

UNIVERSITY OF NAIROBI

**AN ANALYSIS OF THE PERCEPTION OF PUBLIC RELATIONS
PRACTITIONERS ON THE USE OF ADVERTISING VALUE EQUIVALENT
TOOL IN MEASURING PUBLIC RELATIONS CAMPAIGNS: THE CASE OF
REELFORGE MEDIA INTELLIGENCE COMPANY**

BY

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DECLARATION

This Research Project is my original work and has not been presented for a degree in any other University.

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This Research Project has been submitted with my approval as the university supervisor.

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DEDICATION

I would like to dedicate this work to my parents Mr. Bernard Beyo and Mrs.Cresentina Beyo, whose love for knowledge saw me through school. There is no doubt that without their continued support and counsel I would not have completed this journey

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To the Almighty God for the gift of life so as to accomplish this research.

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LIST OF ABBREVIATIONS

ACE	Advertising Cost Equivalents
AVE	Advertising Value Equivalent
EAV	Equivalency Advertising Value
IPRA	International Public Relations Association
KBC	Kenya Broadcasting Corporation
KIO	Kenya Information Office
KNA	Kenya News Agency
PR	Public Relations
PRSK	Public Relations Society of Kenya
MPI	Media Publicity Index/Media Prominence Index
OTS	Opportunity To See
KARF	Kenya Audience Research Foundation
ICCO	International Communications Consultants Organization (ICCO)
PRI	Public Relations Index

ABSTRACT

The main objective of this study was to analyze the perception of Public Relations practitioners on the use of the Advertising Value Equivalent tool in measuring Public Relations campaigns. The research was guided by three specific objectives: to analyze the level of awareness on the use of the advertising value equivalent tool among Public Relations practitioners, to find out which tools Public Relations practitioners use in measuring their campaigns and to find out the tools preferred by Public Relations practitioners to measure their campaigns. The study adopted a descriptive research design. It used both qualitative and quantitative approaches to research. It was conducted amongst Public Relations practitioners working at the Reelforge Media Intelligence Company. The target population of the study were the 120 Public Relations practitioners working at the organization. The study used Fisher's sample size model to establish the sample size of 91 respondents. A pre-test was conducted where a sample questionnaire was administered to ten respondents to find out if the respondents understood the questions and to find out if their interpretation coincided with what the researcher intended to study. The researcher analyzed 52 questionnaires the data was analyzed using descriptive statistics in form of graphs and pie charts and findings were presented in terms of themes. The qualitative data was analyzed according to themes derived from the research objectives. The findings show that PR practitioners know about the use of the AVE tool. The study found out that the most popular PR measurement tools were AVE and media content analysis. Client request was cited as the most motivator for selecting a PR measurement tool. The study therefore concluded that media content analysis and advertising value equivalent, which have been shown to be ineffective measures of PR campaigns are widely used by practitioners in the organization with client's requirement influencing the preference of using a certain tool. The study recommends that a framework to be developed by the Public Relations Society of Kenya that standardizes PR measurement in the industry and also training and education on PR measurement among PR practitioners.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter focused on the background to the study, the statement of the problem, the objectives of the study that guided the research and rationale of the study. The study justification, scope and limitations of the study are also highlighted here.

1.1 Background to the study

Public relations as an occupation continue to grow in Kenya. A research done in 2011 by the Public Relations Society of Kenya (PRSK) notes that there is a very rapid growth in field of Public Relations Consultancy in Kenya in comparison to other developing countries. The current situation in Kenya is that of Advertising agencies creating Public Relations arms offering communication solutions which are incorporated in the organizational goals at the cost of strategic Public Relations and communication practice (Tikolo, 2011).

The industry has therefore kept on defining PR on the basis of the amount of coverage they are given by the media to interact with their clients. This has therefore kept of its effect at the basic level and has also remained at the entry level. Media buying has therefore become the order of the day with Advertising Value Equivalent (AVE) is the critical method of evaluation for the activities of Public Relations. This study therefore analyses the perception of Public Relations practitioners on the use of the Advertising Value Equivalent tool in measuring Public Relations campaigns.

According to Wilcox et al (2004:4), Public Relations as the process and science of predicting of trends, their consequences, counseling organization leaders, analyzing trends and executing planned activities serving both the organization and the interest of the public. Thomas and Lane (1990) define Public Relations as a management tool for establishing support among an organization external and internal publics. These definitions shows that Public Relations involves creating and maintaining good relations with a firm's external and internal stakeholders; the government, private organization, individuals and society in general(Rivero&Theodore,2014).

Harrison (2000:2) says, the discipline that takes care of an organizational reputation with the aim of getting an understanding and the necessary support for influencing opinion and behavior is known as the Public Relations practice. It is carried out through plans and sustained effort for the establishment and maintenance of goodwill in the organization and promoting mutual understanding for the organization as well as the public.

