Africa (RESA) International Headquarters (IH).

9. At least once in the last six months, members of the M&E team visited partners for capacity building/mentoring.

2. **ASSESSMENT OF THE DOCUMENTATION COMPONENT**

1.There is an up-to-date Monitoring, Evaluation, and Learning Framework (MEAL) plan.

2. Implementing partners have access to standard guidelines outlining reporting requirements (what to report on, due dates, data sources, report recipients, etc.).

3. There are written procedures in place for supervision (how often, what to look at, what happens next).

4MEAL offers a graphic results structure that connects the project/Programme goal, intermediate results, and outputs or outcomes.

5. MEAL provides indicators for assessing inputs, outputs, and outcomes, as well as impact indicators where appropriate, and the indicators are related to the project goals.

6.All MEAL indicators, such as performance indicator reference sheets, have operational definitions

7. MEAL activities have an up-to-date implementation timeline available..

8. The most recent MEAL work plan specifies who is in charge of each activity as well as any M&E-related tasks for Programme/technical personnel and implementing partners.

9.There is a written confidentiality protocol in place (If personal records maintained).

10. A current M&E activity implementation timeframe is provided.

3. ASSESSMENT OF THE DATA COLLECTION AND MANAGEMENT COMPONENT

1. reports are submitted to donors on time

2. All facility points receive feedback on the quality of their reporting.

3. There is evidence that historical data has been corrected as a result of data quality issues.

4. There is evidence that data from field employees is reviewed by field supervisors before it is finalized and sent on.

5.Supporting Data giving out plan (Which data to be collected, when to be collected and how to manage)-data cleaning.

4. ASSESSMENT OF THE DATA QUALITY SYSTEMS COMPONENT

1. The vast majority of the information gathered is reported.

2. If client-level information is recorded in a database, it is possible to analyze what services each individual has received.

3. Performance issues (e.g., failure to meet targets) are followed up on with partners/others.

4. Written procedures are in place to ensure that Programme/project managers, M&E employees, other technical staff, and partners evaluate M&E data on a regular basis (at least quarterly).

5. At least one data review and interpretation meeting involving management and Programme/technical

personnel occurred in the previous quarter.

6. Performance indicator trends are examined on a regular basis (e.g. monthly or quarterly).

7. There is evidence that data analysis has resulted in Programme design or implementation improvements.

5. ASSESSMENT OF THE DATA VERIFICATION COMPONENT

1.The M&E plan clearly outlines the evaluation activities.

2. The Programme will undergo an outcome or effect evaluation (especially unique and large-scale Programmes).

3. A process evaluation or mid-term review has been completed for projects that have been in operation for more than three years.

4. Within the first two years of the study, baseline data is available.

5. Previous evaluation findings have resulted in Programme enhancements.

6. The analytical plan, ethical provisions, budget, and schedule are all included in the evaluation protocols.

7. The findings of the evaluation have been shared with all parties.

8. A system for receiving periodic feedback on service is in place.

6. ASSESSMENT OF THE DATA ANALYSIS AND USE SYSTEMS COMPONENT

1.The majority of data collected is reported.

2. If client-level information is entered into a database then it is possible to analyse what services each person has received.

3. Performance issues (e.g. not meeting targets) are followed up with partners/others.

4. Written procedures are in place to ensure regular (at least quarterly) review of M&E data by Programme/project managers, M&E staff, other technical staff and partners.

5. At least one data review & interpretation meeting has taken place in the last quarter at the Kenya Country Office Programme level involving managers and Programme/technical staff.

6. Regular analysis includes trends in performance indicators over time (e.g. monthly or quarterly).

7. There is evidence that data analysis has led to improvements in Programme design or implementation.

7. ASSESSMENT OF THE EVALUATION COMPONENT

1.Evaluation activities are explicitly outlined in the M&E plan.

