



**AN ASSESSMENT OF MONITORING AND EVALUATION SYSTEMS
OF FEDERAL GOVERNMENT OF SOMALIA. A CASE OF THE
MINISTRY OF PLANNING.**

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DECLARATION

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

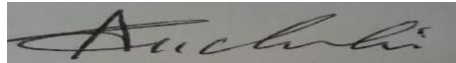
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LIST OF ABBREVIATIONS AND ACRONYMS

EVIPNet:	Evidence-informed Policy Network
FAO:	Food and Agriculture Organization
KI:	Key Informant
KPIs:	Key performance indicators
M&E:	Monitoring and Evaluation
MoP:	Ministry of Planning
PME:	Participatory Monitoring and Evaluation
RBM:	Result Based Management
SPSS:	Statistical Packages for Social Sciences
ToC:	Theory of Change
UN:	United Nations
UNAIDS:	Joint United Nations Programme on HIV/AIDS
UNDP:	United NATIONS Development Programmes
US:	United States
WHO:	World Health Organization

ABSTRACT

The main objective of the assessment was to assess the status of the M&E system in the Ministry of Planning in the Federal Government of Somalia. Specifically, the study wanted to establish: the extent to which the M&E system in the Ministry of Planning in the Federal Government of Somalia compared with the established M&E standards, the gaps/challenges of the M&E system and the contribution of the M&E system to programme improvement. The study adopted the UNAIDS (2009) framework together with the Monitoring and Evaluation Systems Strengthening Tool criteria on M&E system assessment. The study employed convenient sampling technique to solicit data from personnel in the Ministry of Planning in the Federal Government of Somalia. To collect comprehensive data, the assessment applied structured questionnaires, key informant interview guide and document reviews. The study generated both quantitative and qualitative data. Excel Spreadsheet and SPSS version 24 were applied in the analysis of quantitative data, while Nvivo was applied to analyze qualitative data. Findings of the study established that the status of the M&E system for the Ministry of Planning in the Federal Government of Somalia scored 53% out of a possible 100%. This score represents a computed gap of 47%. The individual components had different scores, indicating that while some components were largely compliant others were not. For instance, Organizational structure with monitoring and evaluation functions had the highest compliance (58%), which was attributed to dedicated M&E unit with clearly outlined responsibilities compared to data demand and use (49%). This suggests that while efforts have been made by the ministry of planning to institutionalize monitoring and evaluation in the day-to-day operations, there are still gaps in the M&E system. The assessment recommends the need to integrate multisectoral plans into the M&E plan in addition to employing adequate and qualified workforce to undertake M&E activities and involve them in decision-making.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The practice of Monitoring and Evaluation (M&E) is gaining credence in the public sector management since it has proved to be critical in designing of interventions with focus on the achievement of the results owing to routine data analysis emanating from interventions to check their progress, inform management decisions and support a learning culture (Gregory & Macnamara, 2019). Despite the existence of M&E as a both a management tool and practice, its use in the Global South has not been mainstreamed in the study of public sector management and how M&E can be applied to ameliorate recurring public sector management (Maepa, 2015). Sulemana *et al.* (2018) suggests that M&E is a critical factor that organizations need in order to achieve results since continuous appraisals of government deliverables, such as policies and projects offers critical insights that can inform management decisions and organizational learning.

The concept of monitoring has been defined by among others by (Legowo 2017; Woodhill 2019) as the routine gathering of data using specific indicators to check the progress of ongoing or completed projects or interventions. The performance of projects is appraised in relation to the timelines, deliverables and costs to check whether implementations are on course or whether there are deviations from the target (Albusaidi, 2018). As a consequence of monitoring, it appears that the government sector believes that M&E boosts accountability, role alignment with compliance, and auditing and performance management, which means that it plays a crucial role for accountability in the form of civil stewardship since citizens hold the government accountable in relation to its behaviour towards the use of funds and the performance of programmes and projects (Chege & Bowa, 2020).

The centrality of M&E in the achievement of organizational goals has been voiced at the global level, where scholars seem to agree that M&E is sine qua non for effective project results (Singh, Holvoet & Pandey, 2018; Dewi, Manochin & Belal, 2019). Expanding globalization and widening multilateralism continues to reinforce the place and relevance of M&E since countries are now aligning their global developing goals on common agenda, such as development. The need to create universal understanding of development projects in terms of progress, M&E has become synonymous with transparency and accountability (Albusaidi, 2018; Kamau, 2017).

The need for effectiveness of donor funds has led to use of M&E tools to increase efficiency, particularly in the resource constrained Global South (Chege&Bowa, 2020). Towards this end, the relevance of monitoring and evaluation has been on the increase across the globe. Despite this being the case in many countries and organizations across the world, there is little evidence to show the state of M&E and how this can create competitive governance in many countries of the world. Furthermore, requirements by stakeholders for more accountability and transparency standards has led to the expanded use of M&E in recent time so that projects and programmes can achieve the intended results (Hall & Hall,2017).

Besides accountability standards demanded by donors, M&E has been adopted by many private and public organizations across the globe since the M&E practice enhances organizational learning, which in turn improves *inter alia*, resource utilization, delivery of services and improved planning (Albusaidi,2018; Beracochea, 2020). Available literature on M&E demonstrates that the practice enables government entities, such as ministries and departments to strength their goal awareness and transparency, which are critical ingredients for the achievement of set outcomes, goals, and results for a particular intervention (FAO, 2020; Kayaga, 2015).

there is dearth of evidence to document how the Federal Government of Somalia has implemented the practice of M&E with a view to promote good governance.

Many researchers (see, among others, Albusaidi,2018; Villazón et al., 2020) suggest that M&E enhances the capability of the government to measure the progress of ongoing interventions since M&E has Key performance indicators (KPIs) that enable measurement of project components, right from processes, to outputs and outcomes, thus enabling a more transparent culture. By tracking progress at every level of the projects/programs, government are able to run from continuous collection and analysis of data for the interventions, thus informing adaptive management practices (Moses and Chan,2018). This appears to suggest that creating a culture of M&E has the potential to enhance organizational learning, which in turn boosts delivery of services to the citizenry. Notwithstanding the criticality of M&E in service delivery, it seems that many governments, such the Federal Government of Somalia, are yet to ingrain a M&E culture in their processes, rules, and procedures.

Studies done at the global level document that M&E is central to increasing accountability levels since collection and analysis of data provide critical information for reporting to the various stakeholders (Begovic et al., 2017). Moreover, accountability created as a panacea to dissatisfied stakeholders on the indicators used to measure project progress, has created confidence among stakeholders, thus augmenting project relevance and sustainability (Beauregard, 2017). Majority of the studies done in European countries, such as United Kingdom show that monitoring and evaluation is important for effective performance of projects. For instance, Lester, Haby, Chapman, and Kuchenmüller (2020) indicated that M&E is critical for the performance of World Health Organization (WHO) 's Evidence-informed Policy Network (EVIPNet) Europe. Studies focusing on M&E in the United States and Boehmer and Zaytsev (2019) showed that monitoring and evaluation is essential in raising the efficiency of international development aid.

Studies conducted in Africa indicate that M&E is critical for the achievement of transparency and government effectiveness. For instance, Sombie, Aidam, and Montorzi (2017) suggested that health research systems of the West Africa nations can be strengthened through monitoring and evaluation. In South Africa, Kariuki and Reddy (2017) suggested that having effective M&E is critical for service delivery in the local governments. This evidence shows that M&E is essential for streamlining delivery of public goods, where M&E informs use of evidence to better services through modifications of initiatives and adoption of international best practices.

Case study of Ministry of planning, investment and development in the Federal Government of Somalia is appropriate for a study of this nature in that the unit of analysis of a government entity is typical of other government departments in the country as it operates within a defined policy framework. Furthermore, Ministry of ministry of planning has a defined M&E function and a policy focus that is directly related to the transformation of the country. The study examines how different forms of M&E interact with the operations, and thus influence the performance of Ministry of ministry of planning of the Federal Government of Somalia in relation to its attainment of the national objectives. It thus provides an understanding of the differentiated impact these M&E influences have had on the Ministry of ministry of planning of the Federal Government of Somalia in relation to how it has been rated against various standards of good governance and more importantly service delivery. As a typical government entity, Ministry of ministry of planning of the Federal Government of Somalia implements policies that are aligned to the mandate of government and if entities are well governed and accountable, the political proprieties are more likely to be achieved. Owing to the criticality of monitoring and evaluation in enhancing among others, accountability, organizational learning and management decision-making, this study underscores the need to

assess the performance of the M&E system in the Federal Government of Somalia's Ministry of Planning.

1.2 Monitoring and Evaluation System in the Ministry of Planning in the Federal Government of Somalia

Monitoring and Evaluation Directorate was established in 2016 in the Federal Government of Somalia's Ministry of Planning (Federal Government of Somalia, 2021). It has four units namely Performance, Monitoring and Review, Evaluation and Research, Management Information System (MIS) and Reporting and Coordination Units. The department is at the center of sound governance arrangements (Noor, 2019). The department is crucial for the achievement of evidence-based policymaking, result based decision-making, management and accountability within the Somali Government. The Directorate for Monitoring and Evaluation is in charge for the overall monitoring, review and evaluation of national plans, programs and projects to determine if they are achieving their intended objectives (Bennouna et al., 2018). It tracks the progress prior to the implementation of national plans, programs and projects through systematic monitoring, reviews, assessments and evaluations. The Federal Ministry of Planning, Investment & Economic Development with the help of UNDP are credited with developing Aid Information Management System.

