



**INFLUENCE OF PARTICIPATORY MONITORING AND EVALUATION ON PERFORMANCE OF LIVELIHOOD DEVELOPMENT PROJECTS IN SOMALILAND**

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**ABSTARCT**

**Purpose:** The main purpose of this study was to examine the influence of participatory monitoring and evaluation practices on the performance of projects, with special reference to Livelihood Development Projects in Somaliland. Specifically, the study examined the influence of PM&E team capacity and PM&E planning on performance of Livelihood development projects in Somaliland.

**Methodology:** The study adopted a descriptive survey research design. The study targeted 84 respondents consisting of UNFAO resilience project team members, monitoring and evaluation team, key staff of the third-party monitoring firm and key monitoring staff of the project implementing partners. A census survey was also adopted. This study utilized a quantitative methodology that will incorporate both descriptive and inferential statistics in analysis.

**Findings:** The study found that PM&E significantly influences the performance of livelihood development projects in Somaliland. The study also established that team capacity and PM&E planning have a strong correlation with performance of Livelihood development projects in Somaliland. The study also found that team capacity and PM&E planning to have significant influence on performance of Livelihood development projects in Somaliland.

**Recommendations:**

The study recommended organization to embrace the participatory monitoring and evaluation activities to enhance project performance.

**Key words:** Participatory Monitoring & Evaluation, Team Capacity, PM&E Planning, Project Performance, Livelihood development projects.

## Background of the Study

Livelihood development projects, a type of resilience projects, just like other projects are temporary in nature with a defined start and end, contain sequence of tasks that must be completed to attain certain outcome/s. Moreover, these projects operate within certain constraints of time, money, quality, and functionality and are unique i.e. producing distinctive outcome from a one-off activity, never to be repeated exactly the same way. Resilience in our context refers to the capacity of a household that ensures stressors and shocks do not have long-lasting adverse development and livelihood consequences, (FAO, 2021). Resilience plays an essential role in sustaining and improving people's livelihood outcomes and wellbeing in the face of environmental, political, and socioeconomic shocks and stressors. Building resilience has therefore become a priority for development actors, along with understanding how to effectively measure resilience (Bahadur & Pichon, 2017).

Monitoring and evaluation, which according to (Patton, 2018) is the process used to systematically track and assess the performance and impact of programs, policies, and projects, is one of the main contributing components to project success. In addition, Muchelule et al. (2017), stated monitoring as the routine continuous tracking of project implementation performance i.e. inputs activities and outputs, while evaluation is the episodic assessment of an ongoing or completed project to determine its actual impact against the planned impact, efficiency, sustainability, effectiveness.

The involvement of stakeholders in tracking project implementation and determining the effectiveness of the intervention, known as PM&E, is essential for the success of projects (PMI, 2017). Therefore, incorporating effective M&E processes throughout the project's lifecycle is crucial in ensuring that the project achieves its intended outcomes, as highlighted by UNDP (2019). The implementation of a PM&E system that can achieve its objectives is a critical component of project management that significantly affects project delivery success (Hickey, 2004). According to UNDP (2019), Project Monitoring and Evaluation (PM&E) enables project stakeholders to participate in the monitoring and evaluation process, which promotes accountability, transparency and learning.

## Statement of the Problem

Somalia is a highly vulnerable state and remains among the top three most fragile states since 2007, (FSI, 2022). Food insecurity for Somali people comes primarily from three main shocks: conflict, natural disasters (drought, floods, cyclones, desert locust), and, more recently, COVID-19, (FAO, 2021). As a result, Somalia receives support both humanitarian and development aid from several donors. Livelihood development projects fall under the development aid as they aim to build the resilience of target communities through improved livelihoods. Attentiveness during implementation of these projects is therefore critical to ensure success and one way to achieve this is through proper monitoring and evaluation application.

Utilizing monitoring and evaluation is essential for enhancing project performance and achieving the desired objective, as its one of the most efficient project management tools and critical elements of project management. It is a prerequisite for most, if not all donor and government funded projects to include the necessary monitoring and evaluation processes, which are even sometimes a requirement of the law. However, despite the consensus among scholars and practitioners that proper PM&E leads to project success, there are still cases of project failure or projects not achieving the intended success globally and specifically in Somaliland. Surprisingly, some of the livelihood development projects in Somaliland do not achieve the intended impact in spite of a considerable monitoring and evaluation presence during the project implementation.