2. An outcome or impact evaluation is planned for the Programme (especially unique and large-scale Programmes).

3. A process evaluation or mid-term review has been conducted for projects which are >3 years into implementation.

4. Baseline data is available within the first 2 years of project.

5. Findings from past evaluations have resulted in Programme improvements.

6. Evaluation protocols include analysis plan, ethical provisions, budget and timeline.

7. Evaluation results have been disseminated to all stakeholders.

8. There is a mechanism in place for obtaining periodic feedback on service acceptability from beneficiaries/ target group members

8. ASSESSMENT OF THE ALIGNMENT AND LEADERSHIP COMPONENT

The existing and functional M&E International System

2. The existing and functional International M&E Manual

3. Data collection tools aligned to International M&E tools

4. Project presented components of its M&E System at International conferences or other meetings in the last 2 years.

5. M&E Project team participating in International M&E Technical Working Group (TWG) or other fora.

6. Project team participating in donor M&E Technical Working Group (TWG) or other fora.

Appendix III: Check List

RESOURCE AND CAPACITY BUILDING COMPONENT

ASSESSMENT OF THE DOCUMENTATION COMPONENT

Detailed check list	**Score (full meets/partially meets/does not meet)**	**Observations**
1.There is a Monitoring, Evaluation and Learning Framework (MEAL) plan which is up to date.		
2. Implementing partner(s) have a copy of standard guidelines describing reporting requirements (what to report on, due dates, data sources, report recipients).		
3. Supervision procedures are documented in writing (how often, what to look at, what happens next).		
4. MEAL has a graphic results framework linking project/ Programme goal, intermediate results and outcomes or outputs.		
5. MEAL includes indicators for measuring input, outputs, and outcomes and where relevant, impact indicators, and the indicators are linked to the project objectives.		
6. All MEAL indicators have operational definitions e.g. performance indicator reference sheets.		

7. An up-to-date implementation timeline for MEAL activities is available.		
8. The up-to-date MEAL work plan indicates persons responsible for each activity, including any M&E-related roles for the Programme/technical staff and implementing partners.		
9. Documented confidentiality protocol is available (If personal records maintained).		
10. An up-to-date implementation timeline for M&E activities is available.		

ASSESSMENT OF THE DATA COLLECTION AND MANAGEMENT COMPONENT

Detailed check list	**Score (full meets/partially meets/does not meet)**	**Observations**
1. Approved data collection tools include all required Programme/project indicators.		
2. Historical data is properly stored, up to date and readily available.		
3. The project has one or more electronic M&E databases which are up to date.		
4. Data from services is disaggregated by gender and age		

5. There is management support for following up any persistent data gaps with partners.		

ASSESSMENT OF THE DATA QUALITY SYSTEMS COMPONENT

Detailed check list	**Score (full meets/partially meets/does not meet)**	**Observations**
1.Donor reports are submitted on time.		
2. Feedback is provided to all service points on the quality of their reporting.		
3. There is evidence that corrections have been made to historical data following data quality		
4. There is evidence that field-level supervisors review data from field workers before it is finalized and passed on.		

ASSESSMENT OF THE DATA VERIFICATION COMPONENT

Detailed check list	**Score (full meets/partially meets/does not meet)**	**Observations**
Supporting Data Processing plan (Which data to be collected, when to be collected and how to manage)- data cleaning.		

ASSESSMENT OF THE DATA ANALYSIS AND USE SYSTEMS COMPONENT

Detailed check list	**Score (full meets/partially**	**Observat**

	meets/does not meet)	ions
1.The majority of data collected is reported.		
2. If client-level information is entered into a database then it is possible to analyse what services each person has received.		
3. Performance issues (e.g. not meeting targets) are followed up with partners/others.		
4. Written procedures are in place to ensure regular (at least quarterly) review of M&E data by Programme/project managers, M&E staff, other technical staff and partners.		
5. At least one data review & interpretation meeting has taken place in the last quarter at the Kenya Country Office Programme level involving managers and Programme/technical staff.		
6. Regular analysis includes trends in performance indicators over time (e.g. monthly or quarterly).		
7. There is evidence that data analysis has led to improvements in Programme design or implementation.		

