

**INNOVATIVE PROGRAMME MANAGEMENT PRACTICES IN
HUMANITARIAN ACTION AND ITS IMPACT ON QUALITY
OF PROGRAMME: A CASE OF NORWEGIAN REFUGEE
COUNCIL, SOMALIA**

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of the Award of the Degree of Master of Arts in Project Planning and
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DECLARATION

I declare that this research project is my original work and has not been presented for a degree in any other university. All references made to works of other persons have been duly acknowledged.

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SUPERVISOR'S APPROVAL

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DEDICATION

This research project is dedicated to my late Mother, Magdalene Murichu for her inspiration and to my wider family for the support during study period and in the development of this paper.

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ABBREVIATION AND ACRONYMS

FCAS	Fragile and Conflict Affected State
M&E	Programme management practices
NGO	Non-Governmental organisation
OCHA	Office for the Coordination of Humanitarian affairs
UN	United Nations
UNDP	United Nations Development Programme

ABSTRACT

Despite access constraints, contextual and programmatic risks linked to the operating environment in Somalia, project implementation is ongoing, resources utilized, and reporting conducted. However, despite the implementation of programme management practices plans, the country continues to register delays in implementation and completion of humanitarian projects and triangulation of data from the field is near impossible; programme quality cannot be guaranteed in such a context. A necessary shift in programme management practices in this context proved necessary and was aided by the changing technological landscape including increased telephone and radio coverage, satellite capabilities coupled with the need for remote management in fragile and conflict affected environments as well as improvement in programme management practices capabilities. Objectives were to determine the need and influence of real time learning on programme quality; to establish the link between remote management requirements on programme quality; to investigate access to stakeholders and its influence on programme quality and to examine the influence early warning has played in on programme quality. The study was anchored on the Theory of Diffusion of Innovation approaches and the theory of Disruption of Innovation approaches. The target population consisted of NRC regional and Somalia country office staff. The target population covered both direct project management and administrative and support staff. A sample size of 98 was arrived at for this study and probabilistic sampling technique was adopted. The research used a questionnaire as the main data collection instrument. The study involved both qualitative and quantitative data. After the data was edited, it was thematically coded. Descriptive statistics including percentages, frequencies, standard deviations and means were utilized to ensure that quantitative data for dispersion were measured and analysed. The study established that a positive and significant relationship existed between the predictor variables (real time monitoring, remote management, access to stakeholders and early warning systems) and the outcome variable – programme quality in Norwegian Refugee Council, Somalia as denoted by beta coefficients of 0.712, 0.668, 0.761 and 0.806 (all had $p < 0.05$), respectively. This implied that real time monitoring, remote management, access to stakeholders and early warning systems were critical humanitarian action programme management components that had a significant positive influence on adoption of innovative approaches in programme management practices in Norwegian Refugee Council, Somalia.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Programme quality is the success criteria pegged on a programme and is assessed through monitoring and evaluation. The continued process of providing information to the management and stakeholders on the progress and challenges that are being experienced in an ongoing project is called monitoring (UNDP, 2002). The process of measuring achievement of an outcome and ensuring that a project is successful; done systematically and objectively is defined as evaluation. The process of evaluation is a continuous process where the progress of a project is assessed to ensure the outcome is achieved (UNDP, 2002).

The United Nations Development programme (UNDP) state that monitoring and evaluation help improve performance and achieve results through the measurement and assessment of performance in order to more effectively manage the outcomes and outputs known as development results (UNDP, 2002). The need to demonstrate results has therefore placed new demands on monitoring and Evaluation. It's no longer enough to know that programmes are on track or conduct midterm and end term evaluations to assess project effectiveness, more efficient and effective approaches for getting information from programmes, improving speed in decision making and making real time changes have necessitated the need for innovating in monitoring and evaluation.

Programme management practices has gained major ground in the last 15 years in shaping the way projects are implemented and decisions made. One of the major areas of improvement has been the move towards real-time monitoring, evaluation and decision making. The challenge however has been on how to ensure the information gathered is captured quickly, analysed almost immediately and passed on to decision makers. In many instances the field teams who do not have decision making authority have different information as compared to that in the headquarters limiting the amount of technical input for effective decision making at the senior level.

The cycle of disasters has shortened over the last few years and, has led to a serious rethink on how innovative programme management approaches are applied. The 2010 Haiti earthquake had catastrophic consequences, both in the number of lives lost, damage to infrastructure and interruption to basic services, in a matter of seconds the city of Port au Prince was at a standstill. In this instance, Map action provided maps detailing access routes in order to reach people in need, Map action was also involved in the Pakistan flood 2010, the Vanuatu floods of 2015, and Nepal Earthquake in 2015 (Digital Humanitarian Network, 2016). Humanitarian actors continue to rely on Map action in large scale humanitarian emergencies to offer logistical and access information (Map Action , 2019).

In Nepal, drones were used to collect pictures of the devastation caused by the earthquake and composite pictures were developed to provide a three-D model of a damaged hospital providing information on how to get it back to operations. In Tanzania, Unmanned aerial vehicles (UAVS) have been used to map out flood prone areas in Dar-e-Salaam that was used to develop a model of flood prevention (Digital Humanitarian Network, 2016). These new approaches to programme management practices are shaping the way projects are being implemented and have created a nexus between traditional needs and emerging needs for programme management, which is ever so crucial in fragile and conflict affected states.

Humanitarian work aims at providing lifesaving support to the most at need persons and purposes to reach those affected by disaster with the right support at a shortened response time; in order to save lives and protect livelihoods. This can only be a reality with improved information gathering, analysis and dissemination that is a result of changes in the programme management practices field. In countries like Somalia, Afghanistan, sierra Leone, Democratic Republic of Congo and parts of Pakistan whereby access to beneficiaries is hampered by security concerns and logistical challenges and high illiteracy levels lead to communication barriers, the normal approaches to programme management practices have proved ineffective; a new approach to monitoring in fragile and conflict affected states is required (Department for International Development, 2011). This gap led to the rise of innovative approaches as a necessary solution to the day to day field challenges.

Paradoxically, the level of programme management practices and structures put in place in Somalia to support effective programme management practices (M&E) is better than most other countries in the region; with it being a fragile and conflict affected state (FCAS) there is a stronger need to minimise risk (Department for International Development, 2013) . It's arguable that the same challenges facing Somalia are the breeding grounds for innovative approaches. This has been made possible by understanding the risks associated with operating in a high volatility environment and crafting commensurate strategies that are aligned to addressing and to the extent possible reducing the residual risk to acceptable levels. Innovative approaches in programme management practices is a big part of risk management.

The study focus is on Somalia which offers an interesting case study as an FCAS country. Until 2010, Somalia had not had a functional government since 1991 following the fall of the Said Barre regime, Clan militia, the rise of the terror group Al-Shabab, its affiliation to Al Qaeda and most recently the affiliation to Islamic State (daesh) in Somalia (DefenseNews, 2015). Additionally, poor infrastructure and the harsh environmental conditions coupled with cyclical climatic and manmade conflicts make it one of the most dangerous places in the world for humanitarian worker to operate in. Political vested interests, corruption and lack of respect to international humanitarian law are also evident in Somalia. Therefore, business as usual cannot be the modus operandi in a context like Somalia.

Somalia has one of the worst human development indexes in the world (Jehan, 2016). It's falls among the bottom five on any one development index picked. The country is home to over 1.1 million internally displaced persons, over 1 million refugees spread in the Horn of Africa region and with over 5 million people (over 41% of the population) in need of Humanitarian support (OCHA U. N., 2016). With the outlined contextual challenges, Somalia paints a picture of a country that is almost impossible to work in. However, Humanitarian and development projects are taking place in the country albeit by employing high levels of risk mitigation strategies and mostly thinking out of the box.

The Somali environment lends itself to innovative approaches due to its long history of civil conflict, inaccessibility to international humanitarian workers and cyclical displacements caused by both manmade and natural hazards. This study aims at going to depths in understanding why

humanitarian agencies are moving from the classical Programme management practices, approaches and tools and adopting new approaches and technologies. The study will look at how the advent of new technology aids programme management practices to change the way humanitarian projects are implemented and results attained and measured within the scope of effective programming.

1.2 Problem statement

Despite access constraints, contextual and programmatic risks linked to the operating environment, project implementation is ongoing, resources utilized, and reporting conducted. However, despite the implementation of programme management practices plans, the country continues to register delays in implementation and completion of humanitarian projects and triangulation of data from the field is near impossible. In such contexts special considerations must be paid to the ways of working and this does affect the adopted approach. It's arguable that approaches to programme management practices have changed with humanitarian agencies incorporating innovation to speed up data collection, analysis, information relays and decision making and address special circumstances in their areas of operation. This shift has been aided by the changing technological landscape including increased telephone and radio coverage, satellite capabilities coupled with the need for remote management in fragile and conflict affected environments. This study seeks to establish the causal linkages between programme management practices and the quality of the programme in the fragile and conflict affected state of Somalia.

In volatile environment no single solution is fully effective in ensuring programme quality. A flexible approach responding to contextual needs is crucial. Mixed results at the outcome level have been attributed to ineffective integration of programme management practices to aid in learning and agile programming. Implementation of humanitarian projects in FCAS has been plagued with challenges including financial mismanagement, operational and contextual challenges limiting attainment of project objectives. The office of the United Nations Humanitarian Coordinator indicates that with over 2 billion people living in FCAS, FCAS pose specific challenges linked to rapid urbanization and population growth (OCHA, 2019). This has resulted in poor implementation of projects and stalled or abandoned mega projects altogether (GOK, 2016). The World Bank (2014) outlined performance of humanitarian projects

in Somali and other FCAS are plagued with delays in implementation and the quality of programmes weak.

Previous analysis identified institutional framework, training, stakeholder participation, budgetary allocation, politics, M&E tools, planning, and skills of staff on ground as factors influencing quality of programmes delivered in humanitarian contexts (Department for International Development, 2011). Previous studies focused on various factors influencing project management in organizations but did not cover how the aspect of adoption of innovative programme management practices improved quality of delivery. These leverages technological advancement and improved analytical abilities directly benefitting programme implementation and quality of delivery. The current study will fill the gap by investigating the innovative programme management practices in humanitarian action and its impact on quality of programme: a case of Norwegian Refugee Council, Somalia

The Norwegian Refugee Council (NRC) is an independent International humanitarian agency working in over 30 countries. The NRC was formed to help save lives and rebuild futures for persons affected by displacement.

1.3 Purpose of the study

The purpose of this study was to investigate innovative programme management practices in humanitarian action and its impact on quality of programme: a case of Norwegian Refugee Council, Somalia.

1.4 Objectives

The study aimed to achieve the following objectives:

- i. To determine the need and influence of real time learning on programme quality
- ii. To establish the link between remote management requirements and programme quality
- iii. To investigate access to stakeholders and its influence on programme quality
- iv. To examine the influence early warning has played in programme quality

1.5 Research questions

- i. How does real time monitoring, and evaluation influence programme quality?
- ii. How does the need for effective remote management influence programme quality?
- iii. How does access to stakeholder's influence programme quality?
- iv. How does the need for early warning impact programme quality?

1.6 Significance of the study

UNDP contends that innovative approaches in programme management practices has led to more frequent assessments and evaluation that aid in the testing of theories of change (UNDP, 2013). Theories of change make associative assumption between project activities outputs, outcomes and impact of a programme. Theories of change assume that the desired outcome and impact will be achieved should all the proper steps be followed. Innovative approaches in programme management practices provides the catalytical data collection and analytical power to attain this measurement. This study examines why innovative approaches are being adopted, why it's useful and where and how it is deployed. This is crucial at both a policy formulation level in setting the programme management practices strategy for both current and future engagements; and within an academic lens to view the programme management practices as guided within the confines of specific principles with the tools and approaches evolving. The study aims to increase awareness of and outline reasons for use of innovative approaches in monitoring and evaluation, with the major aim that informed decision making at project management level will lead to improved results from the projects.