Many studies have been conducted on the influence of PM&E on project performance. Kathongo (2018) conducted research on the impact of PM&E on the performance of public secondary school projects in Mutomo sub-county, Kenya. In Somaliland, Abdirahman (2021) examined the impact of M&E of project performance among non-governmental organizations in Hargeisa. However, these past studies did not specifically focus on UNFAO implemented livelihood development projects in Somaliland in relation to participatory M&E.

### **Objectives of the Study**

This study aimed to examine the influence of participatory monitoring and evaluation on the performance of Livelihood development projects in Somaliland.

Specifically, the study sought:

- i. To examine influence of team capacity on performance of Livelihood development projects in Somaliland.
- ii. To assess influence of PM&E planning on performance of Livelihood development projects in Somaliland

### **Research Hypothesis**

**H<sub>01</sub>:** Team capacity has no significant influence on performance of Livelihood development projects in Somaliland.

**H<sub>02</sub>:** PM&E Planning has no significant influence on performance of Livelihood development projects in Somaliland.

### **Theoretical Review**

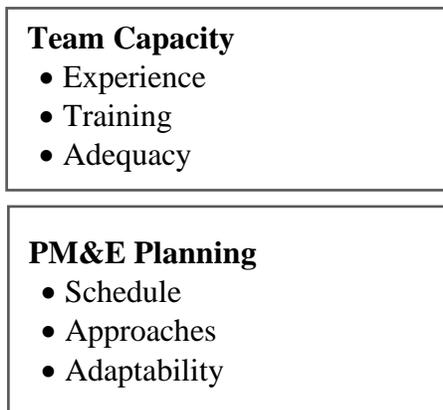
#### **Results Based Management Theory**

According to SIDA (2016), Results-Based Management (RBM), which was first implemented by the Australian government in the mid-1980s, offers general principles to be taken into account during the planning, implementation, and assessment of projects and activities. The theory is results oriented and after its introduction, it became increasingly important in the 1990s after being spearheaded by the Organization for Economic Co-operation and Development (OECD). According to SIDA (2016), RBM functions as a strategic management tool, encompassing theories related to the complete project and operations cycle, such as managing the change process from beginning to completion. Organizations around the world continue to seek clarity on how best to apply the RBM management concept. However, it is crucial to identify the appropriate tool and develop the necessary RBM skills among financing agency and project team members. The primary objective of RBM is to accomplish favorable and long-lasting results to the maximum degree achievable. According to UNDP (2019), all stakeholders supporting directly or indirectly towards the achievement of specified development results, make sure that their activities, processes, products along with output contribute to the attainment of sustainable results. Moreover, RBM delineates the objectives to be accomplished during various stages of the project and operational cycle for effective planning, follow-up, and management. Additionally, SIDA (2016), states, RBM provides the implementing team or persons the tools/methods of not only what to achieve but also how to do it. Approaches and techniques that embody the fundamental concepts of Results-Based Management (RBM) encompass a range of methods and tools such as the Logical Framework Approach (LFA), Balanced Scorecard, SWOT Analysis (focusing on internal Strengths and Weaknesses as well as external Opportunities and Threats), Lean, Total Quality Management (TQM), Theory of Change, and Outcome Mapping (SIDA, 2016). RBM is a continuous process since project inception to its completion. Once the expected results have been

agreed and execution starts, the monitoring becomes a critical exercise to facilitate sustainable results attainment. The theory was useful in linking Team Capacity and PM&E planning and how they influence performance of livelihood development projects in Somaliland.