The importance of the M&E policy in the country has been accentuated overtime, where the M&E Policy is designed to establish common structures and standards across the entire public sector for tracking progress in the implementation and evaluation of all Government policies, in all Programmed projects (Patnaik & Prince, 2018). It provides a clear framework for the institutionalization of monitoring and evaluation in the public sector as well as guidelines for the co-ordination, administration and General management to implementers. Furthermore, M&E is designed to address gaps in existing practices with respect to tracking

the performance and evaluation of public policies and investments (Bennouna et al., 2018). It will improve the performance of the public sector through strengthening operational, cost-effective production and use of objective information on implementation results of national strategies, policies, programmes and projects. Also, it will enable the Federal Government of Somalia, Legislature and other actors to access greater evidence to inform policy and programmatic decisions, and to hold the public sector accountable for its application of resources. Towards this end, the current study seeks to assess the performance of the M&E system in the Federal Government of Somalia's Ministry of Planning.

1.3 Problem Statement

Evidence emanating from the Federal of Government of Somalia shows that the effectiveness level of delivery of services to the citizens is low, where ineffective government initiatives are opaque to the new realities of 21st century (Mishra & Abdullahi, 2020). Moreover, accountability and transparency in the budgeting and utilization of resources has been mooted as possible impediment to good governance in the Federal Government of Somalia (Ali, 2019). Towards this end, it appears that weak checks and balances are to blame to poor accountability levels. Moreover, it appears that M&E is yet to be institutionalized in the Federal Government of Somalia if the current evidence on state of affairs is anything to go by. Thus, the current study is designed to establish the status of performance of the M&E system in the Federal Government of Somalia's ministry of planning.

Many researches have been done on the status of monitoring and evaluation systems in many countries in the Global South, where the level of compliance on the use of monitoring and evaluation appear to be low given that this area is less researched. For instance, Cruz Villazón et al. (2020) reports that despite the essentials of monitoring and evaluation in the public sector management, many of the countries in Africa, where the Federal Government

of Somalia is no exception appear to lack adequate capacity to establish the level of performance of their monitoring systems. It is reported in the mainstream literature (see, among others, Gregory & Macnamara, 2019) despite that the Federal Government of Somalia government has adopted use of monitoring and evaluation and has made great strides, she has not been able to achieve the internationally accepted levels of Monitoring and Evaluation. He further underscored those low ratings of development of Monitoring and Evaluation to the internationally accepted levels is because of weak Systems of Monitoring and Evaluation, which ought to inform policy at the organizational level.

Many studies have documented how M&E has morphed into an important tool in the achievement of the stated goals (Ngunga, 2016). Despite this being the case, the state of the use of performance of the M&E system in the Federal Government of Somalia's ministry of planning remains limited (Tulema, 2014). Despite efforts by the Federal Government of Somalia's Ministry of Planning to undertake assessment of M&E performance, there is still insufficient information on how this has translated into organizational learning, accountability, and management decision-making. Thus, the need for staff training to undertake M&E system assessment has been put forward as possible panacea to the prevailing challenges. In addition, it appears that the M&E structure and culture are rigid and may limit the promotion of routine collection of information to measure progress (Emmanuel, 2015).

Reports on assessment of performance of M&E systems in the Federal Government of Somalia mainly support the reality of pressure and stringent legislations by the donors (Mutindi, 2016). The donors routinely demanded for a working Monitoring and Evaluation to assess whether various programs have achieved their projected goals. Notably, the extent to which use of monitoring and evaluation in the Federal Government of Somalia to enhance

good governance meet the standards and procedures remains limited. To this end, given the importance of the Monitoring and Evaluation in enhancing organizational learning, accountability, and management decision-making, this study was designed to assess the performance of Monitoring and Evaluation system in the Federal Government of Somalia's Ministry of Planning.

1.4 Research Questions

- i. To what extent does the M&E system of the Ministry of Planning in the Federal Government of Somalia synchronize with the established M&E systems standards?
- ii. What is the contribution of the M&E system to performance improvement in the Ministry of Planning in the Federal Government of Somalia?
- iii. What are the gaps and challenges experienced by the M&E system in the Ministry of Planning in Federal Government of Somalia?

1.5 Objectives of the study

The general objective of the study was to assess current status of the M&E system of the Ministry of Planning in Federal Government of Somalia

- i. To assess whether the M&E system of the Ministry of Planning in Federal Government of Somalia meets the established M&E standards.
- ii. To investigate the contribution of the M&E system to performance improvement in the Ministry of Planning in the Federal Government of Somalia.
- iii. To determine the gaps and challenges experienced by the M&E system in the Ministry of Planning in Federal Government of Somalia.

1.6 Justification of the Study

Monitoring and evaluation are essential management tools that enable organizations to assess the progress of their policies, projects, and programmes. Over the last few decades, M&E

have become an essential part of programme design and implementation (Smith, Li, & Rafferty, 2020). According to the United Nations Development Programmes (UNDP) as cited in Babu (2018), the centrality of monitoring and evaluation is to measure the performance of projects or general interventions so that they are effective in terms of their outputs and outcomes. Thus, the goal of M&E is known to ensure that development results are realized. This then, signifies that M&E systems are designed as a means of increasing the effectiveness and efficiency of using funds, which increases outcomes and impacts.

Monitoring and Evaluation assessment is crucial for enabling government agencies to modify or reinforce areas of the system which are not consistent with the established Monitoring and Evaluation efforts. By achieving this end, government agencies can use the M&E evidence for decision-making which is known to enhance realization of desired goals and objectives. Thus, assessment of Monitoring and Evaluation is not an end in itself; rather, it enables organizations to use formidable evidence from Monitoring and Evaluation systems, which in turn leads to achievement of higher order objectives.

1.7. Scope and Limitations of the Study

The study concentrated in the Ministry of planning in the Federal Government of Somalia, where the performance of M&E system was assessed by analysing the status of monitoring and evaluation, compliance to the established M&E, strengths and gaps of M&E and whether M&E has contributed to performance improvement. Further, the study was limited to the personnel in the ministry of planning's departments. The research was limited to the Ministry of Planning in the Federal Government of Somalia. There is scarcity of information concerning how Ministry of planning has leveraged M&E to offer public goods in efficient and effective ways. Further to dearth of literature on the role of monitoring and evaluation, the study faced the challenge of documenting

the existing information on M&E since information seems to be concentrated at the aggregate level. Information access policies in the Ministry of Planning in the Federal Government of Somalia limited the extent of the information provided by respondents. Furthermore, the methodological approach in the study was a limitation since the use of questionnaires was a form of limitation as it did not facilitate observation and it did not establish rapport with the respondents. Use of a mixed method approach brought complexities to the study in that collection of qualitative and quantitative data experienced documentation challenges. Furthermore, the study was limited to descriptive statistics and thematic analysis, signifying that cause-effect relationships were not established by use of inferential statistics, such as regression analysis or correlation analysis.

The study circumvented limitations highlighted in this study by targeting respondents working at relatively senior and middle level positions at the Ministry of Planning in the Federal Government of Somalia since this made it possible for the researcher to identify population faster, accurately, and easily. Where access was denied, letters of introduction from the University of Nairobi were presented. Hesitant respondents were reassured that the data provided was treated with strict confidentiality and they were free in answering the questionnaires and that the data provided were used for academic purpose only. Moreover, explanations were offered where respondents had difficulties understanding questionnaires.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The objective of this chapter is to gain considerable insight into earlier literature and comprehend the evolution of M&E performance & good governance in the public sector. It discusses the relevant literature according to the objectives of the study. In addition, the chapter provides assessment studies/empirical studies and outlines the gold standard of the study, and how it is operationalized.

2.2 Theoretical Perspective of M&E Performance

The fundamental aim for formulation of theories is to offer a framework that aids the understanding, prediction and explanation of phenomena (Ngulube, Mathipa, & Gumbo, 2015). Furthermore, theories are designed to appraise the reliability of the existing body of knowledge by reviewing the assumption made (Adom, Hussein, & Agyem, 2018). Thus, this study adopted and review theories that are relevant to the practice of monitoring and evaluation with a view to establish the underlying reasons for the existence of the present problem.

Theory of Change

The study of monitoring and evaluation has long been defined by the Theory of Change (ToC) since the theory offers indispensable frameworks that help understand how interventions work in the most effective and efficient ways (Barnett & Gregorowski, 2013). Theory of Change was mainstreamed by Carol Weiss in 1995 who underscored the necessity of understanding the pathways that programs and projects follow in order to realize the anticipated outcomes and results. The Theory of Change has been applied across the world to indicate how various procedures of an intervention are intertwined to produce the results (Ringhofer & Kohlweg, 2019). Many intervention designers have adopted the key tenets of the theory of change to show certain assumptions of a program must be met for the

intervention to be effective. Towards this end, it appears that the theory of change offers critical insights on what needs to be done for interventions to increase their goal orientation by managing for results.

The Theory of Change has undergone many developments to emblem the current status. For instant, the theory of change outlines how programs can be enunciated in the most efficient and effective ways (Ringhofer & Kohlweg, 2019) The need to observe the short-term and long-term goals is underscored by the theory of change, where various assumptions ought to be met for the intervention implementation to flow in a smooth manner. This seems to signify that the centrality of the ToC in today's monitoring and evaluation of projects cannot be understated. In fact, the ToC is based on the concept of incremental results, where the ToC recognizes that achievement of the short-term goals translates into the achievement of long-term goals. From the key assumptions of the ToC, monitoring and evaluation is espoused as a necessary activity that can assess the extent to which results at every level have been achieved (Ringhofer & Kohlweg, 2019). In other words, the sequential stream of results at every level is connected to the next level, suggesting that ToC defines and sets the intervention boundaries with measurable outcomes and impacts.