1.7 Delimitation of the study

This study focussed on Norwegian Refugee Council which is an international humanitarian organization with a wide donor base translating to millions of dollars in annual budget. This is not the same realities for smaller and national non-governmental organisations which in most instances end up acting as downstream partners to larger NGO's. By focussing on an international organisation, the study did not offer the full picture on context and operational realities faced by all humanitarian actors in fragile and conflict affected states.

1.8 Limitations of the study

This study was conducted in Nairobi with remote access to NRC field staff in Somalia; it was based on secondary literature review and primary interviews with respondents. Based on security situation, no site visits were conducted in Somalia to affirm how monitoring and evaluation activities were conducted by the organization. The study was therefore highly reliant on first-hand knowledge of organization staff involved in project management. The paper did not go into major details on how various innovative approaches were used but focused on why the agency chose to adopt the innovative approaches in its operations.

1.9 Assumptions of the study

The study made the assumption that the humanitarian agency staff would answer openly to the reason behind adoption of innovative approaches in programme management practices and especially in a fragile state. Somalia has been without a functioning government for over 20 years after the fall of SiadBarre. This led to collapse of formal governance structures, rise of the al Shabab group who are notorious in curtailing humanitarian activities (Zimmerman, 2011). Contextual challenges limit organizational oversight which impact on programme success at the output, outcome and impact level which are sensitive topics for an agency to reflect on.

1.10 Definition of significant terms

Innovative programme management practices; approaches adopted by the organisation for day to day running of projects.

Programme quality: the success of the programme as measured against its initial ambitions

Equity: Ensuring every person who should be reached by the programme benefits from it without any discrimination or bias that may disadvantage them in anyway

Fragile and conflict affected states: complex, difficult and dangerous countries to work in due to compounded effects of social and political conflict

Humanitarian agency; refers to non-profit organizations that were formed to support provision of lifesaving and basic services to populations in crisis based on the principles of Humanity, impartiality, Independence, Neutrality

Innovative approaches; refers to new ways and application of new tools in conducting programme management that aim at improving service delivery through positive impact on economy, efficiency, effectiveness and equity measures.

Remote management: a change in location of staff from day to day interaction with projects leading to a change in operational modality where programme staff are not physically present where projects are taking place but are still managing it in line with project management principles

Value for money; a measure of return on investments at economy, efficiency, effectiveness and equity levels in programming.

1.11 Organization of the study

The report is structured around the research question, what are the factors influencing programme quality. It assesses the programmatic function, the impact and some of the tools and approaches applied in programme management practices that encompass innovative approaches.

The introduction includes a brief context analysis of classical programme management practices as compared to new approaches that involve use of technology and new approaches. Chapter 2 consolidates the literature review synthesizing available knowledge of innovative approaches in programme management practices and the impact they have had in programme management practices and programme management. Chapter 3 -outlines the methodology of the study. Follows a step by step description of how the study was organized. Chapter 4-analysis looks at the findings of data collected from the subject humanitarian agency. It highlighted the organizations take either positive or negative on innovative approaches in programme management practices chapter 5 summarised the findings of the study. It drew from the analysis to highlight whether, how and where the functions of humanitarian agencies can be enhanced through optimization of innovative programme management practices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the available literature on innovative approaches in programme management practices by focussing on secondary data available on the subject. The chapter focused on a presentation of literature review the study objective, a theoretical framework, and conceptual framework and explain the relationship between the variables. An analysis of gaps in available literature and a summary of the literature review was provided.

2.2 Adoption of Innovative approaches in Programme Management

Adoption of innovative approaches is a by-product of the intention to run economical, efficient, effective and equitable programmes. Innovative approaches in programme management practices (M&E) offers the practitioners the platform to achieve this goal. Due to the fast-changing operating environment, higher demands placed on monitoring and evaluation, shrinking humanitarian funding and increased challenges in reaching affected persons in fragile and conflict-affected states, innovative approaches is a practical way to attain programme objectives (Tisdall, 2013). Practitioners are not only interested in results but are focussed on achieving sustainable outcomes.

The need to demonstrate sustainable outcomes has necessitated a shift in the way programme management practices is conducted and has contributed to innovative approaches in monitoring and evaluation (UNDP, 2013). In FCAS, the civil society movements advocate for accountability and impact demonstrations from the millions of dollars invested in humanitarian action over the year. This indicates growth in the sector contributing towards consistent accurate information from the field and hence continued innovative approaches in monitoring and evaluation.

The above need led to creation of the digital humanitarian network (DHN) to contribute to ending human suffering during a crisis through extensive application of technology and analytical power in monitoring and evaluation. The Purpose of DHN is to leverage digital volunteers to support 21st century humanitarian response (Digital Humanitarian Network, 2016). DHN provides real time monitoring of mainstream and social media, rapid geo-location of event-data and infrastructure data, creation of live crisis maps for decision support, and data mapping, cleaning and analysis, Global information systems (GIS) and big data analysis, satellite

imagery tagging and tracing and time-sensitive web-based research (Digital Humanitarian Network, 2016). The Digital humanitarian network congregates a range of various service providers to a single and easily activated platform and shows the range of possible tools that can be employed during a crisis to ensure a more effective response.

2.3 Adoption of Innovative approaches in Programme management

This section reviews available information linked to the variables in the study. The information is an analysis of periodicals, books and publications on the topic of innovative approaches and use of innovative approaches in programme management practices of humanitarian programmes.

2.3.1 Real-time Monitoring and Evaluation and its impact on programme quality

Humanitarian operations are fast paced with frequent changes to information at hand. Access information following an earthquake is subject to change on a rolling basis as exemplified by occurrences in Nepal and Haiti (Habitat for Humanity, 2019). Additionally, information validity and reliability is time sensitive depending on the crisis and as such a need for rapid real time approaches. Therefore, Real time M&E and reporting leading to enhanced speeds in management decision making and turnaround time for response is critical for saving lives and protecting livelihoods in rapid onset emergencies and humanitarian work.

Over the years, The Digital humanitarian network has provided humanitarian workers with the latest information (Digital Humanitarian Network, 2016). This information ranges from the Haiti earthquake response to the Vanuatu flooding through provision of high quality frequently updated maps, access routes, satellite imagery and advice (Digital Humanitarian Network, 2016). These elements of real-time analytics are important for ensuring the agency has up to date information to aid decision making on the most appropriate programming approaches to address the needs on the ground.

To support connectivity between field and headquarter teams, the World Food Programme leads the emergency telecommunication cluster which is responsible for ensuring humanitarian worker are able to communicate at the field and with HQ in case of a large scale humanitarian emergency (Emergency telecommunication cluster, 2017). This is critical in environments with poor

communication infrastructure like South Sudan or where the infrastructure has been heavily damaged like in Haiti during the earthquake.

Additionally, Humanitarian Robotics and Unmanned aerial vehicles (UAV's) have played an unprecedented role in shaping the way aid is delivered by supporting provision of real time evaluation and monitoring (Digital Humanitarian Network, 2016). From Vanuatu, Nepal and Haiti UAV's mounted with Cameras, collect information that is relayed immediately back to a command station for analysis. UAV with heat detecting sensors have also been used in the past to ascertain human presences and movement. This has been especially critical in areas where access is limited. Access challenges are a result of conflict or presence of militia like Al Shabab and Daesh in FCAS, infrastructural damage as exemplified by the massive destruction in Haiti following the 2010 earthquake or where the risk is too high for the first wave of responders which can be due to toxins like nuclear waste or diseases including haemorrhagic fevers. In 2018, more instances of layered programming approach with UAV supporting real time learning, and in some instances providing the needed help were recorded (Hub, 2018).

Moreover, organizations with centralized decision-making structures are in dire need of real time monitoring and evaluation services. For these organizations, a decision has to go up the chain of command before execution of an activity can be actualized on the ground. In such instance's decision making is labour intensive due to the slow pace of information flow especially in areas with poor communication infrastructure. According to Altay and Melissa (2014), most humanitarian crisis occurs in such contexts. Getting an effective information flow in place is therefore critical for humanitarian action. The critical path for decision making and implementation in organizations with centralized structures would not cope with a fast-paced response. Real-time monitoring and evaluation can be the difference between life and death or the ability for persons to bounce back to an almost normal way of life after a disaster. It essentially ensures the field staff and persons impacted by a disaster are reached and their needs articulated and shared (Herson & Mitchell, 2006). By having information on how many people are in need, resources can be quickly mobilized to respond.

2.3.2 Remote Management and its impact on programme quality

Remote management refers to the practise of having project implementation team and management in separate locations to where the project is being implemented. A key characteristic of remote management is decision making is made away from the centre of programme implementation. It's an operational response to contextual challenges that make it impossible for an organization or part of its staff to operate in a specific environment. Remote management offers risk management in challenging operational contexts. Insecurity is one of the major contextual contributors to the need for remote management (Stoddard, Harmer , & Renouf, 2010).

The Somalia NGO consortium has a membership of approximately 200 agencies working in Somalia (Somali NGO Consortium , 2015). However, majority of agencies both international and national have their country headquarters based in Nairobi due to challenges posed by working in Somalia including limitations on movement and coordination in Somalia. Donors, United Nations and Non-governmental agencies have their offices in Nairobi. Day to day interaction and meetings mainly occur in Nairobi instead of Mogadishu and other cities in Somalia. It's therefore imperative that these teams have a robust programme management practices approach that will fulfil the organizations functions and beneficiary expectations in terms of standard of response, utilization of resources and feedback to stakeholders. The approach adopted must positively contribute to organizational business continuity.

The above is critical in volatile environments where the lives of those benefitting from humanitarian aid as well as the humanitarian staff is at jeopardy. In such context controls wrestles between government and militia forces on an ongoing basis necessitating a fluid approach to programme implementation monitoring and evaluation. Remote management has graduated from use at the fringes as a last resort to a standard approach in FCAS (Herbert, 2014). Remote management makes it imperative for humanitarian to use innovative approaches for coordination between the field offices the country and the regional or headquarters take place.

Remote management has been revolutionized by use of digital data gathering which has evolved to the use of mobile phones for data collection and transmission instead of using pen and paper. This has been extensively used across the world and has proven reliable. Improved communication

channels further support remote management by linking field teams with decision makers and for distribution of analysis. The most widely used form of communication to aid in remote management apart from telephony has been skype which is used to share documents, place calls including to a group of persons in various localities or make video calls. This offers the field and HQ teams the opportunity to coordinate on a regular basis offering development on ongoing projects and ongoing managerial backstopping and technical oversight.

Management oversight and guidance is aided by innovative approaches which offer the best solution to working in challenging environments. With expatriate staff being unable to go to the field in places like Syria, Afghanistan and Somalia, being connected to the field teams through a knowledge database that encompasses reporting, real-time field updates and analysis leads to streamlined decision making. For example, a water engineer reviewing photos shared through a mobile phone on the possible river breakage points with possibility of causing a flood can recommend the best course of action to the field teams without being physically on location.

A case example of remote management aided by innovative approaches is the capacity of the world food programme to make changes to beneficiary entitlements remotely based on incoming data (World Food Programme , 2014).