### Conceptual framework

#### Independent Variables



#### Dependent Variable

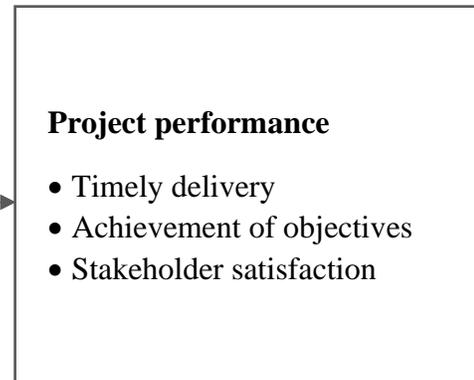


Figure 1: Conceptual Framework

### Team Capacity

Team capacity refers to the collective abilities, knowledge, and skills of a group of individuals working together towards a common goal, (Vanessa and Gala, 2011). In the context of project management, a team's capacity is vital for successfully executing tasks, meeting objectives, and overcoming challenges. According to Fapohunda (2013), to achieve effectiveness, teams must have suitable participants, possess necessary knowledge, skills, and capabilities, and have access to necessary help. Training and development can help members learn new skills, such as communication, conflict resolution, and problem-solving, and take on new responsibilities. Inadequate work skills and knowledge hinder team success. According to Nyakundi (2014), team capacity plays a pivotal role in the effective implementation of monitoring and evaluation processes within projects. M&E is a dynamic and iterative process that involves the systematic collection and analysis of data to assess a project's progress, outcomes, and impacts. To ensure the success of M&E efforts, a capable and skilled team is essential.

### PM&E Planning

Monitoring and evaluation (M&E) planning is a systematic process that lays the groundwork for effectively tracking and assessing project progress, outcomes, and impacts. It involves careful consideration of key elements, including objectives, indicators, data collection methods, and evaluation frameworks. According to the United Nations Development Programme (UNDP), M&E planning is an essential component of project management, providing a structured approach to gathering and analyzing data to ensure accountability, learning, and evidence-based decision-making (UNDP, 2019). A well-designed M&E plan helps organizations identify early warning signs of potential challenges, measure the project's achievements, and identify areas for improvement, ultimately enhancing project success.

### Project Performance

Project performance, which is the process of creating, implementing, and managing projects to achieve the desired outcome, is an important factor in determining the success of a project. However, Fowler and Walsh (1999) as cited in (McLeod et al., 2012)) asserted, there is general

lack of consensus on how to define success, lack of success and failure and despite their frequent use, such terms are perceived to be vague and difficult to measure. Moreover, Müller and Jugdev (2012), as cited in (Lamprou & Vagiona, 2018) argued on notion of what properties constitute a successful project has been much discussed in the project management field without being able to highlight a commonly acceptable definition until nowadays. Lamprou and Vagiona (2018) argued, assessing the accomplishment of a project should consider the viewpoints of varied stakeholders like clients, users, contractors, project managers, or the community. Hence, a project may be perceived as successful by some parties while others may perceive it as a failure.

## **Empirical Review**

### **Team Capacity and Project Performance**

According to Nyakundi (2014), the expertise of staff members in NGOs who work on projects funded by donors has a significant impact on the implementation of PM&E. This is because possessing the required skills is crucial for providing effective guidance in the creation of appropriate results-based performance monitoring systems. Furthermore, Nyakundi (2014) demonstrated that an increase in technical skills by one unit resulted in a 0.122 improvement in the efficiency of PM&E implementation. According to Shihemi (2016) hiring of skilled M&E technicians, adequate PM&E budget allocation and regular training of the project workforce increases the performance of projects. Competent M&E staff are also able to identify any potential issues or risks that may arise during the course of the project and be able to come up with solutions. Moreover, possessing a workforce that is well-versed in technology can be advantageous in reducing both the duration and expenses associated with a project.

### **PM&E Planning and Project Performance**

As per a study conducted by Atkinson (1999), there exists a robust correlation between project planning and its ultimate success. The study suggests that effective project planning is essential to ensure that the project aligns with the organization's objectives, complies with regulatory requirements, and delivers value to stakeholders. Similarly, a study by Well (2012) found that organizations that invested more time and effort in planning were more likely to achieve project objectives, meet deadlines, and stay within budget, further underpinning the importance of project planning. An effective project plan outlines the objectives, scope, timeline, resources, and deliverables of the project.

### **Research Methodology**

The study adopted a descriptive survey research design. A total of 84 respondents was the target population in this study. This study target population consisted of UNFAO resilience project team leaders (24), UNFAO monitoring and evaluation team (16), key staff of the third-party monitoring firm (24) and key monitoring staff of the project implementing partners (20). A census survey was adopted. The primary data was collected through Open Data Kit (ODK), an open-source online data collection platform. Primary data was collected through the use of a semi-structured questionnaire, consisting of predominantly structured main questions along with additional unstructured questions

### **Research Findings**

A census was done where 84 questionnaires were distributed to the respondents of the livelihood development projects in Somaliland. A total of 78 questionnaires were dully filled and returned giving a response rate of 92.9%.