The theory of change is applicable to the current study since it provides theoretical constructs that explain the steps that an intervention follows in order to realize the set goals and results (Barnett & Gregorowski, 2013). Moreover, the Theory of Change is essential in evaluating interventions and how various engagements or activities are linked to contribute to the outcomes. In conducting evaluations, theory of change offers a benchmark upon which results can be evaluated at every level (Omore et al., 2019). Over and above, theory of change increases the accountability tenet of a program by enhancing monitoring and evaluation of various program components and how incremental results can be increased in order to

enhance realization of the overall results. ToC is critical in designing and strengthening M&E systems since all the components of M&E systems are strengthened separately before the entire M&E systems can be said to be functional.

Organizational Learning Theory

Smith and Araujo (1999) are credited with mainstreaming the application of organizational learning theory in monitoring and evaluation, where lessons and insights from program assessment are applied in the next phase of program cycle. The theory of organizational learning has been applied to describe how monitoring and evaluation is not just about establishment of efficiency, effectiveness and sustainability; rather, monitoring and evaluation informs adaptive management through organizational learning (Berta et al., 2015). The organizational theory of learning indicates that organizations can learn from their day-to-day procedures, structures and culture. Thus, organizations deliberately create a monitoring and evaluation culture with a view of ensuring that key lessons from routine collection and analysis of data are embedded in the next cycle of interventions.

The theory of organizational learning has been applied in monitoring and evaluation by Woodhill (2019) and Kameraho (2015) among others who underscored that learning at the organizational level occurs when the organization makes deliberate efforts to interpret and process data that is deemed important. Thus, organizations are assumed to make rational decisions or calculations to process and use critical information for their advantage. Within the realm of monitoring and evaluation, organizational learning is deemed important since the continuous gathering and analysis of data offers new insights on what can be modified for the realization of set goals (Beauregard, 2017). Thus, interactions and relationships in organizations are also essential sources of organizational learning, signifying that monitoring and evaluation staff can learn from each other through relationships and interactions. Since

evaluations are external activities, monitoring teams of the organization can learn from the insights of external evaluators.

The theory of organizational learning is relevant to the current study since it describes how information is deliberately processed and used by organizations to improve their procedures. Through quality data reporting, organizations are able to gain insights from routine collection and analysis of M&E data, thus improving adaptive management. It is instructive to note that when organizations reflect on the assumptions of the interventions implemented, there are tendencies to challenge these underlying assumptions which are sine qua non for organizational learning. To this end, the organizational learning theory is applied in monitoring and evaluation to describe how the integrated nature of M&E systems and/or processes yield knowledge, information and experiences that help to reflect upon the progress of an intervention leading to intentional learning. Thus, M&E mirrors the process of learning, where there is deliberate reflection on one's experience and analysis of the reflections, which lead to new knowledge and experience.

2.3 Assessment of Monitoring and Evaluation Performance

This section contains the review of literature in relation to the specific objectives of the study. The researcher would point out knowledge gaps that would provide a basis for further researcher.

2.3.1 Promoting Accountability

O'Leary (2017) delved into the accountability mechanisms in non-governmental organizations and how a monitoring and evaluation rights-based approach to development promotes openness. The study underscored that the process of accountability to the organization increases the general performance of interventions since all the procedures and processes are clear and self-explanatory. Most of the evidences emanating from the Global

South (see, for instance, Haque & Khan,2014) appear to suggest that most of the bilateral and multilateral donor organizations continue to call for more accountability since this is sine qua non for effective governance. This information is relatable to the most, if not all, government agencies in the Federal Government of Somalia who have mainstreamed monitoring and evaluation.

The concept of accountability was empirically examined by Woodhill (2019) who delved into Watershed and Soil Conservation projects, where the goal of the study was to examine how monitoring and evaluation supports accountability and learning in organizations. The study found that innovation is an essential approach to project systems since it allows for the input of different expertise, thus leading to an agile intervention since incorporation of various inputs from stakeholders reinforces transparency, thus more strategic responses to an underlying phenomenon of interest. Furthermore, the study found that logical frameworks and theory of change used in projects are important in supporting an accountable culture that can respond to the various demands of the beneficiaries and stakeholders (Woodhill, 2019). The findings by Woodhill (2019) are in tandem to the reality of accountability levels in the Global South where most of the nations are in dire need of best practices, such as monitoring and evaluation practices that can help increase transparency in resource utilization.

Further to the above, other studies have underscored the necessity of donor-beneficiary accountability. For instance, Dewi, Manochin, and Belal (2019) focused on Indonesian NGO, where the beneficiary accountability was advocated as one of the central roles of monitoring and evaluation that can increase efficiency, effectiveness, and sustainability of projects. This suggests that accountability is a strong indicator of organizational effectiveness in terms of resource utilization. Literature shows that most projects are ineffective and/or inefficient owing to low accountability mechanisms (Klingebiel,2012). Towards this end, monitoring

and evaluation improves grassroots accountability which is central to effective performance of projects, where project teams are accountable to primary and secondary stakeholders.

Sangole, Kaaria, Jemimah, Lewa, and Mapila (2014) conducted a study on participatory monitoring and evaluation (PME) for farmer organization communities, where evidence indicated that PME is central to reinforcing accountability of projects. The study applied mixed methods to establish that PME as an approach to monitoring and evaluation is critical since it involves various participants whose inputs, expertise and experience are ingrained in decision-making leading to superior performance of projects. Besides, the study found that accountability increases group functioning since transparency in all dealings were found to be of superior quality. Towards this end, it appears that PME is an essential approach to increasing accountability in projects, thus effectiveness of the same.

Ssekamate (2018) delved into monitoring and evaluation in circumventing climate change challenges, where the study recognized that though monitoring and evaluation is an essential tool in increasing accountability for climate change interventions, the practice is yet to be exploited as a means to enhancing intervention effectiveness. The study underscored that accountability is a birth-right for effective organizations. Through a meta-analysis of the existing evidence, the study found that monitoring and evaluation is a critical tool that not only increases organizational learning, but also boosts accountability of interventions. This finding is relatable to most of the studies done in Africa (see, for example, Ile, & Makiva, 2017), where these studies have underlined the necessity of increasing project and programme accountability through monitoring and evaluation. The current study was designed to offer an in-depth understanding on the extent to which monitoring and evaluation has supported effective governance.

Rezania, Baker, and Nixon (2019) conducted a study on the accountability of project managers and how this can be achieved from the monitoring and evaluation perspective. The study noted that though accountability is an essential component of project performance, few studies have been done to support this assertion. By analyzing data from interviewed project managers from different organizations, the study noted that organizational ambidexterity is critical for accountability in an organization to be enhanced. This information reflects on the existing trends on government projects, where more often than not, state-budgeted projects appear to be ineffective in terms of results or meeting the schedules in terms of budgets and time (Botha et al., 2017). Towards this end, it is instructive to note that interventions can only be effective by embedding an organizational culture that encourages transparency. To establish how accountability has been enhanced in the Federal Government of Somalia's Ministry of Planning, deliberate efforts shall be made to determine the extent to which employees and project managers (if any) have encouraged accountability through monitoring and evaluation.

Kamau (2017) conducted a study on the interplay between M&E in stakeholder participation and how this influences accountability levels. Analysis of the collected data found that stakeholder participation in the process of monitoring and evaluation incorporates new ideas from the stakeholders which can spur the effectiveness of projects. For instance, seeking of opinions from the beneficiaries, such as village leaders and women increases the accountability mechanisms and how this can be achieved. Furthermore, ideas from the civil society groups are integrated in decision making of the interventions which improves accountability in addition to effectiveness and efficiency of the outcomes and impacts. This finding is relatable to the situation in the Federal Government of Somalia where stakeholder participation has been incorporated in the monitoring and evaluation processes to increase the component of accountability. To this end, the current study sought to establish the extent to

which M&E has led to effective governance in the Federal Government of Somalia's Planning Ministry. Ensure that you do not mix information on the 3 aspects of study. The section on accountability should specifically and precisely focus on that.

2.3.2 Enhancing Management Decision

Kayaga (2015) suggests that organizations make evidence-based decisions, meaning that monitoring and evaluation informs organizational decision-making based on routine collection and analysis of data. Kayaga reported that policy decisions are made at macro level, while decisions pertaining to projects and programmes are made at the micro and meso levels. The study underscored that all these decisions reflect the M&E function of the organization. This evidence appears to signify that management decisions are not made in a vacuum; rather, the decisions emblem M&E actions that the organization undertakes. Similar information on management decision-making was reported by United Nations Development Programme as cited in Begovic, Linn, and Vrbensky (2017) and Kayaga (2015), where it was revealed that monitoring and evaluation offers strategic information for decision-making since routine collection and analysis of information/data forms a good foundation for management decisions. Insights emanating from M&E routine activities provides corrective measures and crucial information for the realization of intended outcomes. Despite this being the case, little research has been done in the Federal Government of Somalia's Planning Ministry to show cause on the extent to which M&E can translate into effective program/project performance.

Studies done on how M&E is intertwined with management decisions appear to signify that M&E offers critical tools that enable project stakeholders and managers to point out recurring challenges on projects, which informs modifications of the project designs. For instance, Begovic et al. (2017) argue that M&E provides basis for management decisions, where terminal reports produced by M&E teams capture critical recommendations and/or activities

that can be implemented to achieve the stated goals or objectives. This evidence on the M&E management decision role is relatable to the situation in the Federal Government of Somalia's Planning Ministry where data are collected on routine basis to inform decision making in the ministry. Towards this end, the current study was designed to offer a nuanced understanding on the effect of M&E management decision on effective governance in relation to policies, projects and programs.