2.3.3 Access to Stakeholders and its impact on programme quality Humanitarian responses stakeholders encompass donors, beneficiaries, non-governmental agencies, government and the private sector players. The needs of these stakeholders vary and each of them has to be satisfied for an effective programme to be attained. The beneficiaries would be most interested in when they will receive aid and the quantities of the aid. The government bodies at the federal, state and regional levels are interested in ensuring as many of the affected persons receive aid, on time and as specified and that social safeguarding approaches are taken to account (HAP International, 2010). Accountability for the aid is also important for government bodies especially in areas where they are a huge player as exemplified in health and social safety nets programmes.

Consultation with the stakeholders is a key ingredient for running effective programmes taking to account equity within the geographical area and demography of persons being supported. programme management practices functions in these instances are important to ensure the voice of the voiceless in society is heard and informs programming approaches that will be of benefit to

them (CDAC Network , 2018). To attain effective levels of coverage and access to all stakeholders, innovative approaches must be employed as a critical element of programming in fragile and conflict affected countries. Mobile phone technology, social media and mass media have opened up the access to the people being served, the people providing support and those working in the frontlines like never before. Somalia offers an interesting dichotomy of it being one of the poorest countries in the world yet having a vibrant telecommunication and radio infrastructure offering opportunity to interact with stakeholders (Africa's Voices, 2019)

Third party monitoring refers to the use of non-agency staff herein referred to as the third party to collect data and verify that implementation of programmes took place (Sagmeister & Steets, 2016). This approach has been used extensively in challenging environments including Syria, Afghanistan and Somalia. In such environments access by humanitarian agency staff is limited and the risk associated with data collection and field verification is passed down to a service provider. The partnership leads to a joined-up approach in programme programme management practices and closer linkage with the communities being served.

Constant communication with the community being served increases the organizational acceptance by the community and as such a level of trust develops leading to a protected status for the agency. This has been witnessed in Somalia and Afghanistan whereby local leaders will negotiate for release of seized commodities back to the agency operating in the area from militia when an abduction or liberation of commodities occurs.

The International NGO safety organization (INSO) operates in fragile and conflict states and currently has operation in eleven countries; Afghanistan, Central African Republic, Democratic Republic of the Congo, Iraq, Kenya, Mali, Nigeria, Palestine, Somalia, Syrian Arab Republic and Ukraine (INSO, 2015). The INSO access map for Somalia and its other operating contexts provides a grim analysis of the access challenges humanitarian workers face. Without negotiated access and acceptance by the community being served, humanitarian workers would find it very challenging to operate in these environments.

2.3.4 Early Warning Systems and its impact on programme quality

Early warning refers to the mechanisms and processes put in place to provide information on a potentially emerging hazard that enables an early action to kick start as a mitigation strategy (Practical Action, 2017). For a prolonged hazard including drought and situations of persisting conflict, the responding agencies have time to craft a response plan as the situation unfolds. For a rapid onset emergency on the other hand, the decision-making window to action is limited. Any delays would lead to further human suffering. It is imperative that in humanitarian situations, the programme management practices team and the decision making, or programme team are in sync through a seamless information sharing mechanism.

To attain the above, humanitarian actors have to rely on either traditional early warning systems including migration patterns of birds or set up new and scientific methods of early warning. In most instances, parties have resolved to a mix of both and have set up systems at the ground to feed into the organization monitoring and evaluation. The early warning systems in humanitarian settings offer stakeholders the opportunity to amend programming decisions or seek more resources to respond to emerging challenges (Glantz, 2003).

The United States aid agency (USAID) builds a crisis modifier into its programming, which allows partner agencies to change the way they programme to respond to emerging shocks with available resources. DFID on the other hand has an internal risk facility (IRF) which is pre-approved and sits with the country level team who allocate it as a no regrets funding to emerging humanitarian situation (DFID, 2013). The activities range from strengthening of river banks to avoid effects of potential floods following El Nino warning or to quickly mobilize resources to respond to acute watery diarrhoea epidemic or displacements brought on by conflict and climatic hazards. Effective response is depended on receipt of timely and relevant information which can be attained through innovative approaches in Monitoring and evaluation.

For effective utilization of the crisis modifier and the internal risk facility, it's crucial to receive early warning that can lead to a faster turnaround in decision making. Ideally this can occur due to use of pre-agreed trigger points. Each threshold in the trigger point leading to a decision or an

action (Food Security and Nutrition Analysis Unit , 2016). The declaration of cholera or Ebola as a pandemic is done once a single case is identified, response in this case must be swift. Rainfall patterns, intensity and river levels on the other hand can be used to determine the amount of harvest that is expected in a particular agricultural period and as such plan effectively to fill the food shortage or marketing of excess production (USAID, 2017).

The US geological survey predicts the probability of and measures the magnitude of an earthquake is a good example of a tool that can be used to plan for shelter and food supplies in affected areas (USGS, 2017). Based on historical data on similar earthquakes, example in china and Nepal where earthquakes are frequent data from surveys can be used to project the number of person affected and provide humanitarian need as necessary.

In developing and FCAS countries, estimating the number of displaced populations has been a challenge. Poor secondary data including unreliable census data and access challenges were a hampering factor. Use of drones and Infrared cameras have the potential to track the size of populations on the move leading to more robust planning by humanitarian actors. In Kenya the UnaHakika (Are you sure) project is an information service that counteracts malicious disinformation and misinformation in the Tana Delta (IREvolutions , 2017). By having this information early at hand as they come out (early warning) a response strategy can be crafted to counter the effect of the hazard. In other instances, Satellite imagery of oncoming tornadoes and forest fires have been used to warn people of incoming floods and potential destruction (Chin , 2014). It's clear that technology has a role to play in programme management practices as a source of early warning.

During the 2010/11 drought in East Africa culminating in the first famine of the 21st Century, it's estimated that over 250,000 deaths occurred in Somalia as a direct result of the famine. This figure is over and above the already high mortality rates in Somalia. Its further stated that most of the death occurred before famine was declared (Maxwell & Fitzpatrick , 2012) . However, it's also projected that this number could be higher due to the challenges in access in Somalia which make it difficult to ascertain the accurate picture at any given time. Delays in release of funds and activation of response mechanism are also to blame. The FSNAU and FEWSNET put out a number of warnings that were not taken with much seriousness until the situation had deteriorated.

As a response, DFID proposed to the Humanitarian Country Team (HCT) for the development of triggers mechanism with clear accountability links on decision making (DFID, 2015). FSNAU and OCHA were tasked with development of an early warning system. This system tracks indicators whose threshold have been agreed and reports against this to the HCT, the HCT deliberates and outlines the response plan (FSNAU, Food Security and Nutritiona analysis Unit, 2015). In 2017 Syria, Nigeria, South Sudan, and Somalia were categorized as at risk of a famine. In early 2017, South Sudan crossed the line to famine, however, the level of early warning and early action in Somalia led to an unprecedented scale up in the amount of monies released by donors and scale up of project activities to prevent Somalia falling to famine (OCHA U. N., 2017). Though the situation was dire famine was not declared in Somalia partly due to humanitarian system wide response informed by early warning.

2.4 Donor Conditions and Adoption of Innovative approaches Programme management practices

Donors are under pressure in their home countries to demonstrate the impact of developmental aid. In 2013, Australia cut its expenditure on international development by almost 50%. The United Kingdom a major developmental donor is increasingly focussed on use of aid to support trade with increasing calls by citizen for value for money to be demonstrated against aid spending. This is compounded by countries this donor's work in continuously insisting they are not aware what investments have been made in the country.

In 2018, Tanzania pulled out of the comprehensive refugee response framework partly blaming the international community for not shouldering its burden share (Relief Web , 2018). On the other hand, donors' resources have become more restrictive with conditionality attached. This pressure is eventually pushed to implementing partner to find more efficient ways of demonstrating what they are doing. The United Kingdom for example has partnered with a third-party organisations to provide it with bespoke programme management practices services ranging from digital data gathering, call centres, impact evaluation and specific real time evaluation assessments. Implementing partners have therefore had to quickly adopt innovative approaches to demonstrate to the donor they are doing all in their power to mitigate risks, ensure the right people are provided with aid and value for money concerns have been taken to consideration.

Effective use of available resources is a great donor concern, duplication of activities within the same geographical region and reinventing the wheel with projects that have been deemed unsuccessful in previous implementation cycles is frowned upon. Humanitarian agencies therefore have to do more in terms of coordination and programme management practices to ensure effective use of resources. Media reports on high visibility crises have in the past focussed on what went wrong rather than the lifesaving element of the response. This increases pressure to demonstrate delivery (Kreidle, 1999). Donors have taken this seriously as negative publication affect their perception back at home and in a changing economic environment with more governments enacting austerity measures. Bad publication on aid is not acceptable. To this end donor have played a role in ensuring partners and they innovate in the way project are monitored and evaluated to ensure more effective use of resources.

Though humanitarian work occurs in fragile environments, donor risk appetite may not necessarily be commensurate with operational realities in environments they work in. Donors have become stricter in risk management approaches including counterterrorism measures. Follow the money exercise to ensure funds do not go towards terrorisms financing have become standard measures on risk management by agencies. This is for good reason; as it seeks protection of recipient of humanitarian action from harm through the principle of do no harm (Inter-Agency Standing Committee (IASC) , 2014). However, it leads to an added layer of programme management practices and specialization to ensure this does not happen and if by any chance it does, it's determined immediately, and corrective measures applied.

2.5 Theoretical framework

This study was guided by two theories as described below.

2.5.1 Theory of Diffusion of Innovation approaches

Diffusion of Innovation Theory was developed in communication building on the work done on multi-step flow theory. It explains why over time, an idea or product gains momentum and diffuses through a specific population or social system (Rogers, 2003). The theory states that innovation occurs in four stages, invention, diffusion, time and consequences. This is however only possible through motion within a social system to which the Innovation is exposed to a wider group and

subsequently adopted. Within the social world specific qualities in an Innovation will enable it gain traction while other falter, the element of peer to peer networks and reference coupled with the specific needs of a user will also play a significant role in the innovative approaches being adopted.

In the humanitarian sphere, the large agencies with resources to either procure or develop own innovative approaches act as change agents. This is exemplified by the World food programme SCOPE card system which various agencies globally are now in line to use. Rogers (2003) goes ahead and states that invariably, there will be various speeds in adoption of Innovation and hence has classified adopters into five main categories, innovators, early adopters, early majority and laggards. This explains why an Innovation starts out as a pilot before wide adoption and mass use. The theory of diffusion of Innovation is critical in understanding adoption of innovative approaches in programme management practices. In this particular study it outlines the link between the changes in programme management practices as a necessary evolution pathway in implementation of projects.

2.5.2 Theory of Disruptive Innovation

The theory of disruptive Innovation explains how an innovative approaches transforms the market as it currently exists through the introduction of simple, convenient, accessible, and affordable options (Christensen, 2016). This option challenges the status quo characterised by inefficiencies and ineffectiveness. Over the last 100 years, various innovative approaches have resulted in disruption of the status quo. Ironically, what is presently being replaced was decades ago considered as disruptors themselves. This demonstrates that change is a constant that must be embraced. Examples include: shift to multiple use of cellular phones such as, data collection and analysis, data mining and data big data analysis.