## Descriptive Statistics

A 5-point Likert scale was used. The statistics are as follows per study variable are as follows:

### Team Capacity

The first specific objective of the study was to examine influence of PM&E team capacity on the performance of livelihood development projects. The Composite Mean of 3.59 indicated the significance of PM&E team capacity in livelihood development projects in Somaliland. Matyoko (2019) argued that M&E outcome are muchly influenced by the presence of human resources with the appropriate knowledge and skills to ensure successful implementation of projects. It is crucial to have effective PM&E experts in the organization. There is a great demand for organizations to have professionals that skilled enough and with the capacity on M&E systems well trained and have technical abilities. The UNDP (2019) emphasized the significance of having M&E expert to ensure effective M&E project outcomes. Staff working in different project levels should have practical expertise in M&E to ensure there is quality M&E. NGOs have developed numerous training manuals, toolkits and handbooks in order to enhance result-based management through strengthening of awareness in M&E.

**Table 1: Team Capacity**

<b>Team Capacity</b>	<b>SD %</b>	<b>D %</b>	<b>N %</b>	<b>A %</b>	<b>SA %</b>	<b>Mean</b>
M&E staff are frequently trained on participatory M&E	7.7	15.4	12.8	25.6	16.5	3.83
M&E staff have the required experience to handle M&E activities	8.6	10.8	18	55.2	7.4	4.00
The M&E unit has enough staff to handle the M&E activities	5	9.2	21.7	35.8	28.3	3.73
Third Party Monitoring (TPM) staff have the appropriate knowledge and skills to handle participatory M&E processes	22.5	9.2	28.3	32.5	7.5	3.35
Project team staff are frequently trained on participatory M&E	31.7	7.5	23.3	29.2	8.3	3.05
Implementing partners are frequently trained on participatory M&E	15.1	17.3	19.2	44.2	4.2	3.88
<b>Average Team Capacity</b>						<b>3.59</b>

Majority of the respondents (62.2) agreed that M&E staff have the required experience to handle M&E activities. Respondents (42.1%) also agreed that M&E staff were frequently trained on participatory M&E. The M&E unit had enough staff to handle the M&E activities as agreed by 45% of the respondents. On whether third party monitoring staff had the appropriate skills to handle the PM&E process, 40% agreed while 31.7% had contrary opinion. On whether implementing partners were frequently trained on participatory M&E, 37.5% agreed while 39.2% who were the majority disagreed. Finally, a 48.4% indicating that the implementing partners were frequently trained on participatory M&E.

## PM&E planning

The third objective was to assess influence of PM&E planning on the performance of livelihood development projects in Somaliland. The Composite mean of 3.45 suggested to some extent the existence of PM&E planning activities in livelihood development projects in Somaliland. According to PMI (2017) Planning is the management function that involves setting goals, prioritizing these goals and deciding how to achieve them. Project planning can therefore be regarded as the process of defining project objectives, determining the framework, methods, strategies, tactics, targets and deadlines to achieve the objectives and the techniques of communicating them to project stakeholders (Serrador, 2018). The M&E plan is used to systematically organize the collection of specific data to be assessed, indicating roles and responsibilities of project stakeholders. It ensures that relevant progress and performance information is collected processed and analyzed on a regular basis to allow for real-time, evidence-based decision-making; the various processes and methods for monitoring (Kerzner, 2017).