Albusaidi (2018) conducted a study on the role of M&E in enhancing good governance in Oman. Good governance was disaggregated in terms of effectiveness of policies, programmes, projects and plans. Analysis of the collected data did not confirm statistical significance of the relationship on the contribution of management decision to good governance. The current study was designed to establish whether statistical relationship exist between M&E management decision role and good governance using the Federal Government of Somalia's Planning Ministry.

Crawford and Bryce (2013) stated that aid agencies over the world continue to put in place strategies for reporting with a view of meeting the information needs of various stakeholders. The study suggested various tools for project design and appraisal are used, which in the end inform the rationale for management decisions. For instance, a logframe is used for M&E functions, where various assumptions and decisions are reached for the results of the policy, project or program to be achieved. M&E tools, such as the logframe are used by many organizations in the Federal Government of Somalia, but the effect of the same on good governance is yet to be determined. This study sought to establish the extent to which the deliverable of management decision as effected from M&E has translated into good governance.

FAO (2020) report that M&E are central to decision-making at the organizational level since policies must appear to follow evidence of their workability. Owing to evidence-based nature of M&E, several organizations, such as Food and Agriculture Organization (FAO) have applied result-based M&E to increase making of decisions that aim at achievement of the goals. The concept of Result-based management has been used together with M&E to increase the focus on results compared to the process or activities to getting to the results. Moreover M&E systems have repository to an avalanche of information, which is critical to informing decisions for ongoing or completed projects. The current study focused on the Federal Government of Somalia's Planning Ministry and how management decisions informed by M&E have promoted good governance.

Abubakar, Elrehail, Alatailat, and Elçi (2019) conducted a study on the interplay between decisions made by organizations and performance of the various deliverables of the organization, such as plans and policies. The concept of knowledge management was applied together with decision-making to show that effective performance of organizations requires apt decision-making by top management teams. This appears to suggest that monitoring and evaluation informs evidence-based decision-making which is central to successful. Besides, it was noted that M&E is critical in the process of knowledge creation. Even though this has been the case in many jurisdictions, the same cannot be said for Somalia. Thus, this study was designed to bridge the existing knowledge gap by offering a comprehensive research agenda on the M&E management decision role in good governance.

2.3.3 Improving Organizational Learning

Kayaga (2015) focused on how M&E enhances organizational learning for water projects, where the author underlined that M&E is central to the achievement of the quality of ongoing projects or in the next cycle of the project in the future. Moreover, the author stated that

M&E enables project teams to discover attendant project uncertainties and risks, which are then solved through evidence-based approaches and best practices. Use of M&E tools for organizational learning is also applied by many organizations, such as the UNDP, where M&E is critical in informing the project teams to realize cutting-edge results.

Brinkerhoff, Frazer, and McGregor (2018) assert that organizations must adapt to learn so that they are able to utilize information emanating from M&E since mistakes made in the conceptualization and design of interventions are discovered and insights gained from the routine collection and analysis of data inform organizational learning. This finding corroborates much of the existing literature (see, among others, Kameraho, 2015; Begovicet al., 2017), which underscores that M&E tools are critical in the detection of earlier challenges that an intervention may cause. Detection of problems of a project enhances the documenting of best lessons that are important for the learning process. Lessons or insights documented from the success stories of the interventions are applied in future programming or replicated in light of the prevailing condition. As a result, the current paper underscored that M&E should be integrated into the design of interventions so that learning can occur at various levels of decision-making. Despite the centrality of monitoring and evaluation, mainstreaming of an M&E culture in public sector management in the Federal Government of Somalia.

Serrat (2017) provided strategic insights into building a learning culture for organizations, where it was stated that learning is a critical predictor for successful organizations. The author underlined that internal and external learning context should be enriched with a view of promoting effective governance. Even though there have been efforts in the Global South to embed learning systems into organizational processes, it is evident that performance of interventions and government policies are in limbo, where this has been attributed to skewed M&E systems that do not support effective learning. In light of this information, the current

study sought to offer accentuated understanding of the role of M&E in enhancing effective governance.

Chipato (2016) delved into the interplay between M&E and organizational learning, where it was evident that M&E culture is central to enhancing learning routines since the routine of continuous analysis of data emanating from interventions leads to competitive advantage. The study concentrated on project-based organizations, where it was pointed out that these organizations should embed learning culture for effective innovations and change management. The current study is designed to understand the role of M&E in enhancing effective governance since information from the Federal Republic of Somalia appear to be scanty on the extent to which M&E has enabled government projects, programs, policies and plans to realize the intended outputs, outcomes and impacts.

Oswald and Taylor (2010) conducted a study on the interplay between organizational learning and M&E, where it was evident that amalgamation of the two approaches enhances performance of organizations. This seems to suggest that as organizations implement M&E initiatives, it is critical for the same organizations to embed a learning culture from the M&E activities. Learning through reflection on experience was mooted as possible source of new information, while creation of incentives for collaborative learning, learning from below, and collaborative learning as key elements to embedding a learning culture. Over and above, the study underscored that learning culture in organizations can be achieved through promotion of an evaluative culture and formulating accountability relationships that place value on the learning ‘why’ in addition to understanding the prevailing intervention challenges.

Morris and Lawrence (2010) assessed the relationship between M&E and adaptive organizations, where it was established that an M&E culture enhances organizational adaptive management since M&E is a source of information that can be used to inform

evidence-based decision-making. Moreover, the study underlined that M&E design is critical for the achievement of a learning culture as information from routine analysis of project data is critical for learning. Adaptive organizations are characterized by knowledge culture that enhances use of data to inform knowledge, which in turn informs learning and accountability. Thus, the M&E domain was cited as a critical approach to learning outcomes. Despite the centrality of M&E for organizational performance, there was dearth of literature on how its application has enhanced effective governance in the Federal Government of Somalia, which this study sought to achieve.

2.4 Summary of Literature Review

Review of data in this study establishes that accountability domain can be achieved through participatory M&E, which is critical in integrating of stakeholders' concerns into decision-making (O'Leary, 2017). Furthermore, the review of literature affirmed that that most of the bilateral and multilateral donor organizations continue to call for more accountability since this is sine qua non for effective M&E performance (Haque & Khan,2014). Several studies (see, for example, Dewi et al., 2019) underpinned the necessity of donor-beneficiary accountability since this is one of the central roles M&E that can increase efficiency, effectiveness, and sustainability of projects. The information suggested that accountability is a strong indicator of organizational effectiveness in terms of resource utilization. Literature showed that most projects are ineffective and/or inefficient owing to low accountability mechanisms (Klingebiel,2012).

Review of literature affirms that M&E is critical in informing organizational decision-making based on routine analysis of data emanating from the interventions (Kayaga, 2015). The review signified that management decisions are not made in a vacuum; rather, the decisions reflect M&E actions that the organization undertakes. In addition, the review found that M&E offers strategic information for decision-making since routine collection and analysis

of information/data forms a good foundation for management decisions. Insights emanating from M&E routine activities provided corrective measures and crucial information for the realization of intended outcomes (Begovic et al., 2017; Kayaga, 2015). Despite this being the case, little research has been done in the Federal Government of Somalia's Planning Ministry to show cause on the extent to which M&E can translate into effective program/project performance.

The review of literature revealed that M&E is central to the achievement of the quality of ongoing projects or in the next cycle of the project in the future (Kayaga, 2015). Moreover, M&E enables project teams to discover attendant project uncertainties and risks, which are then solved through evidence-based approaches and best practices (Kameraho, 2015; Begovic et al., 2017). This appeared to suggest that when there is routine collection and analysis of data, it is probable that project/program teams are able to discover new information that was previously, thus informing more learning and application of novel ideas to boost performance of the projects. Despite the criticality of M&E in enhancing learning for good governance for various government deliverables, such as policies and projects (Chipato, 2016; Serrat, 2017; Oswald & Taylor, 2010), it seemed that that role of M&E systems in enhancing good governance in Somalia was less researched. Thus, the current study sought to ameliorate this knowledge lacuna by providing in depth information on the centrality of M&E in promoting good governance.

2.5 Gold Standards for M&E System Assessment

The gold standards in monitoring and evaluation are applied to assess the status of interventions or systems with a view recommend on the possible ways of upscaling the performance. The conceptual framework highlighted key elements of monitoring and evaluation and how this can enhance M&E system performance in order to comprehensively demonstrate a mental picture of the relationships between the independent and dependent

variables. The study was informed by the framework for monitoring and evaluation performance proposed by UNAIDS (2009). This framework was designed to establish the level of performance for HIV monitoring and evaluation system. The UNAIDS (2009) framework was justified in this study on the basis that it assesses the strengths and weaknesses of Monitoring and Evaluation systems. This helps to inform areas that need modification or strengthening. Additionally, UNAIDS (2009) framework assesses all the components without combining certain Monitoring and Evaluation components as seen in FHI (360)'s framework, which reviewed 8 domains of Monitoring and Evaluation components. Figure 2.1 below presented the conceptual framework. The framework considers all the 12 components of monitoring and evaluation system.



Source: UNAIDS (2009)

Figure 2.1: Gold Standard

The 12 components are not twelve implementation steps. The 12 monitoring and evaluation system components include: organizational structures with monitoring and evaluation, human capacity for monitoring and evaluation, monitoring and evaluation partnerships, monitoring and evaluation plan, costed monitoring and evaluation work plan, monitoring and evaluation advocacy, communication and culture, routine programme monitoring, surveys and surveillance, monitoring and evaluation data bases, supervision and data auditing, evaluation and research, and data dissemination and use (UNAIDS, 2009). They are not intended to be implemented sequentially; however, they should all be present and working to an acceptable standard in order for the national M&E system to function effectively. Depending on resource availability, countries may focus on a few of the components at the outset and phase-in M&E investments over time to get all of the system components operational (Boehmer & Zaytsev, 2019). It is also important to build on what systems and capacity already exist and to address the issues of human resources/capacity and functioning partnerships to support the collection of good quality data. Most importantly, it is crucial not to lose sight of the ultimate purpose of M&E: using data for decision-making (UNAIDS, 2009). It is a waste of valuable resources to collect data that are not used.