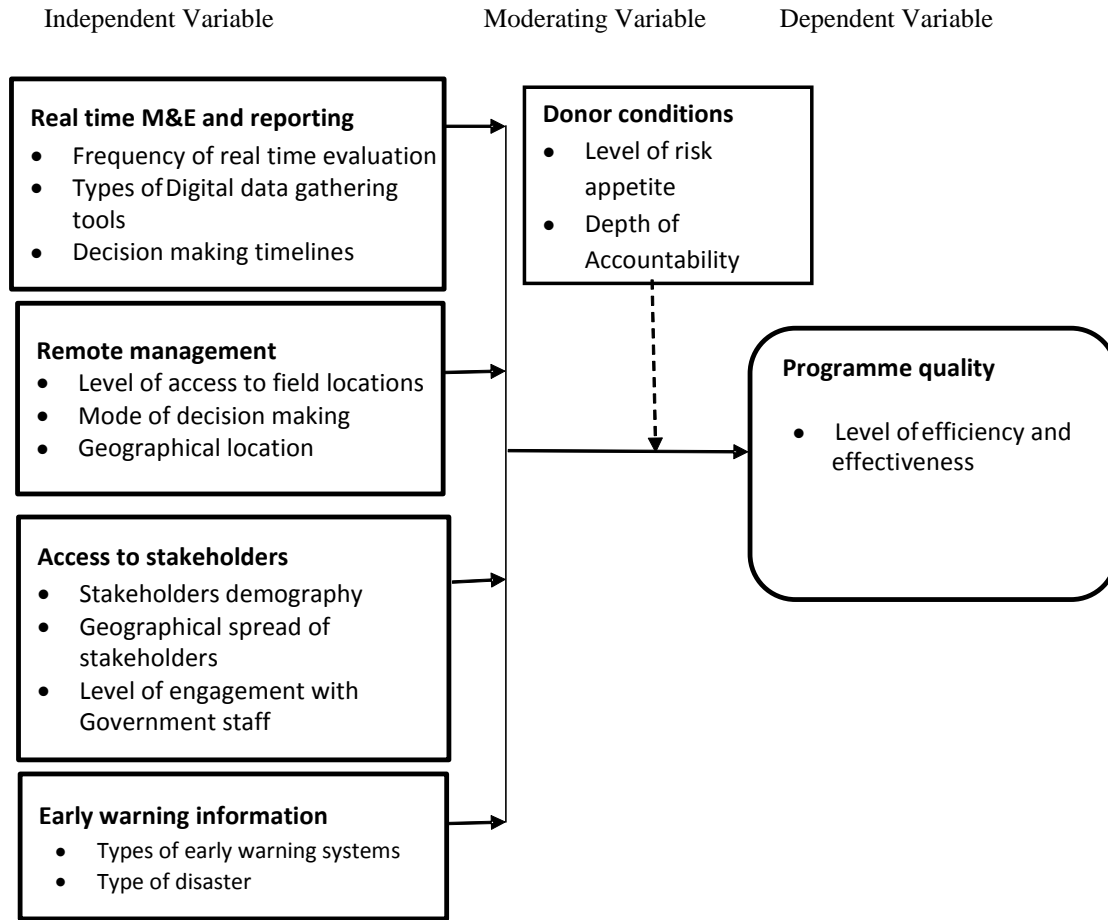
Innovative approaches change the way the world operates; this includes exponential changes in programme management practices in humanitarian projects. This paper aims at understanding some of the new approaches to programme management practices and the reasons why they came to be as the most relevant to respond to the situation as it currently stands. The point to note is

innovative approaches are coming up every day with institutions looking for value for money (VFM) in their areas of operations. The service industry on the other hand is driven by profit taking and will continue innovating services to meet the market demands. In this study, the theory underpins the argument that for quality of programmes to be attained innovative approaches in programme management will disrupt the status quo and must be accepted as a common reality.

2.6 Conceptual framework

A conceptual framework is a diagrammatical research tool intended to assist the researcher to develop awareness and understanding of the situation under scrutiny and to communicate this (Roberts, 2011). The conceptual framework shows the relationship between the dependent variable and the independent variable. An independent variable is one that is presumed to affect or determine a dependent variable (Waldt, 2008). It can be changed as required, and its values do not represent a problem requiring explanation in an analysis but are taken simply as given. A dependent variable is what is measured in the experiment and what is affected during the experiment of its responds to the independent variable. The conceptual framework in Figure 2.1 demonstrates the relationships that exist between the dependent and independent variables under investigation. The dependent variable quality of programmes delivered/ The independent variables that will be investigated to establish their level of influence on the dependent variable are: Real-time Monitoring and Evaluation, Remote Management, Access to stakeholders, and Early Warning System. The moderating variable will be donor conditions.

Figure 2.1: Conceptual Framework Showing Study Variables



2.7 Gaps in literature review

Innovative approaches bring about a change in management and execution of project activities. However, in most instances, policy guidance and codes of conduct for utilization follow the innovative approaches. This leaves a gap on control that if not carefully handled may lead to more challenges. In Haiti for example reporters flocked the areas following the 2016 flooding with drones. The search for newsworthy stories including broadcasting videos of distressed persons causing psychological harm to those affected and those yet to trace their family members clashed with the humanitarian imperatives and protection efforts

Use of SMS services have been through push services which broadcast to everyone, the 2010 Sais review recommends an opt in option where people can unsubscribe if they do so wish (Mejer & Munro, 2010). Aerial photography on the other hand is indiscriminate removing the concept of consent from those photographed. The SPHERE standards (SPHERE Handbook, 2011) set out minimum standard in humanitarian operations, however, they do not consider the role that access to information plays in humanitarian action and the impact it may have if not properly regulated. Silod approaches to innovative approaches plagues the humanitarian sector, this is primarily the function of innovative approaches emerging from different quarters and being adopted and integrated at varying levels by humanitarian agencies. Lack of global policy guidance is a secondary function as to why there is a brooding of various innovative approaches. The challenge however is a prescribed standardization may lead to limitations on innovative approaches. These areas are yet to be fully explored

2.8 Summary of literature review

In this paper, the researcher reviewed a number of innovative approaches in programme management practices and their uses in FCAS. The reviewer analysed the benefit and uses of the innovative approaches at present and possible future of the same. Practical, concrete examples were reviewed in line with the contextual need for the innovative approaches. A number of initiatives are clearly in use the world over, however, clear policy guidance, a code of conduct or standard for their use has not been articulated at the global level. Each agencies adoption of innovative approaches depends on its leadership. Agencies that are looking towards the future and shaping a path for themselves are mostly the ones with impressive innovative approaches and open to new ideas. Research and development has also not been coordinated, this therefore opens opportunities to adapt from non-traditional partners including the military. It however, raises concern in terms of usability, privacy issues and hidden agendas, an area that should be explored in future studies.

2.9 Research Gaps

Onyango, (2019) undertook a study that evaluated how monitoring and evaluation framework as a programme management practices influences successful implementation of county projects in Kenya with specific focus in Embu and Machakos Counties. The study specifically focused on the following elements Monitoring and Evaluation framework, results-based performance indicators, learning capacity, participatory tracking, and beneficiary accountability. From the findings, it was concluded learning capacity aspects had the highest association and significance to the successful implementation of county projects followed by result based performance aspects, participatory tracking aspects and lastly beneficiary accountability aspects. It was, recommended that the individuals who are required to be responsible for programme management practices should be empowered appropriately with the required relevant knowledge in order to ensure that they are able to utilize them in accomplishing their assigned tasks. However, Onyango, (2019) examined the efficiency of programme management practices framework in implementation of development projects, the current study examined innovative programme management practices and their impact on programme quality focusing on Norwegian refugee council, Somalia.

Crawford & Bryce, (2017) did an empirical survey that examined programme management practices as a method of ensuring that humanitarian projects are achieved more effectively and efficiently. From the study findings, it was concluded that humanitarian projects are achieved more effectively and efficiently by adding a time dimension by defining the key features of project MIS as well as incorporating other project management tools. However, this study examined how innovating programme management practices impacts quality of programmes.

Nasambu, (2016) conducted a study that examined factors that affect the overall performance of programme management practices in NGO's in Lira District Northern Uganda. Based on the study findings, it was recommended that NGO's should make sure that there is a routine data audit in order to preliminarily assess the overall impacts of programme management practices systems in order to make sure that they are able to combine logical framework with overall results mapping. However, this study was carried out in Lira District Northern Uganda while the current study was carried out in Somalia.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology adopted for the study. It covers the research design, target population, sampling methods, description of instruments, methods of data collection and analysis and operationalization of variable. The chapter focus is on the rationale for the use of a particular research approach for the study.

3.2 Research design

Choosing an appropriate research design involves matching goals that motivate your research with methods for meeting those goals. Research design is the process of choosing an approach to answer the research question, (Jensen, 2011). This study utilised a descriptive research design that answered the questions, who, what, when, where, and how associated with the research objectives. The study obtained information concerning the current status of the phenomena and describe what exist with respect to variables by detailing contextual realities and why they exist.

3.3 Target Population

A population is a well-defined set of persons, elements or group of things under scrutiny by a researcher. According to Ngechu (2004) a population is a well-defined set of people. It therefore stands that a population is an entire group of individuals, events or objects with a common discernible characteristic. The target population for this study comprised of NRC regional and Somalia country office staff. The target population covered both direct project management and administrative and support staff.

Table 3.1: Target Population

Population	Frequency	Percentage
NRC Country office staff	257	79.1
NRC Regional office staff	68	20.9
Total	325	100

3.4 Sample size selection and sampling procedures

This section discusses the approach the study undertook to identify a representative portion of the population subjects of the study.

3.4.1 Sample size

Though scholars agree that the larger the sample size the better the representations, they vary in their opinions on what percentage of the population would make an ideal sample size. Schindler (2003) argues that a 40% sample of population is effective in ensuring the sample is fully representative. This however is challenging for a high population size. On the other hand, Mugenda and Mugenda (2003) support the analysis that for a descriptive study 10-30% sample is enough. For this study a 30% sample was chosen. The obtained sample size is as shown on Table below;

Table 3.2: Sample Size

Population	Frequency	Percentage of population	Sample size
NRC Country office staff	257	79.1	78
NRC Regional office staff	68	20.9	20
Total	325	100	98

3.4.2 Sampling Procedure

A sampling technique is the approach taken to select an appropriate sample of respondents or study subjects from the population (Cooper & Schindler, 2004). For a study to be robust, a researcher has to determine which one of the sampling designs offers the least margin of error (Kothari, 2004). This study adopted a probabilistic sampling technique whereby stratified random technique was used to select target respondents from the target population. Stratification allows for subdivision of respondents into various categories from which simple random sampling was carried out in the selection of final study participants. In this regard, respondents were randomly picked from the identified target population strata. Random sampling enabled the generalization of study findings to a much larger population with a low margin of error. Stratification ensured sampling was random enhancing the attainment of a representative group in the identified population.

3.5 Data collection instruments

The study research tool was a semi structured online questionnaire for collection of primary data. The questionnaires contained open and closed ended questions in line with the objectives of the study. Where feasible, a five-point Likert scale was used for questions that required ranked answers. The questionnaires contained two sections. The first section established the respondents' demographic data while the second section collected respondents' opinions on what contributed to the adoption of innovative approaches in programme management practices in Somalia in line with study objectives.

3.6 Pilot testing

Piloting is the pretesting of questionnaires by administering it to a similar group to that to which the study is targeting (Mugenda & Mugenda, 2003). The pilot exercise contributed to the enhancement of the tool in relations to ease of use including skip logic, appropriateness of questions and completeness of the tool. For this study 16 persons, equivalent to 5% of target population, were chosen randomly for pilot testing.

3.7 Reliability

Reliability is the degree to which an assessment tool produces consistent results/ Dependability of the data is important in a test and this is what reliability offers. The higher the reliability value, the more reliable the measure, it's accepted that one should strive for reliability values of 0.70 or higher; reliability values increase as test length increases (Nunnally, 1994).The Internal consistency reliability method focussing on the extent to which items on the instrument were measuring the same thing and that a respondent was consistent in their response was used to measure reliability. Feedback from pilot test was used to identify and correct vague and questions open to more than one interpretation.