**Table 2: PM&E Planning**

PM&E planning	SD %	D %	ME %	A %	SA %	Mean
Stakeholders are involvement in preparation of the PM&E plan	6.4	10.3	38.5	24.9	12.8	3.67
The PM&E scope is discussed and approved by stakeholders during planning	8.9	35.9	19.2	25.6	10.3	3.31
PM&E tools, methodologies and strategies are discussed and approved by stakeholders during planning	12.8	16.7	35.9	34.6	0	2.81
PM&E work plan is discussed and approved by stakeholders during planning	2.6	19.2	21.8	26.9	29.5	4.02
The PM&E plan is flexible to changes based on project development	15.4	5.1	30.8	37.2	11.5	3.45
<b>Average PM&amp;E planning</b>						<b>3.45</b>

Majority (38.5%) were not sure on whether the Stakeholders were involved in preparation of the PM&E plan though only 37.7% were in agreement as compared to 16.7% who disagreed. The PM&E scope wasn't discussed and approved by stakeholders during planning as supported by a majority of 44.8% in contrast of 35.9% who felt there was involvement in approval and discussion of the project scope. On the same it wasn't clearly established whether the PM&E tools, methodologies and strategies were discussed and approved by stakeholders during planning as a majority of 35.9% were not sure in contrast to 34.6% who were in agreement. However, majority of the respondents (56.4%) that the PM&E work plan was discussed and approved by stakeholders during planning. On the flexibility of the PM&E plan to changes on project development, a majority of 48.7% were in agreement.

## Project Performance

The main objective of the study was to examine the influence of participatory monitoring and evaluation on the performance of livelihood development projects in Somaliland. The average mean of 3.42 didn't provide significant statistical evidence to suggest how PM&E has influenced

performance of livelihood development projects in Somaliland. According to Kamara and Muturi (2017) Participatory approach in management of organization project is crucial in decision making. It is anchored on the desire to involve those who may be affected more by specific projects. This is because failure to incorporate their input would lead to demand for their participation. Meaningful stakeholder's participation is possible when organizations are privy to how decisions in absence of stakeholders would injure their performance. Monitoring enhances project management decision making during the project implementation hence increasing the chances of good project performance (Ananga, Njoh, Anchang, & Akiwumi, 2016).

**Table 3: Performance of Livelihood Development Projects**

<b>Project Performance</b>	<b>SD %</b>	<b>D %</b>	<b>ME %</b>	<b>A %</b>	<b>SA %</b>	<b>Mean</b>
Implementation of participatory M&E has contributed to completed resilience projects meeting the expected scope and quality standards	11.5	21.8	7.7	34.6	24.4	3.48
Through participatory M&E, resilience projects are completed within the planned budget.	14.1	19.2	35.9	16.7	14.1	3.28
Implementation of participatory M&E has contributed to timely completion of resilience projects.	14.1	21.8	15.4	30.1	18.6	3.63
Implementation of participatory M&E has played a significant role in ensuring concluded resilience projects attain their desired goals and objectives	10.3	24.9	30.1	24.4	10.3	3.26
Involvement of stakeholders in participatory M&E contributes to their satisfaction with performance of resilience projects	12.9	15.4	26.9	33.3	11.5	3.45
<b>Average Project Performance</b>						<b>3.42</b>

Majority (59%) of the respondents agreed that implementation of participatory M&E has contributed to completed resilience projects meeting the expected scope and quality standards. Respondents (35.9%) were undecided on whether through participatory M&E, livelihood development projects were completed within the planned budget. On the same 33.3% disagreed while only 30.8% were in complete agreement. Implementation of participatory M&E has contributed to timely completion of resilience projects as reported by 48.7% of the respondents. The respondents didn't clearly agree on whether implementation of participatory M&E has played a significant role in ensuring concluded livelihood development projects attain their desired goals and objectives as only 34.7% agreed while 35.2% disagreed and 30.1% were undecided. Finally, a majority 44.8% of the respondents agreed that involvement of stakeholders in participatory M&E contributed to their satisfaction with performance of livelihood development projects.

### **Inferential Statistics**

#### **Correlation Analysis**

Pearson correlation analysis ( $r$ ) was used to determine the strength of association between independent variables (Team Capacity and PM&E Planning) and the dependent variable (Project Performance). Team Capacity has weak positive significant correlation with Performance of livelihood development projects in Somaliland ( $r = .295$ ,  $\text{sig} = .009$ ). Gathege and Yusuf (2019) also supported that M&E Capacity positively influenced projects. PM&E Budgeting has a weak positive correlation with livelihood development projects in Somaliland ( $r = .352$ ,  $\text{sig} = .002$ ). PM&E Planning has a weak positive significant correlation with livelihood development projects in Somaliland ( $r = .381$ ,  $\text{sig} = .001$ ). Wekesa and Maurice (2021) found participatory planning to have a positive association to project sustainability in youth funded projects in Nairobi and Bungoma Counties. Stakeholder Participation has a weak positive significant correlation with livelihood development projects in Somaliland ( $r = .344$ ,  $\text{Sig} = .002$ ). The findings are also in line with Aupe and Sagwa (2020) also found a significant moderate positive correlation between stakeholder participation in M&E and sustainability of water projects in Kwanza Trans Nzoia County.