ASSESSMENT OF THE EVALUATION COMPONENT

Detailed check list	Score (full meets/partially meets/does not meet)	Observations
1.Evaluation activities are explicitly outlined in the M&E		

plan.		
2. An outcome or impact evaluation is planned for the Programme (especially unique and large-scale Programmes).		
3. A process evaluation or mid-term review has been conducted for projects which are >3 years into implementation.		
4. Baseline data is available within the first 2 years of project.		
5. Findings from past evaluations have resulted in Programme improvements.		
6. Evaluation protocols include analysis plan, ethical provisions, budget and timeline.		
7. Evaluation results have been disseminated to all stakeholders.		
8. There is a mechanism in place for obtaining periodic feedback on service acceptability from beneficiaries/ target group members		

ASSESSMENT OF THE ALIGNMENT AND LEADERSHIP COMPONENT

Detailed check list	**Score (full meets/partially meets/does not meet)**	**Observations**
The existing and functional M&E International System		
2. The existing and functional International M&E Manual		

3. Data collection tools aligned to International M&E tools		
4. Project presented components of its M&E System at International conferences or other meetings in the last 2 years.		
5. M&E Project team participating in International M&E Technical Working Group (TWG) or other fora.		
6. Project team participating in donor M&E Technical Working Group (TWG) or other fora.		

Appendix IV: Discussion Guide

Introduction

Hello. My name is Salma Isse. I am evaluating the M&E system of the New Way Organization (NWO), which is the focus of my project for an M.A. of Arts in Monitoring and Evaluation degree student at the University of Nairobi's Department of Economics, Population, and Development Studies. I'd like to speak with you about the NWO M&E system. I assure you that the information you provide will be kept confidential and will only be used for analysis and reporting purposes, and that your name(s) will not be quoted or mentioned. Please keep in mind that the results of this assessment will not directly benefit you and will be used to improve the system in order to make better decisions.. You may choose not to answer any of my questions, and you may end the conversation at any time. The discussion will last about 45 minutes.

Do you agree to take part? (If not, continue to the next sample.) If yes, take the identifier of the respondent(s) and position and after warming up the discussion e.g. by asking about what they do and the period they have been in the organization, begin the discussion.)

A). Resources and Capacity Building

Checklist standard	Rating/score	comments
1. The M&E budget is between 5% and 10% of the overall Programme budget.	Partially meets	Guess it while not confident of the budget
2. There is/are dedicated M&E personnel (Confirm from the organogram).	Fully meets	Evidenced by creation of M&E department
1. The number of M&E team members is adequate in relation to the size of the Programme.	Partially meets	Some projects in Plan do not even have data entry clerks.
2. The M&E team (if more than three people) has an appropriate skill mix	Partially meets	M&E officers are well

(for example, data analysis, evaluation/research, HMIS).		trained in data analysis and MIS.however there is need to strengthen the capacity of other team
3. Members of the M&E team have received preliminary training on the project's M&E system.	Fully meets	Yes. This is done during orientation on data collection, collation, analysis, and reporting among other things. How orientation is done is not documented
4. M&E team members have been trained at least once in the last two years.	Partially meets	On a need basis
5. In the last six months, members of the M&E team have received mentoring/supervision from their supervisor.	Partially meets	This is relatively to a position of M&E staff.
6 A M&E Technical Assistant from HQ/region has visited the Programme at least once in the last year.	Does not meet	I am not aware of any visit to any partner
7. Initial training on the project M&E system has been provided to all partner M&E staff (including those on site).	Partially meets	The team provides continuous training to field teams on data collection and reporting tools and guides them on how they can use data in decision making

8. In the event of staff turnover, there is a procedure in place for orienting new partner staff on the M&E system.	N/A	

Documentation (Plans, Guidelines and Operational Documents)

Standard checklist	Rating/Score	
1. There is an up-to-date M&E plan (or PMP).	Partially meets	There is , but not certain how update is.
2. The implementing partner(s) have a copy of the standard guidelines outlining the reporting requirements (what to report on, due dates,data sources, report recipients, etc.).	Does not meet	They only have email communications on reporting requirements.spefically what to report, due date, data sources, etc.
3. Written procedures for supervision are in place (how often, what to look at, what happens next).	Partially meets	Supervision takes places projects and implementation sites. Some of the procedures are not documented
4. Key performance indicators have been assigned targets.	Partially meets	
5.PMP includes a graphical results framework that connects project/Programme goals, intermediate results, and outcomes or outputs.	Partially meets	The M&E Framework does not have key performance indicators that should be tracked

6.An organogram describing the organization of the M&E unit in relation to the overall project team is included in the M&E plan or other project design document.	fully meets	Yes it has all the listed requirements
7.All PMP indicators, such as performance indicator reference sheets, have operational definitions.	Partially meets	To some point
8.A current implementation schedule for M&E activities is available.	Fully meets	Available
9 The M&E work plan includes regular DQA activities within the organization.	Partially meets	Only annual work plan is exist
10 The most recent M&E work plan identifies the people who are in charge of each activity, including any M&E-related roles for Programme/technical staff and implementing partners.	Fully meets	
11.A standard reporting template is used by the implementing partner(s).	Does not meet	Not sure
12 There is a documented confidentiality protocol (If personal records maintained).	Does not meet	Not aware