3.8 Validity

Validity refers to how well the test accomplishes its purported measure (Cozby, 2001). The validity of the research tool measures the extent to which the tool measures what it is intended to measure. To establish validity of the data collection instrument, the researcher sought the opinion of experts in the study topic ranging from donor agency staff, international NGO staff and programme management practices experts. The questions were designed to reflect ambition of the study and were linked to the variable in the conceptual framework. The variables were clearly defined, and instruction included in the questionnaire on how to effectively respond. Suitability of language used in the questionnaire as well as skip logic was tested to ensure data collected was of high quality and unambiguous contributing to validity of the test.

3.9 Data collection procedure

Data was collected from participants through distribution of structured online questionnaires. The questionnaires were administered to all target respondents by emailing them a link to the data collection tool. Permission for this study was sort from the National Commission of Science and Technology and from both the NRC Regional Director of Programmes, and Country Director for staff to participate.

3.10 Data analysis technique

Post primary data collection, simple computations were automatically conducted by the software based on the command triggered by the researcher. Further analysis was conducted through use of the statistical packages for social sciences (SPSS) tool through an export function from survey monkey. Data collected was analysed, presented and interpreted using descriptive statistics. Where applicable, analysed data was presented in the form of tables.

In addition, a multiple linear regression analysis was conducted for the purpose of analysing the relationship between the study variables.

The multiple regression analysis model used was as follows;

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

Where;

Y = programme quality

X₁ = Real time monitoring

X₂ = Remote management

X₃ = Access to stakeholders

X₄ = Early warning systems

β₀ = Constant

β₁ – β₄ = Beta coefficients of independent variables

ε = Error term

3.11 Ethical consideration

The researcher sought approval from the National Council of Science and Technology prior to conducting the study in line with Kenyan educational and legal stipulations. The researcher requested both the NRC Regional Director and the Somalia Country Director: the agency, which the study focused on for approval for staff to participate. The researcher also sought consent from each participant before they participated in the study. The Researcher adhered to confidentiality; respondents were not singled out. Data provided was used for analytic purposes only. The researcher ensured that sources of information were properly quoted with credit provided to original content producers in line with requirements for use of intellectual property.

3.12 Operationalization of variables

In this section, the researcher defined variables in terms of the processes that were needed to establish its behaviour, quantity, existence and duration in order to make them measurable, the table below shows the operational indicators for the investigation on innovative programme management practices in humanitarian action and its impact on quality of programme: a case of Norwegian Refugee Council, Somalia

Table 3.3: Operationalization of variables

Objective	Variable	Indicators	Measurement	Measurement Scale	Data analysis method
To determine the influence of real time programme management practices on innovative approaches	Independent	Real time analytics Digital data gathering Speed in decision making	Analytic tools Speed of analysis Digital tools Turnaround time	Ordinal	Descriptive statistics
To establish the influence of remote management requirements in adoption of innovative approaches in M&E	Independent	Level of access to field locations Mode of decision making Geographical location	Location Decision tree Geographical spread	Ordinal	Descriptive statistics
To investigate access to stakeholders and its influence on adoption of innovative approaches in M&E	Independent	Stakeholders demography Geographical spread of stakeholders Level of engagement with stakeholders Stakeholders demography	Participation Decision making Feedback Accountability	Ordinal	Descriptive statistics
To examine the influence early warning has in adoption of innovative approaches in M&E	Independent	Types of early warning systems Type of disaster	systems Classification	Ordinal	Descriptive statistics
To determine Donor	Moderating	Level of risk appetite	Risk tolerance	Ordinal	Ordinal

conditions in influencing adoption of innovative approaches		Depth of Accountability	Level of engagement		
Adoption of Innovative approaches	Dependent	Varieties Approaches	Changes to programme management practices	Ordinal	Ordinal

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

The purpose of this chapter is to present the findings derived from statistical analysis of this study's specific objectives. The chapter begins with a brief overview of the study's response rate. The profiles of the staff surveyed in the study, followed by descriptive statistics depicting the manifestation of the study's variables of interest. Next, the results from application of the multiple regression statistical tool are presented. A brief discussion around the nexus between the key findings and existing empirical studies is then presented.

4.2 Response Rate

Table 4.1 shows a breakdown of this study's response rate. Out of the 98 questionnaires issued to the research participants, 80 were returned, complete and usable. Therefore, the survey exercise yielded a response rate of 82%. According to Bryman and Bell (2014), a response rate of 50% generates satisfactory statistical results; a rate of 60% is good enough and that which is at least 70% is excellent. Following these suggestions, the response rate obtained for this study was considered excellent in as pertains to the generalizability of the results.

Table 4.1: Response Rate

Response	Frequency	Percentage
Responded	80	81.6
Not Responded	18	18.4
Total	98	100

The objectives of the study were evaluated on the basis of data collected via survey questionnaires. Therefore, it was important to determine the survey response rate to confirm whether the results generated from analysis of the data were representative of the study's sample. Quite simply put, a response rate denotes the proportion of participants who respond to a research instrument vis-à-vis the sample size, expressed as a percentage (Burns & Grove, 2011).

4.3 Demographic Information

This section presents the general information of the NRC regional and Somalia country office staff considered in this study. For the scope of this study, the characteristics covered the following elements; gender, age bracket and office they belonged to.

4.3.1 Respondent's Gender

The research aimed at identifying the distribution in gender of the participants.

Table 4.2: Gender of Respondents

Gender	Frequency	Percent
Female	37	46.3
Male	43	53.7
Total	80	100

According to the findings, male respondents were the majority at 54%, the rest being female at 46%. This shows that the study considered both male and female respondents to obtain reliable information on the subject under study.

4.3.2 Age of Respondents

Most of the respondents 47% were between 26-35 years, 33% were between 36-45 years, 13% were between 46-55 years while 7% were below 25 years. Maturity was recorded in the manner in which the respondents responded to the questionnaires according to their age brackets.

Table 4.3: Age of Respondents

Category	Frequency	Percentage
Below 25 years	5	6.7
26-35 years	37	46.7
36-45 years	27	33.3
46-55 years	11	13.3
Total	80	100

4.3.3 Respondents Office

Majority of the respondents 79% were in the country office while 21% were in the regional office. The findings show all respondents were NRC staff.

Table 4.4: Respondents Office

Office	Frequency	Percent
Regional	17	20.9
Country	63	79.1
Total	80	100

4.4 Innovative Programme management practices (OV).

This section provides findings impact of innovative programme management approaches on programme quality.

4.4.1 Factors that have Most Contributed to programme quality improvements

The research subjects were provided with a set of indicators and asked to indicate how they programme quality was impacted by innovative programme management practices. The statements applied to their organizations on a 5-point Likert scale. Table 4.19 shows the results obtained after the analysis of the participants' responses.

Table 4.5: Factors That Have Most Contributed to programme quality improvements

	Mean	Std. Dev.
Monitoring is a critical part of project implementation	4.21	.893
Innovative approaches in programme management practices is important	4.08	1.346
The organization can still improve on programme management practices innovative approaches	4.00	.458
Bad news from is as important as good news	4.01	.429
Total	16.3	3.126
Average	4.07	0.781

An average score of 4.07 shows that monitoring was a critical part of project implementation (mean=4.21), innovative approaches in programme management practices was important (mean=4.08), bad news from programme management practices is as important as good news (mean=4.01) and the organization could improve on programme management practices innovative approaches (mean=4.00) were the factors that had most contributed to programme quality in the organization.

4.4.2 Recommendation for Innovating in M&E

The findings revealed that all the respondents (100%) recommended adoption of innovative approaches in Programme management practices to other country programmes.

Table 4.6: Recommendation for innovating in M&E

	Frequency	Percentage
Yes	80	100
No	-	-
Total	80	100

4.4.2 Adoption of Innovative Approaches in programme management

Most of the respondents (50%) indicated that remote management requirements necessitated innovative approaches in programme management practices was the most contributed factor to adoption of innovative approaches in programme management practices in their organisation, 28% indicated that a key requirement in achieving real time programme management practices was the most contributed factor to adoption of innovative approaches in programme management practices in their organisation, 13% indicated that the need to improve the speed and quality of early warning information was the most contributed factor to adoption of innovative approaches in programme management practices in their organisation, 6% indicated that improvement in consultation with stakeholders was the most contributed factor to adoption of innovative approaches in programme management practices in their organisation and 4% indicated that donor conditionality and push towards innovative approaches was the most contributed factor to adoption of innovative approaches in programme management practices in their organisation.

Table 4.7: Adoption of Innovative Approaches

	Frequen cy	Percenta ge
A key requirement in achieving real time M&E	22	27.5
Remote management requirements necessitate innovative programme management	40	50.0
Improvement in consultation with stakeholders	5	6.3
The need to improve the speed and quality of early warning information	10	12.5
Donor conditionality and push towards innovative approaches	3	3.8
Total	80	100

4.4.3 Value for Money Return on Innovative Approaches M&E

As per the findings in Table 4.22, 80% indicated that they classified adoption of innovative approaches in programme management practices as satisfactory while 20% indicated that they classified adoption of innovative approaches in programme management practices as strongly satisfactory.

Table 4.8: Value for Money Return on Innovative Approaches M&E

	Frequency	Percentage
Strongly satisfactory	16	20.0
Satisfactory	64	80.0
Total	80	100

4.5 Real Time Monitoring and Evaluation

From the findings, an average score of 3.90 shows that the respondents agreed to a great extent on statements in relation to real time programme management practices in that; organizations with centralized decision-making structures ought to implement real time programme management

practices services (mean=4.11), real time programme management practices led to more relevant and agile humanitarian programming (mean=4.02), innovative approaches and use of innovative approaches was critical to real time learning (mean=4.01), real-time Programme management practices led to improved speeds in management decision making (mean=3.91), real time monitoring was crucial in providing most relevant information to aid in decision making (mean=3.88),real time learning led to flexible and agile programme management (mean=3.82), real time programme management practices required a team to develop new competencies and skills to effectively execute it (mean=3.79) and real time programme management practices was expensive to a great extent as shown by a mean score of 3.73.

Table 4.9: Real Time Monitoring and Evaluation

Statements	Mean	Std. Dev.
Organizations with centralized decision-making structures must implement real time programme management practices services	4.11	.572
Real-time Programme management practices leads to improved speeds in management decision making	3.91	1.556
Real time programme management practices leads to more relevant and agile humanitarian programming	4.02	.652
Real time monitoring is crucial in providing most relevant information to aid in decision making	3.88	1.641
Real time programme management practices requires team to develop new competencies and skills to effectively execute it	3.79	1.742
Innovative approaches and use of innovative approaches is critical to real time learning	4.01	.712
Real time learning leads to flexible and agile programme management	3.82	.239
Real time programme management practices is expensive	3.73	1.983
Total	31.27	9.097
Average	3.90	1.137

4.5.1 Data from Field Surveys

Results presented in Table 4.6 show that 40% of the respondents who were the most indicated that they received data from the field surveys within a day, 19% indicated that they received data from the field surveys within two days, 17% indicated that they received data from the field surveys within 1 to 3 hours, 15% indicated that they received data from the field surveys within 3 to 5 days whereas 9% indicated that they received data from the field surveys after a week.

Table 4.10: Data from Field Surveys

Category	Frequency	Percentage
Within 1-3 hours	14	17.5
Within a day	32	40.0
Within two days	15	18.7
Within 3-5 days	12	15.0
After a week	7	9.0
Total	80	100

4.5.2 Analysing of Data Sets

The findings in Table 4.7 revealed that data sets were analysed within the week following submission as showed by 40%, 20% indicated that data sets were analysed after a month following submission, 16% indicated that data sets were analysed within a month following submission, 14% indicated that data sets were analysed within two weeks following submission and 10% indicated that the data sets were analysed within the day following submission.