Kendall (1996) defines a campaign as a firm's effort to create and sustain relations which are socially acceptable through the application of objectives from evidence and adopting effective communication strategies throughout the organization. It also measures the outcomes in order to assess the extent to which they have been achieved. Similarly Rinrattanakorn (2016), agrees that campaigns are often steered toward achieving certain firm purposes. In the same way, PR campaigns are undertaken to improve the situation of the organization or to solve an issues in an organization.

Bobbit and Sullivan (2005) define a campaign as an arranged operation or activity which is designed to achieve a commercial, social or political objective (Bobbit & Sullivan, 2005). A public relations campaign consists of seven basic elements. These are

objectives, situational analysis, public/audience targeted, messages, timetable, budget and evaluation. However, this study limits its interest on the evaluation element of public relation campaigns. Rinrattanakorn (2016), describes a PR campaign evaluation as a process of systematic measurement of the effectiveness of a campaign. PR practitioners after implementing PR campaigns are required to evaluate the results and relate these with the set objectives of the PR campaign. This way, PR practitioners can answer to clients about the success of a PR campaign with accurate information.

Newsom et al. (2004) describe a successful campaign as comprising five basic characteristics. They include; educational, engineering, enforcement, reinforcement and evaluation. Discussion of the four characteristics is beyond this study which is concerned with the perception of Public Relations practitioners on the use of Advertising Value Equivalent tool in measuring campaigns. Newsom et al. (2004) emphasize the importance of PR campaign evaluation for PR practitioners as it assists them in examining the success of a campaign while acquiring information on the effectiveness and efficiency of PR campaign activities. PR evaluation also allows PR practitioners the ability to explain the changing behavior and attitudes of the public.

There are several advantages of measuring a PR campaign such as providing useful information to the PR practitioner. Wilcox, Ault, Agee and Cameron (2000) argued that there are three levels of measurement in a PR campaign. The first and most basic level comprises the media placements, distribution and compilation of messages. The middle level entails measuring the awareness of the audience, their comprehension of the messages and retention of these messages. The most advanced level involves measuring the changes in behaviour, opinions and attitudes. There are combinations of evaluation

techniques that can be used in evaluating a public relations campaign to achieve complete evaluation. According to PR gurus, the criteria for evaluation should be credible, realistic Public Relations practitioners have been under pressure to give clients real returns on PR campaigns in terms of impact not only on coverage. Schroeder-McLean (2012) noted that clients are increasingly demanding evidence-based returns from what they have spent on their communication activities and this has found PR practitioners flat-footed without adequate PR measurement tools to validate the work they have undertaken to their clients. Schroeder-McLean (2012) note that clients are increasingly demanding evidence-based returns from what they have spent on their communication activities and this has found PR practitioners flat-footed without adequate PR measurement tools to validate the work they have undertaken to their clients. Macnamara (2014a) argues that there are several factors that can be attributed to the need for establishing standards for evaluating and measuring PR. After 40 years of widespread industry discussion and research, (Watson, 2008), PR practitioners still cannot convincingly demonstrate the value of PR for organizations and businesses.

Studies show that there is no one country that undertakes PR evaluation than others (IPRA, 1994). In a study of the UK's Sword of Excellence, Pieczka (2000) found no clear association between stated evaluation and objectives. In Canada, Piekos and Einsiedel (1990) found that scientific research methods were rarely used for evaluating impact of PR campaigns and these was supported by Dozier (1990) how also established that there was less preference for scientific methods of measuring and evaluating PR.

According to L'Etang and Muruli (2004), public relations emerged in Kenya due to the desire by some powerful interested groups such as the British Colonial administration for the creation and management of public opinion within such organizations. Therefore the public relations had to be adopted with the notion that the exercise of colonial power through a few on behalf of many called for a careful relationship management strategy which had to be supported by reliable oratorical tactics and strategies (L'Etang & Muruli, 2004, p. 218). The importance of public relations was realized in the early 1920s by the British civil servants both at the local and national levels. Mbeke (2009) argues that PR application and practice is not a new phenomenon to indigenous communities such as the Nandi, Luhya, Luo, Kamba, Kisii and Kikuyu (Omondi, 2012). Mbeke (2008) says these communities practiced their own individual structures, styles, communication systems and spokespeople.

Since then, the practice has seen tremendous growth in the number of graduates, practitioners, consultancies and bodies, such as the Public Relations Society of Kenya (PRSK) in regulating the practice (Kiambi, 2010). The PR sector includes two distinct groups: consultants working in PR agencies who report to their clients and practitioners who have only one employer and are referred to as in-house PR practitioners. The role of the in-house PR practitioner is to purchase and provide PR services on behalf of the employer (Tikolo, 2011).

There are fewer PR organizations in Kenya compared to Western countries and these are medium sized and micro PR firms with very few large PR consultancy firms. The presence of these medium, small and large PR consultancies has remained the same over time. However, the industry has witnessed an increase in the number of consolidations

between medium size consultants and small (Tikolo, 2011). The landscape of PR in Kenya has seen a tremendous growth in the last decade. The globalization era has increased the level of trade between nations and this has also led to the internationalization of PR practices. There are several international PR consultancy firms that have set up offices in different regions of the globe, these include; Burson-Marsteller, Ogilvy and Hill and Knowlton to promote their services (Kiambi, 2010).