Data Collection & Management

Standard checklist	Rating/Score	Observations comments
1. Training registers and documentation are available and meet donor requirements.	Does not meet	No training plans
2. Data collection tools include all Programme/project indicators that are required.	Partially meets	As designed for objectives and purpose
3. There is no (or minimal) data collection requirement duplication for staff/partners, i.e. they are not required to report the same activity on more than one tool.	Partially meets	Yes There is minimal duplication in data collection

4. There are data management guidelines available (e.g. filing systems for paper forms or back up procedures for electronic data).	Does not meet	Data management and back up procedures were not documented to guide these critical aspects.
5. Historical data is properly stored, current, and easily accessible.	Partially meets	Historical information is stored in the library which is located at the head office.
6. The project has one or more up-to-date electronic M&E databases.	Does not meet	I am not sure
7. Service data is disaggregated by gender and age, and training data is disaggregated by gender.	Partially meets	Yes gender policy are suitably observed
8. The number of data collection tools is adequate for Programme requirements but not excessive.	fully meets	
9. The Programme database has sufficient documentation/in-house capacity to be modified by one or more staff.	Partially mets	Yes there is adequate documentation for Programme database
10.There is management support for following up with partners on any persistent data gaps.	Does not meet	Not ware

D.) Data Quality Systems

1. National/global operational indicator definitions are consistent with existing standard guidelines (e.g. PEPFAR, etc.)	Fully meets	yes
2. When transferring data from front-line instruments to summary formats and reports, definitions and interpretations of indicators are followed consistently.	Partially meets	In most case.
3. Written instructions for filling out data collection tools are available at the partner or service delivery level.	Partially meets	Not all
1. To reduce transcription error, there is a clear link between fields on data entry forms and summary or compilation formats.	Fully meets	Yes there is.
2. The number of transcription stages (manual data transfer from one form to another) is reduced to reduce transcription error.	Partially meets	Yes there are
3. There are systems in place to account for double-counting.	Partially meets	To some extent
4. Missing data detection systems are in place.	Partially meets	To some extent but For outreach data, there is no system foravoiding this to minimize double counting

5. Consistent use of standard forms/tools within and between partners.	Partially meets	Standard forms and tools are used consistently within and between service delivery sites. However, the observation made during data verification and in field supervision reports was that there were cases of some sites using data collection forms and summary forms that are different from the approved versions.
6.At least once a year, Programme and/or technical staff (with or without M&E specialists) at the site or partner level review completed tools for completion, accuracy, or service quality issues.	Fully meets	M&E team
7.Data collection tools/partner reports are correctly filled out (take sample).	Partially meets	Not all
8.All anticipated partner reports have arrived.	Fully meets	Some reports may come late to H.O
9.Donor reports are turned in on time.	Fully meets	Asmatter of fulfillment

10.All service points receive feedback on the quality of their reporting.	Fully meets	Most of them done by via email. Also during project reports, field visit budget review.
11.There is evidence that historical data has been corrected as a result of data quality assessments.	Partially meets	After data quality assessments, the focus is generally on improving future data collection and reporting efforts not on revising data collected previously since the data would already have been submitted to the relevant offices
12.All sites are providing data on all required indicators.	partially meets	Yes but some cases, data on some indicators was not being reported since it was not being captured
13.There is evidence that supervisory site visits were made in the last 12 months to review data quality.	Partially meets	Field supervision reports
14.There is evidence that field-level supervisors review data collected from field workers before it is finalized and distributed.	Does not meet	Focus on improving future reporting and data collection.