Table 4.11: Analysing of Data Sets

Category	Frequency	Percentage
Within the day	8	10.0
Within the week	32	40.0
Within two weeks	11	13.8
Within a month	13	16.2
After a month	16	20.0
Total	80	100

4.5.3 Data Analysis and Management Decision Making

Most of the respondents (39%) indicated that the average time between data analysis and management decision making in the office was within a month, 29% indicated that the average time between data analysis and management decision making in the office was within two weeks, 23% indicated that the average time between data analysis and management decision making in the office was within a quarter and 10% indicated that the average time between data analysis and management decision making in the office was after a quarter.

Table 4.12: Data Analysis and Management Decision Making

Category	Frequency	Percentage
Within the week	-	-
Within two weeks	23	28.8
Within a month	31	38.7
Within a quarter	18	22.5
After a quarter	8	10.0
Total	80	100

4.5.4 Data collection approaches

Table 4.12 shows that 80% of the respondents used phone based questionnaires as an approach in their organizations, 66% used call centres as an approach in their organizations, 60% used telephone hotlines as an approach in their organizations, 53% used third party monitoring as an approach in their organizations, 46% used GIS mapping /Geo coding as an approach in their organizations, 40% used toll free SMS as an approach in their organizations, 26% used paper based surveys as an approach in their organizations, 20% used crowdsourcing as an approach in their organizations while only 6% used remote sensing as an approach in their organizations.

Table 4.13: Data collection approaches

Category	Frequency			Percentage		
	Yes	No	Total Frequency	Yes	No	Total Percentage
Phone based questionnaires	64	16	80	80.0	20.0	100
Call centre	53	27	80	66.2	33.8	100
Telephone Hotline	48	32	80	60.0	40.0	100
Third party monitoring	42	38	80	52.5	47.5	100
GIS mapping /Geo coding	37	43	80	46.2	53.8	100
Toll free SMS	32	48	80	40.0	60.0	100
Paper based surveys	21	59	80	26.2	73.8	100
Data mining	16	64	80	20.0	80.0	100
Crowdsourcing	16	64	80	20.0	80.0	100
Remote sensing	5	75	80	6.2	93.8	100

4.6 Remote Management

As per the findings in Table 4.13, remote management influenced adoption of innovative approaches in Programme management practices to a great extent as shown an average score of 3.67 in that;

Table 4.14: Remote Management

Statements	Mean	Std. Dev.
Innovative approaches in Programme management practices facilitates improved working between teams that are geographically separated	3.91	.633
Innovative approaches allow more linkage with subject matter experts across the globe	4.03	1.713
Remote management facilitates operational changes including transfer of programme responsibility to local staff or local partner organisations	3.89	1.615
Remote management aided by innovative approaches offers oversight that leads to high quality standards of response	3.99	1.773
Innovative approaches in Programme management practices facilitates coordination between remote teams e.g. field offices, country and regional or headquarters	3.77	.651
Innovative approaches in programme management practices are mandatory to attainment of effective remote management	3.80	1.498
Remote management has catalysed the development and use of digital data gathering approaches	4.00	.735
It is possible to undertake effective remote management without innovative approaches in programme management practices	2.02	.905
Total	29.41	9.523
Average	3.67	1.190

Innovative approaches allowed more linkage with subject matter experts across the globe (mean=4.03), remote management had catalysed the development and use of digital data gathering approaches (mean=4.00), remote management aided by innovative approaches offered oversight that led to high quality standards of response (mean=3.99), innovative approaches in Programme management practices facilitated improved working between teams that are geographically separated (mean=3.91), remote management facilitated operational changes including transfer of programme responsibility to local staff or local partner organisations (mean=3.89), innovative approaches in programme management practices were mandatory to attainment of effective remote management (mean=3.80), innovative approaches in Programme management practices facilitated coordination between remote teams e.g. field offices, country and regional or headquarters (mean=3.77) and they disagreed that it is possible to undertake effective remote management without innovative approaches in PROGRAMME MANAGEMENT PRACTICES as shown by a mean score of 2.02.

4.6.1 Office Location

All the respondents (100%) indicated that Somalia humanitarian operations were run from offices in Nairobi, Mogadishu, Kismayo, Garowe, Hargeisa and Burao.

Table 4.15: Office Location

	Frequency	Percentage
Nairobi	80	100
Mogadishu	80	100
Kismayo	80	100
Garowe	80	100
Hargeisa	80	100
Burao	80	100
Total	80	100

4.6.2 State Communication Channels

Responses were required to indicate all modes of communication employed between field offices and country offices to ensure programme continuity. All the respondents 100% stated that they used skype as well as email, 90% stated that they used telephone, 45% stated that they used Zoom, 16.3% uses WebEx while other channels including social media are applied by 10%.

Table 4.16: State Communication Channels

	Frequency		Percentage	
	Yes	No	Yes	No
Skype	80	-	100	-
Zoom	36	44	45.0	55.0
Webex	13	67	16.3	83.7
Email	80	-	100.0	-
Telephone	72	8	90.0	10.0
Other (please specify)	8	72	10.0	90.0

4.6.3 Approach to Decision Making in the Offices

According to the findings, 75% of the respondents who were the majority indicated that programmatic decision making was decentralised while 25% indicated that programmatic decision making was centralised.

Table 4.17: Approach to Decision Making in the Offices

	Frequency	Percentage
Centralized	20	25.0
Decentralized	60	75.0
Total	80	100

4.7 Access to Stakeholders

The study also found out that there were at least seven stakeholder categories in the programme sNRC was working on who included; the Municipal, Regional member state government

authorities, Federal Government, Donors, Research institutions /including universities, Local civil society and the Somali Diaspora community who are located in Mogadishu, regional capitals, programme location, Nairobi and Outside the Horn of Africa.

4.7.1 Mode of Interaction with Stakeholders

Majority of the respondents (46%) stated that field visits (Face to face interaction) was the mode that they used to interact with the stakeholders, 24% stated that phones were the mode they used to interact with the stakeholders, 20% stated that through proxies (e.g. third party monitors or local leaders) they were able interact with the stakeholders and 10% stated that radio shows / radio spots were the modes they used to interact with the stakeholders.

Table 4.18: Approach to Decision Making in the Offices

	Frequency	Percentage
Phone	19	23.7
Field visits (Face to face interaction)	37	46.3
Through proxies (e.g. third party monitors or local leaders)	16	20.0
Radio shows / radio spots	8	10.0
Total	80	100

4.7.2 Frequency of Engagement with Stakeholders

From the findings, 41% of the respondents indicated that they interacted with the stakeholders every week, 25% indicated that they interacted with the stakeholders every month, 18% indicated that they interacted with the stakeholders once a quarter, 11% indicated that they interacted with the stakeholders every other month and 5% indicated that they interacted with the stakeholders every day.

Table 4.19: Frequency of Engagement with Stakeholders

	Frequency	Percentage
Daily	4	5.0
Weekly	33	41.3
Monthly	20	25.0
Every other month	9	11.3
Once a quarter	14	17.5
Total	80	100

4.7.3 Access to Stakeholders and quality of programmes

With respect to this objective, the participants' were asked to indicate their extent of agreement with the set of items, all of which were measured on a 5-point Likert scale. The participants' responses were analyzed using descriptive statistics and the results are displayed in Table 4.20

Table 4.20: Access to Stakeholders and

Statements	Mean	Std. Dev.
Consultation with stakeholders is critical for implementing effective and equitable programmes	4.15	1.164
In fragile and conflict affected states its challenging to engage with beneficiaries on a daily basis	4.03	.632
Mobile phone technology, social media and mass media have improved two way communication between power holders and the people served by them	4.00	1.564
Consistent visibility and communication with the community served increases the organizational acceptance and improves programme quality	4.01	1.621
Visibility and communication can be aided by use of innovative approaches in programme management practices e.g. use of call centres, toll free SMS lines and use of mass media to directly engage with communities	4.09	.648
Access to stakeholders improves understanding of needs and translates to better programme quality	3.99	1.164
Innovative approaches in programme management practices allows tracking of beneficiaries who would otherwise be challenging to reach consistently e.g. pastoralists	3.74	.643
Innovative approaches allows humanitarian worked to keep track of new events in areas where they lack direct access e.g. by use of community-based monitors	3.81	.278
Total	31.82	7.714
Average	3.97	0.964

An average score of 3.97 shows that respondents agreed to a great extent on statements in regards to on access to stakeholders and adoption of programme management practices in that; consultation with stakeholders was critical for implementing effective and equitable programmes (mean = 4.15), visibility and communication can be aided by use of innovative approaches in programme management practices e.g. use of call centres, toll free SMS lines and use of mass media to directly engage with communities (mean = 4.09), in fragile and conflict affected states its challenging to engage with beneficiaries on a daily basis (mean = 4.03), consistent visibility and communication with the community served increases the organizational acceptance and improves programme quality (mean = 4.01), mobile phone technology, social media and mass media had improved two way communication between power holders and the people served by them (mean = 4.00), access to stakeholders improved understanding of needs and translates to better programme quality (mean = 3.99), innovative approaches allowed humanitarian worked to keep track of new events in areas where they lacked direct access e.g. by use of community-based monitors (mean = 3.81) and innovative approaches in programme management practices allowed tracking of beneficiaries who would otherwise be challenging to reach consistently e.g. pastoralists (mean = 3.74).

4.8 Early Warning System

Participants were also asked to report on the level of agreement with a set of statements illustrating whether the early warning system impacted adoption of innovative approaches in monitoring and evaluation. A 5-point Likert scale was used to capture the responses provided by the participants. The responses were summarized with the support of descriptive statistics and are as shown in Table 4.21.

Table 4.21: Early Warning System

Statements	Mean	Std. Dev.
Early warning systems are critical in humanitarian settings for effective planning and response	3.99	1.001
Early warning leads to effective utilization of resources	4.02	0.713
An effective response strategy is based on the quality of early warning information	3.85	0.554
Early warning requires humanitarian agencies to invest in right tools and approaches for programme management practices	3.79	0.628
Total	15.65	2.896
Average	3.91	0.724

An average score of 3.91 illustrates that respondents agreed to a great extent on statements on early warning system and adoption of programme management practices in that; early warning led to effective utilization of resources (mean=4.02), early warning systems were critical in humanitarian settings for effective planning and response (mean= 3.99), an effective response strategy was based on the quality of early warning information (mean= 3.85) and early warning required humanitarian agencies to invest in right tools and approaches for programme management practices (mean= 3.79).

4.8.1 Effectiveness of Early Warning Systems

The study found that 86% of the respondents who were the most indicated that the organizational early warning systems were effective while 14% indicated that the organizational early warning systems were not effective.

Table 4.22: Effectiveness of Early Warning Systems

	Frequency	Percentage
Yes	69	86.3
No	11	13.7
Total	80	100

4.8.2 Traditional Early Warning Systems

Table 4.22 shows that 56% of the respondents indicated that they integrated traditional early warning systems developed by local communities to their organizations programme management practices while 44% indicated that they did not integrate traditional early warning systems developed by local communities to their organizations programme management practices.

Table 4.23: Traditional Early Warning Systems

	Frequency	Percentage
Yes	45	56.3
No	35	43.7
Total	80	100

4.9 Donor Conditions

Majority of respondents 59% indicated that their donors explicitly requested changes to the way they conducted programme management practices and 41% indicated that their donors had not requested for any changes to the way they conducted programme management in the office.

Table 4.24: Donor Conditions

	Frequency	Percentage
Yes	47	58.7
No	33	41.3
Total	80	100

4.10 Inferential Statistics

4.10.1 Regression Analysis

A regression analysis was performed in order to analyse the relationship between the study variables. This was done by regressing the independent variables (real time monitoring, remote management, access to stakeholders and early warning systems) against the dependent variable (adoption of innovative approaches in M&E). The results are as summarized below;

Model Summary

The model summary findings are as shown in Table 4.25.