2.6 Operational Framework

The study operationalizes various dimensions of M&E performance into measurable indicators. The proposed criteria for determining M&E system status of Somalia Planning Ministry was based on a set of questions as proposed by the UNAIDS (2009), where the questions cover every component of the M&E system as indicated in Figure 2.2.

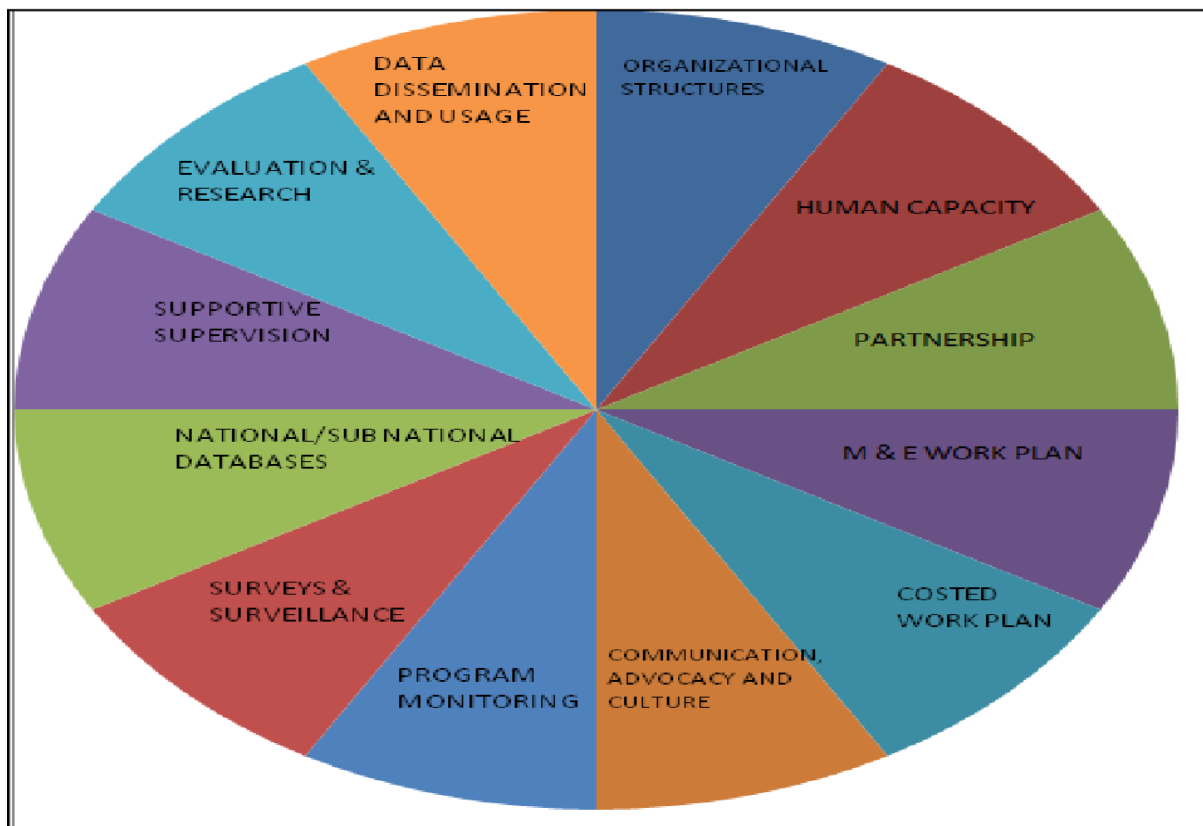


Figure 2.2: Operational Framework

The above components of monitoring and evaluation system as indicated in Figure 2.2 are operationalized below in terms of the specific questions under each component as proposed under the system strengthening tool for monitoring and evaluation tool (MESS), which acted as a document review guide for the assessment of the system. Table 2.1 provides the intuition on how the numerous variables were restrained, examined and assumptions are drawn after. The 5-point scale applied uses the following criteria: 1- Not at all, 2-little, 3-moderately achieved, 4-very much, 5-extremely as indicated in Table 2.1.

Table 2.1: Operationalization of the Study Variables

Component	Indicator areas of focus	Measurement scale				
		1	2	3	4	5
1. Organizational structure with monitoring and evaluation functions	M&E duties and responsibilities are clearly outlined in job descriptions					
	Presence of a dedicated M&E unit					
	There are legislations and policies of M&E system					
2. Human capacity for M&E functions	The staff in the M&E unit have the required skills					
	There is adequate M&E human capacity for organizational learning					
	There is regular human resource capacity building through trainings					
3. Partnership and Governance	The M&E unit has appropriate communication mechanisms concerning M&E activities					
	There are partnerships organized by the ministry					
4. National M&E plan	There are indicators in the M&E plan assessed during the inception of the plan					
	Multi-sectoral plans are incorporated into the M&E plan					
	Improved knowledge and awareness					
	Various departments of the ministry have individual M&E plans					
5. M&E costed work plan	The current year has a M&E plan					
	There are timelines for the implementation of activities					
	Each department of the ministry has a budgeted work plan					
	The costed M&E plan is incorporated into the national M&E work plan					
	The ministry has adequate resources for M&E plan activities					
	M&E activities cost has been established					

Operationalization of the Study Variables Cont'd

Component	Indicator areas of focus	Measurement Scale				
		1	2	3	4	5
6. M&E culture, communication & advocacy	The ministry has adequate workforce who support planned M&E activities					
	The ministry regularly communicates the M&E performance					
	The stakeholders find the information from the M&E system useful					
	The ministry's top management teams are supportive and take part in M&E activities					
	M&E staff have opportunities for career development					
	Strategic plans are integrated with M&E plans					
	There is staff involvement in decision-making and management					
7. Routine monitoring	Standardized reporting forms are used by M&E units					
	There are verification processes before data aggregation					
	The variance in reports is resolved by experts					
8. Survey and surveillance	There are indicators for the survey conducted by the ministry					
9. M&E databases	There is electronic entering, storage and integration of data					
	There are steps to enhance accuracy of data					

Operationalization of the Study Variables Cont'd

Component	Indicator areas of focus	Measurement Scale				
		1	2	3	4	5
10. Supervision and Auditing	There is documentation and sharing of results with stakeholders					
	Supervision of M&E activities has a well stipulated procedure					
11. Research and Evaluation	Existence of a register of research and evaluation activities					
	There is a unit for coordinating research and evaluation activities					
	There is routine discussion and dissemination of research and evaluation results					
	There is availability of resources for research and evaluation activities					
12. Data demand and use	There is dissemination of information to various stakeholders					
	There is routine assessment of information needs for the stakeholders					
	There is routine dissemination of information to stakeholders					

CHAPTER THREE

SOURCES OF DATA AND METHODS

3.1. Introduction

The chapter outlined a detailed description of the design of the study and the methodology to be utilized. The various sub-sections covered in this chapter included: Research design adopted in the study, population to be studied, selected sample(s), sampling method, data collection methods, data collection tools, data approaches to analysis, and ethical considerations.

3.2. Research Design

A descriptive cross-sectional research design was applied in this study. According to Creswell and Creswell (2017), cross-sectional designs are applied to determine whether two or more variables have any relationship. It is instructive to note that in cross-sectional designs, variables under investigation/analysis should not be manipulated or influenced. A research design for a given research problem encompasses considering various factors, the means with which one obtains information, the availability and skills of the researcher and the research assistants carrying out the study, the essence and objectives regarding phenomena that was being examined the time and money allocated for the research (Kothari, 2014). The use of a cross-sectional research design enabled the researcher to collect data at a point in time. Given the nature of the study, both quantitative and qualitative data were solicited in order to establish the performance of the M&E system of Federal Government of Somalia's Ministry of Planning.

3.3 Target Population and Study Site

Population parameters are essential in the description of the population size and other characteristics/parameters that are relevant to any study. According to Cooper and Schindler

(2006) population refers to the group that the researchers are interested to study, which loosely translates into the unit of study that contains individual participants that measurements are undertaken from. Thus, specific individual participants that the study targeted included all the personnel at Federal Government of Somalia’s Ministry of planning. Number of personnel of the Ministry of planning, investment and economic development are 130 including civil servants, internships and attached advisors. Table 3.1 presents various categories of target population.

Table 3.1: Target Population

Catergory	Population
Department of administration and finance	30
Department of M&E	27
Department of planning	22
Department of investment	15
Department of National Authorized Officer	10
Department of National Economic Council	10
Department of statistics	16
Total	130

3.3. Sampling Procedures

Given the feasibility of collecting data from the entire population, convenience sampling technique was applied to collect data from a pool of respondents who were readily available. In addition, convenience sampling technique was considered viable since the population had homogenous characteristics and questionnaires were applied for all the respondents.

3.4. Sources of Data

The nature of data is described as either quantitative or qualitative, however, both sets of data can be used for a single study in mixed methods. It is instructive to note that the source of

data collected dictates the nature of data collection and analysis. This study collected quantitative data from structured questionnaires and qualitative data from key informant interviews.

3.5. Data Collection Methods and Tools

3.5.1 Questionnaires

Structured questionnaires were applied in data collection since the study sought to solicit quantitative data. The questionnaires were used to obtain crucial data on how the various indicators of monitoring and evaluation system are functioning. The structure of the questionnaire was in form of a Likert scale of 1 to 5. The basis for selection of questionnaires was based on confidentiality of the respondents since filling of the questionnaires did not require respondents to indicate their names unless specified so. Besides anonymity of the respondents, questionnaires save on time and they are easy to administer through drop and pick method.