**Table 4: Correlation Analysis**

		<b>Project Performance</b>	<b>Team Capacity</b>	<b>PM&amp;E Planning</b>
Project Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	78		
Team Capacity	Pearson Correlation	.295**	1	
	Sig. (2-tailed)	.009		
	N	78	78	
PM&E Planning	Pearson Correlation	.381**	.239*	1
	Sig. (2-tailed)	.001	.035	
	N	78	78	78

### Simple Linear Regression

Simple linear regression to determine the relationship between the independent variables and the dependent variable.

#### Team Capacity and Project Performance

From Table 5 below,  $r$  (.295) shows a relatively weak correlation between the predictor variable of Team Capacity and Performance of livelihood development projects in Somaliland. The coefficient of determination  $R^2$  (.087) implies that Team Capacity explains 8.7% change of Performance of livelihood development projects in Somaliland.

**Table 5: Model Summary for Team Capacity**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.295 <sup>a</sup>	.087	.075	.78982

a. Predictors: (Constant), Team Capacity

The ANOVA test revealed that Team Capacity has a significant influence on the Performance of livelihood development projects in Somaliland since the P-value (0.009) is less than the significance value of 0.05. The F-Calculated (1, 76) = 7.268 which is greater the F-Critical (1, 76)

=3.966. This implies that Team Capacity to some extent is significant in explaining the change of Performance of livelihood development projects in Somaliland. Table 6 below shows the ANOVA results for the Team Capacity.

**Table 6: ANOVA Test for Team Capacity**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.534	1	4.534	7.268	.009 <sup>b</sup>
	Residual	47.410	76	.624		
	Total	51.945	77			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Team Capacity

The regression coefficients were as shown in Table 7 below. Team Capacity significantly influences Performance of livelihood development projects in Somaliland P-value (.009 < 0.05). Team Capacity also influences Performance of livelihood development projects in Somaliland by 29.5% as affirmed by r (.295) in the model summary. The  $\beta$  (.270) indicates a positive and a direct relationship between Team Capacity and Performance of livelihood development projects in Somaliland i.e. a unit increase in Performance of Performance of livelihood development projects in Somaliland needs .270 of Team Capacity

The model can be fitted as below

$$Y = \beta_0 + \beta_1 X_1 + e \dots \dots \dots (i)$$

$$\text{Project Performance} = 2.607 + .270 \text{ Team Capacity} \dots \dots \dots (ii)$$

**Table 7: Regression Results**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.607	.357		7.305	.000
	Team Capacity	.270	.100	.295	2.69	.009

a. Dependent Variable: Project Performance

### PM&E planning and Project Performance

From Table 8 below, r (.381) shows a weak correlation between the predictor variable of PM&E Planning and the dependent variable Performance of livelihood development projects in Somaliland. The coefficient of determination  $R^2$  (.145) implies that PM&E Planning explains 14.5% change of Performance of livelihood development projects in Somaliland.

**Table 8: Model Summary for PM&E Planning**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.381 <sup>a</sup>	.145	.134	.76438

a. Predictors: (Constant), PM&E Planning

The ANOVA test revealed that PM&E Planning has a significant influence on the Performance of livelihood development projects in Somaliland since the P-value (0.001) is less than the

significance value of 0.05. The F-Calculated (1, 76) = 12.905 which is greater the F-Critical (1, 76) = 3.966. This implies that PM&E Planning to some extent is significant in explaining the change of Performance of livelihood development projects in Somaliland. Table 4.20 below shows the ANOVA results for the PM&E Planning.