Table 4.25: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.836 ^a	0.699	0.683		.8396

Predictors: (Constant), real time monitoring, remote management, access to stakeholders and early warning systems

R square, shown in Table 4.23 above, is the coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variables. Based on Table 4.23, the value of R square was 0.699 which means that 69.9% variation in the programme quality in Norwegian Refugee Council, Somalia was due to variations in the predictor variables (real time monitoring, remote management, access to stakeholders and early warning systems). Hence, 30.1% of variations in programme quality in Norwegian Refugee Council, Somalia was explained by other factors not in the model or not focused on in the current study.

Analysis of Variance (ANOVA)

The analysis of variance findings are as shown in Table 4.26.

Table 4.26: ANOVA (Analysis of Variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	127.606	4	31.90150	43.52	.0000 ^a
	Residual	54.978	75	0.73304		
	Total	182.584	79			

a. Predictors: (Constant), real time monitoring, remote management, access to stakeholders and early warning systems

b. Dependent Variable: quality of programmes

Analysis of Variance (ANOVA) consists of calculations that provide information about levels of variability within a regression model and form a basis for tests of significance. The "F" column provides a statistic for testing the hypothesis that all $\beta \neq 0$ against the null hypothesis that $\beta = 0$ (Weisberg, 2005). From the findings in Table 4.24, the significance value was .0000 which was

less than the set significance level of 0.05, indicating that the model was statistically significant in predicting how the predictor variables (real time monitoring, remote management, access to stakeholders and early warning systems) influenced the quality of programmes in Norwegian Refugee Council, Somalia. The F critical at 5% level of significance is 2.49. Since F calculated value of 43.52 was greater than the F critical value of 2.49, this further affirmed that the overall model was significant.

Regression Coefficients Results

The regression analysis coefficients findings were as shown in Table 4.27

Table 4.27: Regression coefficients results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.431	.812		7.920	.000
Real time monitoring [X ₁]	0.712	.192	.581	3.708	.017
Remote management [X ₂]	0.668	.213	.512	3.136	.029
Access to stakeholders [X ₃]	0.761	.177	.624	4.299	.012
Early warning systems [X ₄]	0.806	.157	.686	5.134	.009

Based on the regression results shown in Table 4.25, the regression model becomes;

$$Y = 6.431 + 0.712 X_1 + 0.668 X_2 + 0.761 X_3 + 0.806 X_4 + \ell$$

From the regression equation above, holding the four predictor variables (that is, real time monitoring, remote management, access to stakeholders and early warning systems) constant at zero, improvements in programme quality in Norwegian Refugee Council, Somalia would be 6.431.

The results in Table 4.25 further indicate that;

A unit change in real time monitoring would lead to a 0.712 change in programme quality in Norwegian Refugee Council, Somalia. Given that real time monitoring had a p = 0.017 which was

less than the selected significance level of 0.05, this means that the association between real time monitoring and programme quality in Norwegian Refugee Council, Somalia was significant. Thus, there was a strong positive and significant association between real time monitoring programme quality in Norwegian Refugee Council, Somalia.

A unit change in remote management would lead to a 0.668 change in the adoption of innovative approaches in programme quality in Norwegian Refugee Council, Somalia. Given that remote management had a $p = 0.029$ which was less than the selected significance level of 0.05, this means that the association between remote management and programme quality in Norwegian Refugee Council, Somalia was significant. Thus, there was a strong positive and significant association between remote management and programme quality in Norwegian Refugee Council, Somalia.

A unit change in access to stakeholders would lead to a 0.761 change in programme quality in Norwegian Refugee Council, Somalia. Given that access to stakeholders had a $p = 0.012$ which was less than the selected significance level of 0.05, this means that the association between access to stakeholders and programme quality in Norwegian Refugee Council, Somalia was significant. Thus, there was a strong positive and significant association between access to stakeholders and programme quality in Norwegian Refugee Council, Somalia.

A unit change in early warning systems would lead to a 0.806 change in programme quality in Norwegian Refugee Council, Somalia. Given that early warning systems had a $p = 0.009$ which was less than the selected significance level of 0.05, this means that the association between early warning systems and programme quality in Norwegian Refugee Council, Somalia was significant. Thus, there was a strong positive and significant association between early warning systems and adoption of innovative approaches in programme quality in Norwegian Refugee Council, Somalia.

4.11 Discussion of Findings

The study found that the respondents agreed to a great extent on statements in relation to real time monitoring and evaluation; most indicated that they received data from the field surveys within a day; data sets were analysed within the week following submission; the average time between data analysis and management decision making in the office was within a month and the respondents used phone based questionnaires as an approach in their organizations. This concurs with the study

conducted by (Habitat for Humanity, 2019) who indicated that humanitarian operations are fast paced with frequent changes to information at hand. For example, access information following an earthquake is subject to change on a rolling basis as exemplified by occurrences in Nepal and Haiti. Additionally, information validity and reliability is time sensitive depending on the crisis and as such a need for rapid real time approaches. Therefore, Real time M&E and reporting leading to enhanced speeds in management decision making and turnaround time for response is critical for saving lives and protecting livelihoods in rapid onset emergencies and humanitarian work. Moreover, over the years, The Digital humanitarian network has provided humanitarian workers with the latest information. This information ranges from the Haiti earthquake response to the Vanuatu flooding through provision of high quality frequently updated maps, access routes, satellite imagery and advice (Digital Humanitarian Network, 2016). These elements of real-time analytics are important for ensuring the agency has up to date information to aid decision making on the most appropriate programming approaches to address the needs on the ground (Digital Humanitarian Network, 2016).

The study found that remote management influenced innovative approaches in Programme management practices to a great extent; all the respondents indicated that Somalia humanitarian operations were run from offices in Nairobi, Mogadishu, Kismayo, Garowe, Hargeisa and Burao; all the respondents 100% stated that they used Skype as well as email and majority of the respondents indicated that programmatic decision making was decentralised. This is in line with (Stoddard, Harmer , & Renouf, 2010) who proposed that remote management offers risk management in challenging operational contexts. Insecurity is one of the major contextual contributors to the need for remote management. A need for remote management could also be based on operational changes including but not limited to transferring greater programme responsibility to local staff or local partner organisations and overseeing activities from a secondary location. The Somalia NGO consortium has a membership of approximately 200 agencies working in Somalia. However, majority of agencies both international and national have their country headquarters based in Nairobi due to challenges posed by working in Somalia including limitations on movement and coordination in Somalia. Donor United Nations and Non-governmental agencies have their offices in Nairobi. Day to day interaction and meetings mainly occur in Nairobi instead of Mogadishu and other cities in Somalia. It's therefore imperative that

these teams have a robust programme management practices approach that will fulfil the organizations functions and beneficiary expectations in terms of standard of response, utilization of resources and feedback to stakeholders. The approach adopted must positively contribute to organizational business continuity (Somali NGO Consortium , 2015).

The study also found that that there were seven beneficiaries in the largest programme they were working on who included; the Municipal, Regional member state government authorities, Federal Government, Donors, Research institutions /including universities, Local civil society and the Somali Diaspora community who are located in Mogadishu, regional capitals, programme location, Nairobi and Outside the horn of Africa; majority of the respondents stated that field visits (Face to face interaction) was the mode that they used to interact with the stakeholders; they interacted with the stakeholders every week and agreed to a great extent on statements in regards to on access to stakeholders and adoption of monitoring and evaluation. This finding is in tune with the empirical evidence presented by (HAP International, 2010) who found that humanitarian responses stakeholders vary from donors, beneficiaries, agencies, government and the private sector players. The needs of these stakeholders vary and each of them has to be satisfied for an effective programme to be attained. The beneficiaries would be most interested in when they will receive aid and the quantities of the aid. The government bodies at the federal, state and regional levels are interested in ensuring as many of the affected persons receive aid, on time and as specified and that social safeguarding approaches are taken to account. Accountability for the aid is also important for government bodies especially in areas where they are a huge player as exemplified in health and social safety nets programmes.

The study further found that respondents agreed to a great extent on statements on early warning system as a catalyst to programme quality; indicated that the organizational early warning systems were effective and that they integrated traditional early warning systems developed by local communities to their organizations approaches. The respondents also indicated that their donors explicit direction to change programme management practices was a critical part of adopting innovative approaches that led to improvements in programme quality implementation, real time M&E, was important, bad news from programmes was as important as good news and the need for organization need to demonstrate value of the programme investment were the factors that

most contributed to programme quality programme management practices in the organization. These findings support a study done by (Practical Action, 2017) who stated that early warning refers to the mechanisms and processes put in place to provide information on a potentially emerging hazard that enables an early action to kick start as a mitigation strategy For a prolonged hazard including drought and situations of persisting conflict, the responding agencies have the time to craft a response plan as the situation unfolds. For a rapid onset emergency on the other hand, the decision-making window to action is limited. Any delays would lead to further human suffering. It is imperative that in humanitarian situations, the monitoring and evaluation team and the decision making, or programme team are in sync through a seamless information sharing mechanism.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter includes key data findings as discussed, conclusions deduced from the study results and deduced recommendations. The conclusions as well as recommendations were deduced from the findings and addressed as per the study objectives.

5.2 Summary of Findings

5.2.1 Real Time Monitoring and Evaluation

The study found that the respondents agreed to a great extent on statements in relation to real time monitoring and evaluation; most indicated that they received data from the field surveys within a day; data sets were analysed within the week following submission; the average time between data analysis and management decision making in the office was within a month and the respondents used phone based as well as person to person engagement as programme management approaches in the organisation.

5.2.2. Remote Management

The study found that remote management influenced programme quality to a great extent; all the respondents (100%) indicated that Somalia humanitarian operations were run from offices scattered across Kenya and Somalia in Nairobi, Mogadishu, Kismayo, Garowe, Hargeisa and Burao; all the respondents stated that they used Skype as well as email while the rest indicated that programmatic decision making was decentralised.

5.2.3 Access to Stakeholders

The study also found that there were at least seven stakeholder categories in the largest programme they were working on who included; the Municipal, Regional member state government authorities, Federal Government, Donors, Research institutions /including universities, Local civil society and the Somali Diaspora community who are located in Mogadishu, regional capitals,

programme location, Nairobi and Outside the Horn of Africa; majority of the respondents stated that field visits (Face to face interaction) was the mode that they used to interact with the stakeholders; they interacted with the stakeholders every week and agreed to a great extent on statements in regards to access to stakeholders playing an important role in programme quality.

5.2.4 Early Warning System

The study found that respondents agreed to a great extent on statements on early warning system as having impact on programme quality; indicated that the organizational early warning systems were effective and that they integrated traditional early warning systems developed by local communities to their organizations monitoring and programme management approach. The respondents also indicated that their donor's explicit direction to change the way they conducted programme management was a critical part in influencing programme quality. Bad news from programme delivery was as important as good news were all factors that led to improvements in programme quality.

5.3 Conclusions

The results show that the majority of the respondents indicated that they received data from the surveys every day, analyzed within the week it is submitted using phone-based questionnaires thus getting an effective information flow in place is therefore critical for humanitarian action. The critical path for decision making and implementation in organizations with centralized structures would not cope with a fast-paced response. Real-time programme management practices can be the difference between life and death or the ability for persons to bounce back to an almost normal way of life after a disaster. It essentially ensures the field staff and persons impacted by a disaster are reached and their needs articulated and shared.