3.5.2 Document Reviews

A document analysis guide was established to guide the process of reviewing existing documents, such as M&E plans, M&E costed work plans, M&E data bases among others. The purpose of the document reviews was to establish the extent to which the existing M&E documents complied with the established M&E system standards. Furthermore, the analysis of documents helped to corroborate data provided by the respondents. For instance, existence of survey indicators was done using document reviews or analysis to corroborate the data provided by the respondents.

3.5.3 Key Informant Interviews

The key informant (KI) interviews were conducted using KI interview schedules where data were solicited from 5 KIs. The purpose of KIs was to collect data aimed at reinforcing quantitative findings. Specifically, the key informant interviews underlined the contribution

of M&E systems to programme improvement, where accountability, management decision/adaptive management and organizational learning were some of the notable qualitative themes that emerged from the data.

3.6 Operationalization of Variables

The 12 components of monitoring and evaluation system strengthening tool proposed by UNAIDS (2009) was applied to assess the statements captured under the operationalization (see table 1). On the 5-point Likert scale: Not at all, 2-little, 3-moderately achieved, 4-very much, 5-extremely. Where a question was not applicable it was reflected as 'Not at all'. After data analysis all the responses were collated to produce a mode, which was converted into a percentage. This was done by multiplying the mode for each statement on the questionnaire by 20. For instance, the component 'Organizational Structures within M&E Functions' had a computed mode of 2.9. This was converted into a percentage by multiplying the mean by 20 to get status and gap for that particular M&E system component as 58% and the gap as 42%.

3.7. Data Analysis

To establish patterns and trends of the collected data, the collected data were cleaned and efforts were made to ensure there was completeness and consistency of the collected data, denoting that missing values were not included in the analysis. Saunders and Lewis (2012) states that analysis of data helps to make meaningful of the information collected. Proceeding data collection, editing, handling missing responses, coding and categorizing were done. Data were analyzed using Excel Spreadsheet. Data solicited from respondents were keyed into Excel Spreadsheet, where computed mean for each component of the system were generated. The computed mean was converted into percentages to produce the actual score for each M&E system. The actual scores were subtracted from the maximum score to produce the gaps in the M&E system. The score for each M&E system in addition to the gap enabled the researcher to establish the status of the M&E system for the Federal Government of

Somalia's Ministry of Planning (MoP). This suggests that before analysis of data, several data management exercises were done to ensure that the data was clean and ready for usage where completeness and consistency of data were established. Descriptive statistics were computed. Descriptive statistics encompassed calculation of frequencies, percentage, and mode. Descriptive statistics were computed to draw trends of data for easy visualization and presentation.

3.8. Ethical Considerations

The study relied on primary data from sampled employees of the Federal Government of Somalia's ministry of Planning, denoting that the privacy rights of employees were observed. Data collection tools for the study was designed in a professional manner so that they were easy to understand which enhanced provision of consistent information. Before data collection, clearance was sought from the University of Nairobi. In addition, clearance was sought from the Federal Government of Somalia's ministry of Planning. During the data collection phase, the researcher made it clear to the participating employees of the county that the collected data was for academic purposes only. It was made clear to the sampled respondents that participation was voluntary, and they had the discretion to withdraw from the exercise if they felt uncomfortable.

To ensure anonymity of the respondents, codes were used in the questionnaires, while participants were asked not to indicate any emblems of pseudonyms that can be used to establish their identity. To ensure completeness and consistency of the collected data, the data collection team build rapport with the respondents as a basis of enhancing the willingness and confidence to provide information. Throughout the phase of data collection, appropriate appointments to the ministry were made and explanation were given on questions/statements that were unclear to the respondents.

CHAPTER FOUR

RESULTS OF THE M&E SYSTEM ASSESSMENT

4.1 Introduction

This chapter presented the analysis of data on the status of monitoring and evaluation system in the Federal Government of Somalia's Ministry of planning. The status of the monitoring and evaluation system was established by assessing the extent to which it conforms to the established monitoring and evaluation standards. Furthermore, the gaps of the M&E system offered a preview on the underlying challenges of the monitoring and evaluation system.

4.2 Status of the Federal Government of Somalia's MoP M&E System

Convenient sampling technique was applied given that the population was comparatively small (<200) to successful collect data from 123 respondents out of 130 respondents. The response rate was 94.6%, which was considered sufficient to inform valid conclusions on the status of the M&E system for the Federal Government of Somalia's Ministry of Planning. Table 4.1 tabulates description of the respondents.

Table 4.1: Description of Respondents

Category	Sample Size	Percentage
Department of admin and finance	28	22.8
Department of M&E	25	20.3
Department of planning	19	15.4
Department of investment	15	12.2
Department of National Authorized Officer	10	8.1
Department of National Economic Council	10	8.1
Department of statistics	16	13.0
Total	123	100.0

Data on the status of the M&E system for the Federal Government of Somalia's Ministry of Planning was sought from relevant respondents as a basis of establishing the extent to which the M&E system for the Federal Government of Somalia's Ministry of Planning complied

with the established M&E system standards as suggested by UNAIDS (2009) together with the system strengthening tool for monitoring and evaluation tool (MESS), which was a document review guide for the assessment of the system. The operation table provides the intuition on how the numerous variables were restrained, examined and assumptions are drawn after.

The 5-point scale applied used the following criteria: 1- Not at all, 2-little, 3-moderately achieved, 4-very much, 5-extremely. After data analysis all the responses were collated to produce a computed mode, which was converted into a percentage. This was done by converting the computed mean for each statement on the questionnaire into a percentage. For instance, the component 'Organizational Structures within M&E Functions' had a computed mean of 2.9. This was converted into a percentage by multiplying the mean by 20 to get status and gap for that particular M&E system component as 58% and the gap as 42%. Table 3 visualizes the results on the analysis of the collected data.

Table 4.2 below illustrated results of the analyzed data on the status of the M&E system for MoP. From the computed averages, the Ministry of Planning in the Federal Government of Somalia scored 53% out of a possible 100%. This score represents a computed gap of 47%. The individual components had different scores as demonstrated in table 3, indicating that while some components were largely compliant others were not. For instance, Organizational structure with monitoring and evaluation functions had the highest compliance (58%) compared to data demand and use (49%). This suggests that while efforts have been made by the ministry of planning to institutionalize monitoring and evaluation in the day-to-day operations, there are still gaps in the M&E system.

Table 4.2: M&E System Assessment Scores

M&E SYSTEM COMPONENTS	Computed Mode	Actual Score (%)	Maximum Score	Gap
1. Organizational structure with monitoring and evaluation functions	2.9	58	100	42
2. Human capacity for M&E functions	2.7	54	100	46
3. Partnership and Governance	2.8	56	100	44
4. National M&E plan	2.8	56	100	44
5. M&E costed work plan	2.7	53	100	47
6. M&E culture, communication & advocacy	2.7	54	100	46
7. Routine monitoring	2.5	50	100	50
8. Survey and surveillance	2.5	51	100	49
9. M&E databases	2.5	50	100	50
10. Supervision and Auditing	2.6	51	100	49
11. Research and Evaluation	2.5	50	100	50
12. Data demand and use	2.5	49	100	51
Average	2.6	53	100	47

Figure 4.1 gives an overview of the assessment scores of the monitoring and evaluation system of the Federal Government of Somalia's Ministry of Planning. The score of 53% indicates that while MoP faces a myriad of challenges, the ministry has been able to use M&E system in a moderate manner. This has been, for instance, attributed to the support provided to the Federal Government of Somalia, the by bilateral donors and international organizations, such as the World Bank among other governmental and non-governmental actors in the aid environment.



Figure 4.1: M&E System Assessment Scores

4.3 Results of M&E System by Components

This section provides a summary of results according to each component of the M&E system as proposed by UNAIDS (2009). Analysis of each section provides areas for further improvement given that the individual M&E system components should be enhanced for the entire M&E system to function. The results for all the components indicate that the M&E system is moderately functioning.

4.3.1 Organizational structure with Monitoring and Evaluation Functions

Overall, the M&E system component of organizational structure with M&E functions scored 58%, demonstrating that the functionality of the M&E system component was to a moderate extent. The moderate functioning illustrates that while some areas of indicators were performing well others were functioning poorly. For instance, individual analysis of the areas of focus showed that while there was a dedicated M&E unit, the policies and legislations for monitoring and evaluation was poor. The description of the responsibilities and duties of the monitoring units were also affected since they were not clearly outlined. The gap this component was capped at 42%, suggesting areas for improvement.