**Table 9: ANOVA Test for PM&E Planning**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.540	1	7.540	12.905	.001 <sup>b</sup>
	Residual	44.405	76	.584		
	Total	51.945	77			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), PM&E Planning

The regression coefficients were as shown in Table 10 below. PM&E Planning significantly influences Performance of livelihood development projects in Somaliland P-value (.001 < 0.05). PM&E Planning also influences Performance of livelihood development projects in Somaliland by 38.1% as affirmed by  $r$  (.381) in the model summary. The  $\beta$  (.477) indicates a positive and a direct relationship between PM&E Planning and Performance of livelihood development projects in Somaliland i.e. a unit increase in Performance of Performance of livelihood development projects in Somaliland needs .477 of PM&E Planning.

The model can be fitted as below

$$Y = \beta_0 + \beta_3 X_3 + e \dots \dots \dots \text{(iii)}$$

$$\text{Project Performance} = 1.908 + .477 \text{ PM\&E Planning} \dots \dots \text{(iv)}$$

**Table 10: Regression Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.908	.462		4.129	.000
	PM&E Planning	.477	.133	.381	3.592	.001

a. Dependent Variable: Project Performance

## Hypothesis Testing

### **H<sub>01</sub>: Team capacity has no significant influence on Performance of Livelihood Development projects in Somaliland**

From the regression results in Table 7 on Team Capacity, the  $t$ -calculated 2.69 >  $t$ -critical (1.9918) further, P-value (.026) < 0.05 indicating that Team Capacity in PM&E in this study significantly influences Performance of Livelihood Development projects in Somaliland. Thus, we reject the null hypothesis and conclude that Team Capacity has a significant influence on Performance of Livelihood Development projects in Somaliland.

## PM&E Planning

### **H<sub>02</sub>: PM&E Planning has no significant influence on Performance of Livelihood Development projects in Somaliland**

From the regression results in Table 10 on PM&E Planning, the t-calculated (3.592) > than t-critical (1.9918) further, P-value (.001) < 0.05 indicating that PM&E Planning in PM&E in this study significantly influences on Performance of Livelihood Development projects in Somaliland. Thus, we reject the null hypothesis and conclude that PM&E Planning has a significant on Performance of Livelihood Development projects in Somaliland.

### **Conclusion of the Study**

The first objective of the study was to examine the influence of PM&E team capacity on Performance of livelihood development projects in Somaliland. The study found that Team Capacity has a negative significant association with Performance livelihood development projects in Somaliland. the study thus concludes that Team Capacity has significant influence on performance though in this study it has a negative relationship. The findings are contrary to Waiyaki and Yusuf (2023) who found a direct positive insignificant influence between M&E Capacity and performance of NGOs projects in Kiambu County. Other studies also have found a positive significant relationship and influence between team capacity and project performance. Kibe (2018) found stakeholders training in M&E community development projects to influence project performance. Gathege and Yusuf (2019) also found M&E human capacity to influence sustainability of women-based agriculture projects in Uasin Gishu County.

The second objective was to assess the influence of PM&E Planning on Performance of livelihood development projects in Somaliland. the study found PM&E planning to have a significant influence on performance of livelihood development projects in Somaliland. The study therefore concludes that PM&E planning has a significant influence on performance of livelihood development projects in Somaliland. the findings also concur with Hubert and Mulyungi (2018) who found that M&E planning significantly influenced performance of projects in Rwanda. Similarly, Waiyaki and Yusuf also found PM&E planning influence performance of NGOs projects in Kiambu County. In another study, Ngundo (2018) also found M&E planning also significant influenced the implementation of government funded projects in Machakos County.

### **Recommendation**

The study recommended for participatory monitoring and evaluation in projects and in specific community development projects in order to ensure there is enhancement of performance. Projects should adopt PM&E practices in planning, budget estimations, as well as evaluation of the project outcomes. The study also recommends for adequate M&E support through identification of tasks and skills needed for the M&E activities, assessment of the skills of the project team members, specify the extent of local stakeholders' participation, assigning of role and responsibilities to the various team members, recruitment to fill the skill gaps, identification of the training needs and areas, and giving attention to local capacity in M&E. The study recommends project-based organizations to fully plan for PM&E in terms of resources, communications and Key performance Indicators to ensure the interests of stakeholders are addressed throughout the entire project life cycle. By doing so, PM&E helps develop a sense of ownership and belongingness and this will ensure there is satisfaction.

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