The study concludes that improved communication channels further support remote management by linking field teams with decision makers and for distribution of analysis. The most widely used form of communication to aid in remote management apart from telephony has been skype which is used to share documents, place calls including to a group of persons in various localities or make video calls. This offers the field and HQ teams the opportunity to coordinate on a regular basis

offering development on ongoing projects and ongoing managerial backstopping and technical oversight.

Consultation with the stakeholders is a key ingredient for running effective programmes taking into account equity within the geographical area and demography of persons being supported. Programme management practices functions in these instances are important to ensure the voice of the voiceless in society is heard and informs programming approaches that will be of benefit to them. To attain effective levels of coverage and access to all stakeholders, innovative approaches must be employed as a critical element of programming in fragile and conflict affected countries. Mobile phone technology, social media and mass media have opened up the access to the people being served, the people providing support and those working in the frontlines like never before.

The study also concludes that a prolonged hazard including drought and situations of persisting conflict, the responding agencies have time to craft a response plan as the situation unfolds. For a rapid onset emergency on the other hand, the decision-making window to action is limited. Any delays would lead to further human suffering. It is imperative that in humanitarian situations, the programme management practices team and the decision making, or programme team are in sync through a seamless information sharing mechanism.

5.4 Recommendations

- i. Organizational leadership should consider integrating modern information and communications technology as part of regular program management practices to aid in achievement of real time programme management
- ii. Organisations relying on remote management for programme implementation must invest in capacity building of their field staff to aid in implementation, coordination and representation.
- iii. have to invest on staff Humanitarian actors have to rely on both traditional early warning systems including migration patterns of birds as well as set up new and scientific methods of early warning. In most instances, parties have resolved to a mix of both and have set up systems at the ground to feed into the organization monitoring and evaluation.
- iv. There is need to include all stakeholders in project M & E in each stage as they play an active role since, they are the consumers of the project for the sake of sustainability. Cooperation of

stakeholders should also be encouraged. Mobile phone technology, social media and mass media have opened up the access and should be effectively utilised.

5.5 Suggestions for Further Study

The empirical studies indicated a number of relevant issues that this research did not investigate, but which might be important for further research. The researcher challenges scholars to conduct another research using other determinants of evaluation of M & E systems for projects in assessing thematic areas besides real time monitoring and evaluation, remote management, access to stakeholders and early warning so that their findings can allow for generalization of results. Follow on research should include smaller non-governmental agencies.

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APPENDICES

APPENDIX 1: TRANSMITTAL LETTER

Barnaba Shokole,
University of Nairobi,

P.O. Box 13509 - 00400

Nairobi, Kenya

The Norwegian Refugee Council (NRC)

P.O. Box, 21211 - 00100

Nairobi, Kenya.

Dear Sir / Madam,

RE: Participating in an academic thesis

I am a post graduate student at the University of Nairobi pursuing a Master of Arts: Project Planning and management. In partial fulfilment of my degree course, I am undertaking a study on programme management practices impact on programme quality; the case of Norwegian Refugee Council (NRC) in Somalia. The NRC management at the Regional and country office have provided the clearance for its staff to take part in this research.

I therefore kindly request you to spare a few minutes to fill in this questionnaire. The information obtained will be used purely for the purpose of this research and will be treated as confidential and used for academic purposes only. In order to ensure utmost confidentiality, do not write your name on this questionnaire. Please fill in all sections of the questionnaire as per the guidance in the question to the fullest of your knowledge.

Thank you

Barnaba Shokole

APPENDIX II: QUESTIONNAIRE

Introduction and consent

This questionnaire seeks to collect information on impact of programme management practices on programme quality. Fill in the blank spaces provided for those questions where elaborate answers are required and where required, select the appropriate answers. Please do not include your name on the questionnaire. Participation will be voluntary, and information will be used for research purposes only. Kindly spare time to respond to the questions below objectively and accurately.

This questionnaire has been provided as an online survey to be filled out online and submitted back to the researcher.

Consent: Do you voluntarily accept to participate in the study

- a. Yes
- b. No

Section A: General Information

1. Gender of the respondent

- a) Male ()
- b) Female ()

2. Indicate by ticking your age bracket

- a) 24 yrs. and below []
- b) 25-29 []
- c) 30-34 []
- d) 35-39 []
- e) 40-44 []
- f) 45-49 []
- g) 50 and above []

2. Which office do you work for?

- a) Regional
- b) Country

Section B: Real Time Monitoring and Evaluation

3. Using a scale of 1-5, where 1= strongly disagree; 2=disagree; 3=Neutral; 4=agree; 5=strongly agree, please indicate the extent to which you agree with the following statements:

Statements	S.D	D	N.S	A	S.A
Organizations with centralized decision-making structures must implement real time programme management practices services					
Real-time Programme management practices leads to improved speeds in management decision making					
Real time programme management practices leads to more relevant and agile humanitarian programming					
Real time monitoring is crucial in providing most relevant information to aid in decision making					
Real time programme management practices requires team to develop new competencies and skills to effectively execute it					
Innovative approaches and use of innovative approaches is critical to real time learning					
Real time learning leads to flexible and agile programme management					
Real time programme management practices is expensive					

4. How often do you conduct real time evaluations for the programme?.....
5. How quickly do you receive data from field surveys? (Select response from the list below)
- i. Within 1-3 hours
 - ii. Within a day
 - iii. Within two days

- iv. Within 3-5 days
 - v. After a week
6. How quickly are data sets analysed following submission.
- a. Within the day
 - b. Within the week
 - c. Within two weeks
 - d. Within a month
 - e. After a month
7. What is the average time between data analysis and management decision making?
- a. Within the week
 - b. Within two weeks
 - c. Within a month
 - d. Within a quarter
 - e. After a quarter
8. Which of these approaches are you using in your organization? (select all that apply)
- a) Paper based surveys
 - b) Call centre
 - c) Phone based data collection
 - d) Toll free SMS
 - e) E-voucher linked to a central database
 - f) Telephone Hotlines
 - g) Third party monitoring
 - h) Data mining
 - i) Remote sensing
 - j) Crowdsourcing
 - k) Micro narrative
 - l) Others (if you select other, do list them below)
 -
 -
 -
 -

SECTION C: Remote Management

9. Using a scale of 1-5, where 1= strongly disagree; 2=disagree; 3=Neutral; 4=agree; 5=strongly agree, rate the following statement on remote management and its influence on programme quality.

Statements	S.D	D	N.S	A	S.A
Innovative approaches and innovative approaches in Programme management practices facilitates improved working between teams that are geographically separated					
Innovative approaches in allows more linkage with subject matter experts across the globe					
Remote management facilitates operational changes including transfer of programme responsibility to local staff or local partner organisations					
Remote management aided by innovative approaches offers oversight that leads to high quality standards of response					
Innovative approaches in Programme management facilitates coordination between remote teams e.g. field offices, country and regional or headquarters					
Innovative approaches in Programme management are mandatory to attainment of effective remote management					
Remote management has catalysed the development and use of digital data gathering approaches					
It is possible to undertake effective remote management without innovative approaches in Programme management					

10. Where your main offices are located (HQ and main support hub)?

11. Where is your: (Select response)

- a. National main support office located

b. Where are the main field offices located in Somalia?

.....

.....

12. State communication channels between field offices and Country office (select all that apply)

a. Skype

b. Zoom

c. Webex

d. Email

e. Telephone

f. Other (list them).....

13. What approach to decision making does your office adhere to (centralised or decentralised)?

a.

Section D: Access to Stakeholders

14. What are the number of beneficiaries in the largest programme you are currently working on? Provide a number?

15. Who are your stakeholders (list them)?

a.

b.

c. „.....

d.

e.

16. Where are they located
-
 -
 -
 -
17. How do you interact with the stakeholders?
- Phone
 - Field visits (Face to face interaction)
 - Through proxies
 - Others (list).....
18. How often do you interact with the stakeholders?
- Daily
 - Weekly
 - Monthly
 - Every other month
 - Once a quarter
19. Why is regular engagement with stakeholders important in programme implementation?
20. What is your level of engagement with Government stakeholders? (minimal, extensive, other.....)
21. Using a scale of 1-5, where 1= strongly disagree; 2=disagree; 3=Neutral; 4=agree; 5=strongly agree, please indicate the extent to which you agree with the following statements;

Statements	S.D	D	N.S	A	S.A
Consultation with stakeholders is critical for implementing effective and equitable programmes					
In fragile and conflict affected states its challenging to engage with beneficiaries on a daily basis					
Mobile phone technology, social media and mass media have improved two way communication between power holders and the people served by them					

Consistent visibility and communication with the community served increases the organizational acceptance and improves programme quality					
Visibility and communication can be aided by use of innovative approaches in programme management practices e.g. use of call centres, toll free SMS lines and use of mass media to directly engage with communities					
Access to stakeholders improves understanding of needs and translates to better programme quality					
Innovative approaches in programme management allows tracking of beneficiaries who would otherwise be challenging to reach consistently e.g. pastoralists					
Innovative approaches allows humanitarian worked to keep track of new events in areas where they lack direct access e.g. by use of community-based monitors					

Section E: Early Warning System

22. Using a scale of 1-5, where 1= strongly disagree; 2=disagree; 3=Neutral; 4=agree; 5=strongly agree, please indicate the extent to which you agree with the following statements on early warning system:

Statements	S.D	D	N.S	A	S.A
Early warning systems are critical in humanitarian settings for effective planning and response					
Early warning leads to effective utilization of resources					
An effective response strategy is based on the quality of early warning information					
Early warning requires humanitarian agencies to invest in right tools and approaches for programme management practices					

23. Describe the early warning systems your organization has in place?

- a.
- b.
- c.
- d.

i. Are the above measures effective?

24. How can you improve them?

.....

25. How's does your early warning system defer from other options available in Somalia

.....

.....

26. Do you integrate traditional early warning systems developed by local communities to your organizations monitoring approach? Ye/No Why?

Section F: Donor Conditions

27. Have any of your donors explicitly requested a change to the way you conduct programme management practices

28. How is bad news from Programmes treated?

- a. Within the organization
- b. By donors

29. What do you consider as the main purpose for monitoring and evaluation?

30. Donors seem to be more inclined towards improved Programme management practices,

a) Why are donors more demanding on this front?

b) How do you engage with the extra demands?

31. Would you consider your approach to Programme management practices as innovative?

- If yes why?.....
- If not why not?.....

32. How would you classify donor attitude towards funding innovative approaches in Programme management practices (select from the provided list)

- a. Low focus
- b. Neutral
- c. Positively engaged
- d. Highly interested

33. Rate the following statements by placing a tick on your choice

	Strongly agree	Agree	Neither Agree nor disagree	Disagree	Strongly disagree
	5	4	3	2	1
Monitoring is a critical part of project implementation					
Innovative approaches in Programme management is important					
The organization can still improve on Programme management practices					
Bad news from programmes is as important as good news					

Section G: Adoption of innovative approaches in programme management practices (OV).

34. Outline the benefits you have experiences following adoption of innovative approaches in to Programme management in your organisation.

- a.
- b.
- c.
- d.

35. Would you recommend adoption of innovative approaches in Programme management to other country programmes? Why?

.....
.....

36. Which of the following factors has most contributed to programme quality improvements (select all that apply)

- a. Real time programme management approaches
- b. Remote management requirements
- c. Improvement in consultation with stakeholders
- d. The need to improve the speed and quality of early warning information
- e. Donor conditionality and push towards innovation .

37. On a value for money metric/ return on investment. How would you classify adoption of innovative programme management practices in your organisation?

- a. Strongly satisfactory.
- b. Satisfactory
- c. Cannot tell
- d. Below satisfactory
- e. Highly unsatisfactory.

THE END

THANK YOU FOR PARTICIPATING IN THE STUDY.