4.3.2 Human Capacity for M&E Functions

The monitoring and evaluation component of human capacity for M&E functions was established at 54%, suggesting that 46% of the represented gaps that needed improvement. Particularly, the study noted that M&E unit did not have adequate staff with the appropriate qualification. This means that the ministry mostly relied on consultants to undertake most of the M&E work. The M&E capacity emanated from the World Bank among other international organizations that supported the country's quest for use of M&E for routine assessments of their policies and interventions. However, the study noted that there were regular trainings among other capacity building initiatives to support the human capacity for M&E duties and responsibilities. One of the respondents noted that:

'The World Bank has helped us build the M&E capacity which is key to strengthening M&E systems'

4.3.3 Partnership and Governance

Data were sought on the M&E system component of partnerships and governance to establish the status in terms of compliance to the established standards and challenges or gaps on the component. The functionality of partnership and governance M&E system component was 56%, denoting that 44% was non-compliant as noted by the gaps. The moderate performance of the system was attributed to communication that was appropriate for undertaking M&E activities. Furthermore, the ministry collaborated with many stakeholders, including the world bank. However, the strength of the partnerships was noted to be ineffective given the low M&E culture in the ministry. One of the respondents noted that:

'We try to communicate in a clear way so that M&E functions flow in a seamless manner'

4.3.4 National M&E plan

Functionality of the national monitoring and evaluation was 56%, signifying 44% gaps in the systems performance. The noted strengths of the monitoring and evaluation system was attributed to the presence of indicators at the M&E plan inception in addition to the existence of individual plan for every department in the planning ministry. However, the assessment noted that incorporation of multisectoral plans into the M&E plan was at a little extent. Furthermore, evidence for improved knowledge and awareness was equally low. One of the respondents noted that:

‘We have M&E indicators for all our projects and programmers, however incorporation of plans into our monitoring and evaluation plans is low’

4.3.5 M&E Costed Work Plan

The functionality of monitoring and evaluation costed work was 53%, denoting a gap of 47%. The strength was attributed to the M&E plan for each year in addition to the incorporation of costed M&E plan into the national M&E plan. However, the inadequate resources for M&E plan activities were one of the conspicuous hindrances to the functionality of this M&E system component. In addition, the cost for M&E activities had not been established, thus the need to circumvent this particular challenge. One of the respondents noted that:

‘We do not have adequate resources to undertake M&E functions’

4.3.6 M&E Culture, Communication and Advocacy

The functionality of the monitoring and evaluation culture, advocacy and communication were 54%, suggesting 46% gaps in the M&E system functionality. The strengths in this M&E system component were attributed to the top management involvement and commitment to M&E activities in addition to communication of the M&E performance on a regular basis. Furthermore, the ministry’s strategic plans were in tandem with the M&E plans, while

employees in the ministry had career prospects. The gaps were attributed to inadequate workforce to undertake M&E activities coupled with low involvement of the staff in decision-making.

4.3.7 Routine Monitoring

The M&E system functionality on routine monitoring was 50%, suggesting that half of the M&E system component exhibited gaps. While the assessment noted experts resolved variance in the reports, the assessment found that verification processes for data and use of standardized reporting forms were very low. Thus, routine monitoring in the ministry faced a myriad of challenges which need to be resolved. One of the respondents identified the following challenge.

‘Our capacity to undertake monitoring activities has been considerably been underlined due to lack of sufficient resources’

4.3.8 Survey and Surveillance

The monitoring and evaluation system functionality was 51%, signifying slightly another half of the component had low functionality. Thus, the presence of survey indicators was a critical input to the component. While this was corroborated by respondents, it appears that some of the respondents were of the contrary view on the presence of appropriate survey indicators, which can support sound collection of data. The contrary view was that some of the indicators were not ‘SMART’ enough to collect data at a point in time so that progress or the lack thereof could be established.

4.3.9 M&E Databases

The assessment established that 50% of the monitoring and evaluation databases were functional, suggesting that the other half was not functioning in the right manner. The

assessment established that there were moderate data entering, storage and integration, while the steps to enhance accuracy of data were low.

4.3.10 Supervision and Auditing

The functionality of the monitoring and evaluation system component of supervision and auditing was 51%, signifying that slightly below half of the supervision and auditing had gaps or challenges. While documentation and sharing of information with stakeholders was noted, the assessment established that the procedure to supervise M&E activities was low. This evidence implies that there should be routine sharing of results with stakeholders and M&E activities' supervision procedures should be institutionalized. One of the respondents noted that:

'We routinely communicate with our stakeholders to disseminate important information to them'

4.3.11 Research and Evaluation

The functionality of the monitoring and evaluation system component of research and evaluation was 50%, denoting that the other half had gaps. The assessment noted that the ministry disseminated results to various stakeholders in addition to the existence of a register for all R&E activities. However, it was noted that inadequate resources hampered research and evaluation activities. While the unit for coordination of M&E activities was in place, it was not effective. One of the key informants noted that:

'We routinely communicate with our stakeholders to disseminate important information to them'

4.3.12 Data Demand and Use

The functionality of the data demand and use component was 49, denoting that it was below the established standard. This signifies that 51% of the gaps were noted in the dissemination

of information to the stakeholders. In addition, it was noted that the ministry was not effective in undertaking an assessment of the information needs of the stakeholders. This suggests that data demand and use should be at the art of M&E activities. One of the respondents noted that:

‘We routinely communicate with our stakeholders to disseminate important information to them according to their information needs’

4.4 Contributions of MoP M&E System to Programme Improvement

This section presents data emanating from key informant interviews which solicited qualitative data. The narrative form data was thematically analyzed to produce various themes which was critical in establishing the contribution of M&E system to programme improvement. The themes emerging from the data were captured in the sub-sections below.

4.4.1 Adaptive Management

One of the critical themes that emerged from the qualitative data was management decision. The study established that M&E is an indispensable public management tool that enhances management decision-making based on the available knowledge. Evidently, the study established that the ministry of planning in the Federal Government of Somalia has been able to adopt M&E practices to enhance decision-making in the face of organizational uncertainty or strategic planning and implementation, where evidence from previous cycle of interventions is required to inform implementation of new interventions. The study noted that the World Bank was at the fore front in providing evidence for action-oriented plans. While MoP faces a myriad of challenges, ranging from inadequate human and financial resources for M&E activities, the study found that M&E had improved many facets of management decision-making.

4.4.2 Organizational Learning

Analysis of the data extracted from key informant interview guide indicated that M&E was critical in enhancing organizational learning. Particularly, the study found that M&E systems had made it possible to document the monitoring data which informed what needed to be improved in the ongoing interventions in the Federal Government of Somalia. On the other hand, various evaluations, such as process and outcome evaluations provided indispensable in terms of provision of information which enhanced the learning process, thus improvement of interventions. Furthermore, the assessment established that through continuous collection and analysis of data, there is generation of new information which is critical in organizational learning. This suggests that M&E produces new information which was otherwise be unavailable without the M&E practice. For instance, MoP in the Federal Government of Somalia uses data to make evidence-based decisions, where this has upscaled programme improvement.

4.4.3 Establish Effectiveness and Efficiency

The functionality of M&E systems in any organization upscales efficiency and effectiveness. By efficiency, the ministry of planning in the Federal Government of Somalia was noted to use the least amount of resources to achieve the stated goals in an effective way. For instance, MoP has been able to undertake among others: cost analysis, budgeting and cost estimations. Use of M&E tools has made it possible to undertake the afore-mentioned processes, where this has enhanced cost-benefit analysis, thus enhancing use of least amount of resources to achieve the intended outcomes and goals.

4.4.4 Transparency and Accountability

The goal of M&E systems in any organization is to strengthen openness and transparency in the use of resources. The assessment established that the MoP in the Federal Government of

the Federal Government of Somalia relies on donor support. The aid environment requires transparency and accountability in the use of resources. Thus, M&E has made it possible for the ministry of planning in the Federal Government of Somalia to share feedback with various stakeholders. Information sharing and creation of feedback mechanisms has enhanced transparency in the way the ministry is run and on the other hand, increased accountability where all the public expenditure are available to the public. For instance, the assessment noted that budgetary allocation and procurement documents were available to the public, suggesting that the openness in the utilization of public funds was both transparent and accountable.

4.5 Study Discussion

The current findings are relatable to the existing M&E system assessments that have been conducted. For instance, Obunga (2017) stated that Plan International M&E system for *Young Health Programme and Adolescent Girls Initiative Kenya* was 60% functioning based on the FHI (360) M&E system assessment criteria. On the other hand, assessment of M&E system of the centre for mathematics, science and education in Africa found that the M&E system functionality was at 56% based on the World Bank (2009) and UNAIDS (2008) based on the M&E system assessment criteria.

M&E system assessment conducted in existing body of evidence focused on quasi-autonomous bodies. For instance, an Assessment of the Monitoring and Evaluation System of the Cereal Growers Association by Musili (2020) placed the M&E system functionality at 56% according to M&E system assessment criteria proposed by UNAIDS (2008). On the other hand, An Assessment of the Africa Enterprise Challenge Fund (AECF) Monitoring and Evaluation System by Lumula (2019) established the functionality at 75%, while Welime (2019) found that *The National Intergrated Monitoring and Evaluation System in Kenya* was

moderately functioning based on the criteria set by UNAID (2009) on M&E system assessment.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section covered the summary of the findings in light of the data analyzed in chapter four. In addition, the chapter detailed the conclusions and recommendations. The study recommendations are made in light of the 12 components of the M&E system.

5.2 Summary of Findings

The main objective of the assessment was to assess the status of the M&E system in the Ministry of Planning in the Federal Government of Somalia. Specifically, the study wanted to establish: whether or the extent to which the M&E system in the ministry complied with the established M&E standards, the gaps/challenges of the M&E system and the contribution of the M&E system to programme improvement. The study applied the theory of change and organizational learning theory to underline the place of Monitoring and Evaluation in providing management with evidence for decision-making. Evidence from Monitoring and Evaluation systems enables organizations to learn, which in turn leads to adaptive management. The study adopted the UNAIDS (2009) framework together with the MESS criteria on M&E system assessment. The study employed census technique and convenient sampling technique to solicit data from personnel in the Ministry of Planning in the Federal Government of Somalia. To collect comprehensive data, the assessment applied structured questionnaires, key informant interview guide and document reviews. The study generated both quantitative and qualitative data. Excel Spreadsheet and SPSS version 24 were applied in the analysis of quantitative data, while Nvivo was applied to analyze qualitative data. Data were presented in tables and figures.

Findings of the study established that the status of the M&E system for the Ministry of Planning in the Federal Government of Somalia scored 53% out of a possible 100%. This score represents a computed gap of 47%. The individual components had different scores, indicating that while some components were largely compliant others were not. For instance, Organizational structure with monitoring and evaluation functions had the highest compliance (58%) compared to data demand and use (49%). This suggests that while efforts have been made by the ministry of planning to institutionalize monitoring and evaluation in the day-to-day operations, there are still gaps in the M&E system.