E.) Data Verification

Detailed Checklist/Standard	Rating/ Score	Observations, rationale for rating, comment and recommendations
1. Supporting documents are on-hand & accurate for indicator 1: No of youth trained in business development.	**Within 5% of reported data**	
2. Supporting documents are on-hand & accurate for indicator 2: No of VTC disciplines with training materials.	**Within 5% of reported data**	
3. Supporting documents are on-hand & accurate for indicator 3: Number of long-term jobs created in target communities by gender (Male&Female).	**Between 5-10% of reported data**	

4. Supporting documents for the indicator 2 are readily available and accurate. the number of young people who are re-engaging or continuing their education.	**>10% above or below reported data**	
5. Supporting documents are available and accurate for indicator 2: the number of young people aged 16-38 who received basic education to improve their communication skills and arithmetic skills in order to enhance capacity development.	**>10% above or below reported data**	

F. data analysis and use

	Rating/score	Comments/observations
1. The vast majority of data gathered is reported.	Partially meets	As matter of requirement and reporting
2. If client-level data is entered into a database, it is possible to analyze which services each individual has received.	Fully meets	Its done

3. The reasons for under- or over-performance (e.g., failure to meet important targets) are documented.	Fully meets	Yes partners are always interested in targets and there are regular reporting on the same
4. Performance issues (for example, failure to meet targets) are addressed with partners/others.	Partially meets	

5.Written procedures are in place to ensure that M&E data is reviewed on a regular (at least quarterly) basis by Programme/project managers, M&E staff, other technical staff, and partners.	partially meets	There are quarterly reports however as whether there is laid down procedures, that is not familiar
6 At least one national/Programme level data review and interpretation meeting involving managers and Programme/technical staff has occurred in the last quarter.	Does not meet	
7. At least one local/site data review and interpretation meeting, involving partner managers and Programme/technical staff, has occurred in the last quarter.	Partially meets	
8. Regular analysis includes trends in performance indicators over time (e.g. monthly or quarterly).	Partially meets	Took place at the site level but all sites
9.There is evidence that data analysis has resulted in better Programme design or implementation.	Fully meets	There is adequate emphasis on this. And being practiced
10.Within the last 12 months, donors received an analysis report or attended a meeting where results were presented, in addition to the minimum reporting requirements.	Partially meets	
11. A gender analysis was conducted to assist Programmes in understanding and	Dooes not meet	

integrating gender issues.		
12. Analyzed data is presented to management for consumption	Partially meets	

G.) Evaluation

	Rating /score	Observation comments
1. Evaluation activities are specified in the M&E plan.	Partially meets	All M&E plan are clearly predetermined
2. A process evaluation or mid-term review has been completed for projects that have been in operation for more than three years.	Fully meets	Always done at the planning stage
3. During the first two years of the project, baseline data is available.	Fully meets	Yes for most projects
4. Previous evaluation reports are available.	Partially meets	
5. Previous evaluation findings have resulted in Programme improvements.	Fully meets	I am not sure most of the findings are implemented effectively. there is no clear mechanism of following up on

		evaluation recommendations and coming up with a clear action plans for implementation
6.Evaluation protocols include an analysis plan, ethical guidelines, a budget, and a timetable.	Partially meets	
7.The evaluation results have been shared with all stakeholders.	Do not meet	Budget & timeline have not.

8.As part of the process of conducting evaluations, local capacity was built.	Partially meets	usually is conducted to stakeholders. However, during dissemination, there is less of beneficiary involvement, mostly due to resource constraints.
9.A mechanism for obtaining periodic feedback on service acceptability from beneficiaries/target group members is in place.	Fully meets	There is no specific format but subject to the individual project

H.) Alignment & leadership

	Rating /Score	Observations/Comments
1. The current and operational M&E International System	partially meets	
2. The current and operational International M&E Manual	fully meets	There is
3. Data collection tools that are compatible with International Headquarters M&E tools	Does not meet	
4. In the last two years, the project has presented components of its M&E System at international conferences or other meetings.	Does not meet	

5. Participation of the M&E Project team in the International M&E Technical Working Group (TWG) or other fora.	Does not meet	May be managerial level but not all the team.
6. Participation of the project team in the donor M&E Technical Working Group (TWG) or other fora.	Partially meets	This is clear and prerequisite
7. Regular supervision activities are carried out to ensure that activities adhere to International Headquarters (IH) standards.	Does not meet	
8. Other (unsupported) NGOs/CBOs have used the project/Programme as a best practice/learning site for one or more M&E practices.	Partially meets	
9. In the last 2-3 years, one or more elements of the project/M&E Programme's system have been published in peer-reviewed journals.	Does not meet	
10. The local M&E system is linked to the IH M&E system.	Partially meet	