Furthermore, the study established that M&E system contributes to management decision making, organizational learning, efficiency and effectiveness, and transparency and accountability. While MoP faces a myriad of challenges, ranging from inadequate human and financial resources for M&E activities, the study found that M&E had improved many facets of management decision-making. MoP in the Federal Government of Somalia uses data to make evidence-based decisions, where this has upscaled programme improvement. The assessment noted that budgetary allocation and procurement documents were available to the public, suggesting that the openness in the utilization of public funds was both transparent and accountable.

5.3 Conclusion

The study concludes that the M&E system for the Ministry of Planning in the Federal Government of Somalia is moderately functional, signifying the need for significant improvement. The study concludes that while efforts have been by the Ministry of Planning in the Federal Government of Somalia to improve the functionality of their M&E system, more needs to be done to enhance the functionality of individual components. For instance, there is need to enhance the functionality of the data demand and use which was below the recommended minimum score. The assessment concludes that the strengths in the M&E

system component were attributed to the top management involvement and commitment to M&E activities in addition to communication of the M&E performance on a regular basis. Furthermore, the ministry's strategic plans were in tandem with the M&E plans. The study concludes that the M&E system strengthening tool is critical in upscaling the functionality of M&E systems. In terms of improving the programme, the study concludes that the M&E system contributes to management decision making, organizational learning, efficiency and effectiveness, and transparency and accountability. While MoP faces a myriad of challenges, ranging from inadequate human and financial resources for M&E activities, the study found that M&E had improved many facets of management decision-making.

5.4 Recommendations

This section presents the recommendations for each M&E system component in light of the findings established in the assessment.

5.4.1 Organizational structure with monitoring and evaluation functions

Overall, the M&E system component of organizational structure with M&E functions scored 58%, demonstrating that the functionality of the M&E system component was to a moderate extent. Thus, there is need for establishment of SMART indicators, dedicated M&E unit and appropriate procedures for monitoring and evaluation. Notably, there is need for establishment of clear job descriptions particularly on M&E duties and responsibilities.

5.4.2 Human Capacity for M&E Functions

The monitoring and evaluation component of human capacity for M&E functions was established at 54%, suggesting that 46% of the represented gaps that needed improvement. In light of this finding, it is recommended that the MoP should build their human capacity by employing adequate staff and dedicating reasonable resources (1% of the budget) for M&E activities.

5.4.3 Partnership and Governance

The functionality of partnership and governance M&E system component was 56%, denoting that 44% was non-compliant as noted by the gaps. Thus, this assessment recommends the need for effective organizational communication by first understanding the information needs of various stakeholders and responding to those needs. Furthermore, there is need to strengthen partnerships by inculcating an M&E culture in the ministry.

5.4.4 National M&E plan

Functionality of the national monitoring and evaluation was 56%, signifying 44% gaps in the systems performance. To bridge the gaps, the study recommends the need to integrate multisectoral plans into the M&E plan. Additionally, there is need for improved knowledge and awareness on what entails M&E.

5.4.5 M&E Costed Work Plan

The functionality of monitoring and evaluation costed work was 53%, denoting a gap of 47%. Thus, the study recommends the need for allocation of adequate resources for M&E plan activities in addition to establishing costed M&E activities to upscale M&E system functionality

5.4.6 M&E Culture, Communication and Advocacy

The functionality of the monitoring and evaluation culture, advocacy and communication were 54%, suggesting 46% gaps in the M&E system functionality. In light of this finding, the assessment recommends that adequate and qualified workforce be employed to undertake M&E activities and involve them in decision-making.

5.4.7 Routine Monitoring

The M&E system functionality on routine monitoring was 50%, suggesting that half of the M&E system component exhibited gaps. In light of this, the assessment underscores the need

for verification processes for data and use of standardized reporting forms. Moreover, the assessment recommends the need to resolve routine monitoring challenges by allocating resources in timely manner and using various M&E tools and techniques, such as ToC.

5.4.8 Survey and Surveillance

The monitoring and evaluation system functionality was 51%, signifying slightly another half of the component had low functionality. In light of this finding, the assessment recommends the need to establish validity and reliability of survey instruments in addition to their indicators. One way of doing this is to involve experts to introduce the missing link.

5.4.9 M&E Databases

The assessment established that 50% of the monitoring and evaluation databases were functional, suggesting that the other half was not functioning in the right manner. Considering this finding, the study underscored the need for establishment of sound M&E data bases that allow various data verification steps before data are collated for evidence decision-making.

5.4.10 Supervision and Auditing

The functionality of the monitoring and evaluation system component of supervision and auditing was 51%, signifying that slightly below half of the supervision and auditing had gaps or challenges. Considering this finding, the assessment underlines the need for proper supervision and auditing of M&E activities by allocating resources and personnel to cover this function, which appeared to be missing. In addition, there should be routine sharing of results with stakeholders and M&E activities' supervision procedures should be institutionalized.

5.4.11 Research and Evaluation

The functionality of the monitoring and evaluation system component of research and evaluation was 50%, denoting that the other half had gaps. The study notes the need for dissemination of research and evaluation findings to various stakeholders, where a coordination of M&E activities should be in place to introduce the previously missing link.

5.4.12 Data Demand and Use

The functionality of the data demand and use component was 49, denoting that it was below the established standard. The assessment underscores the need for the MoP to undertake robust valuation of the information needs of the stakeholders and data demand and use should be at the art of M&E activities.

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APPENDICES

Appendix I: Budget

S/N	ITEM	UNIT	UNIT COST (Kshs)	TOTAL (Kshs)
1	Personal recorder with battery, indicator light	1	2000	2000
2	Camera	1	5000	5000
3	Headphones	1	1000	5000
4	Batteries	2 pairs	250	500
5	Memory card	1 4gb	1000	1000
6	Stationery- paper, envelopes, paper clips, ring binder, scissors		5000	5000
7	Printing and photocopying the proposal		1000	1000
8	Research permit		1000	1000
9	Photocopying questionnaires		5000	5000
10	Travel expenses		15,000	15000
11	Typing and printing the report		5000	5000
12	Binding expenses		5000	5000
13	Computer analysis		5000	5000
14	Miscellaneous		7500	7500
	TOTAL			60,000

Appendix II: Time Plan

WEEK	1-2	3	4-10	11-16	17	18-25	26-30	31-36	37-38
Writing concept paper									
Meeting the supervisor									
Writing proposal paper									
Making corrections on proposal paper									
Defense									
Data collection									
Data analysis and presentation									
Finalizing the project									
Binding final project									

Appendix III: Questionnaire

Component	Indicator areas of focus	Measurement scale				
		1	2	3	4	5
i. Organizational structure with monitoring and evaluation functions	M&E duties and responsibilities are clearly outlined in job descriptions					
	Presence of a dedicated M&E unit					
	There are legislations and policies of M&E system					
i. Human capacity for M&E functions	The staff in the M&E unit have the required skills					
	There is adequate M&E human capacity for organizational learning					
	There is regular human resource capacity building through trainings					
i. Partnership and Governance	The M&E unit has appropriate communication mechanisms concerning M&E activities					
	There are partnerships organized by the ministry					
v. National M&E plan	There are indicators in the M&E plan assessed during the inception of the plan					
	Multi-sectoral plans are incorporated into the M&E plan					
	Improved knowledge and awareness					
	Various departments of the ministry have individual M&E plans					
v. M&E costed work plan	The current year has a M&E plan					
	There are timelines for the implementation of activities					
	Each department of the ministry has a budgeted work plan					
	The costed M&E plan is incorporated into the national M&E work plan					

	The ministry has adequate resources for M&E plan activities					
	M&E activities cost has been established					
i. M&E culture, communication & advocacy	The ministry has adequate workforce who support planned M&E activities					
	The ministry regularly communicates the M&E performance					
	The stakeholders find the information from the M&E system useful					
	The ministry's top management teams are supportive and take part in M&E activities					
	M&E staff have opportunities for career development					
	Strategic plans are integrated with M&E plans					
	There is staff involvement in decision-making and management					
i. Routine monitoring	Standardized reporting forms are used by M&E units					
	There are verification processes before data aggregation					
	The variance in reports is resolved by experts					
i. Survey and surveillance	There are indicators for the survey conducted by the ministry					
i. M&E databases	There is electronic entering, storage and integration of data					
	There are steps to enhance accuracy of data					
i. Supervision and Auditing	There is documentation and sharing of results with stakeholders					

	Supervision of M&E activities has a well stipulated procedure					
i. Research and Evaluation	Existence of a register of research and evaluation activities					
	There is a unit for coordinating research and evaluation activities					
	There is routine discussion and dissemination of research and evaluation results					
	There is availability of resources for research and evaluation activities					
i. Data demand and use	There is dissemination of information to various stakeholders					
	There is routine assessment of information needs for the stakeholders					
	There is routine dissemination of information to stakeholders					

Appendix IV: Document Review Guide

Component	Document reviewed	Finding(s)
Organizational structure with M&E functions		
Human capacity for M&E		
Partnerships and governance		
National M&E plan		
M&E costed work plan		
M&E culture, communication & advocacy		
Routine monitoring		
Survey and surveillance		
M&E databases		
Supervision and Auditing		
Research and Evaluation		
Data demand and use		

Appendix V: Key Informant Interview Guide

- i. In your opinion, what are some of the challenges that the monitoring and evaluation system face?

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- ii. How has monitoring and evaluation system contributed to the improvement of policies, interventions and general programmes in your ministry?

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