He further notes that despite such promising growth on PR, research on PR in Africa is not as evident as in the world. He acknowledges the paucity of research in the PR industry in Africa although the region shows an exponential growth and potential for international public relations. In the literature, there is evidence of African cultures that have been studied in relation to public relations. Mbeke, 2009 there is research that has been conducted on PR practice and consultancies by corporate organizations and this remain in private custody and thus may not inform practice in Kenya. This study will therefore seek to find out the perception of Public Relations practitioners on the use Advertising Value Equivalent method in measuring Public Relations campaigns.

1.2 Statement of the Problem

Advertising Value Equivalents (AVEs) also referred to as ‘ad values’ and ‘ad equivalency’ have emerged in the contemporary world as tool used commonly to measure the supposed worth of public relations or the editorial publicity particularly, (Jeffress-Fox, 2003). They are obtained by multiplying the centimetres of column in an editorial print media that have been covered and seconds used by the respective media advertising rates on the broadcasting publicity.

In much of the applications, even if the contents and tone of editorial coverage do not meet the necessary standards, the total amount of coverage is valued. This evaluation method of public relations value in the media had been criticised by several researchers and scholars in the past for instance, Mancamara(2012), although they still continue to be used and defended by a good number of scholars. However there exist a significant difference between news and advertisement as seen by (Jeffress-Fox, 2003; 23) who say that there is a fundamentally different form of communication involved in covering news and advertisement during broadcasting together with their placement and presentation because adverts can be controlled, while editorial varies from one media to another.

However, there are scholars who defend the use of the Advertising Value Equivalent and argue that Advertising Value Equivalent technique has made possible the activities for the quantification of economic value of Public Relations. From this value, the useful financial ratio of return on expenditure can also be calculated. This has also helped Public Relations professional to examine more readily the costs and benefits of a campaign to be executed. In Kenya there is no evidence to show Kenyan Public Relations practitioners views on this method. This study therefore sought close this gap of knowledge. The research will attempt to find out what Public Relations' practitioners think of the use of Advertising Value Equivalent method in measuring Public Relations campaigns.

1.3 Objectives of the research

1.3.1 Main Objective

The main objective of the study was to analyze Public Relations practitioners' perception of Advertising Value Equivalent tool in measuring Public Relations campaigns.

1.3.2 Specific Objectives

The specific objectives of this research were:

- i. To analyze the level of awareness on the use of the Advertising Value Equivalent Method in measuring Public Relations campaigns among Public Relations practitioners
- ii. To find out which tools Public Relations practitioners use in measuring their Public Relations campaigns
- iii. To find out which tools Public Relations practitioners prefer in measuring their Public Relations campaigns

1.4 Research Questions

The study attempted to answer the following questions:

- i. What is the level of awareness among Public Relations practitioners on the Advertising Value Equivalent tool?
- ii. Which tools do Public Relations practitioners use in measuring their Public Relations campaigns
- iii. Which tools do Public Relations practitioners prefer in measuring their Public Relations campaigns?

1.5 Justification of the study

Despite the widespread condemnation of using Advertising Value Equivalent(AVE) in measuring Public Relations activities, a study commissioned by the Public Relations Society of Kenya dubbed “ The practice of Public Relations in Kenya: Future growth prospects in 2011, notes that “ the amount of media coverage provided to the clients has continuously defined the public relationship industry and Public Relations and communications at the basic level of entry. The study will therefore sought to analyze the perception of Public Relations practitioners on the use of the AVE method in measuring PR campaigns and also provide a solution on the same. This research will also make contributions to professional extension of existing knowledge on the use of the Advertising Value Equivalent tool of measuring Public Relations campaigns and inform the industry on the best practices.

1.6 Ssignificance of Study

This study is of benefits to PR consultant by enumerating the various expectation interest and priorities in embracing better PR. Campaign evaluation mechanism. The study also provide solutions beyond the widely used AVE as measure of PR campaign success. Academia can borrow from the findings and develop areas for further research.

1.7 Scope of the study

This study focused on the perception of Public Relations practitioners on the use of the Advertising Value Equivalent Method in measuring Public Relations campaigns. The

researcher confined the scope to the views of Public Relations practitioners working at Reelforge Media Monitoring Intelligence Company.

1.8 Limitations of the study

Although this research aimed at achieving its aims, there were some challenges which could not be avoided. First the limited time made this research to be conducted with only a small population of the target population who were selected by the researcher for the study. The research was also limited by the fact that some respondents were unwilling to divulge all the needed information due to confidential regulations that are stipulated in the policy documents of the company or non-disclosure agreements signed between them and their clients.

1.9 Operational Definitions

Stakeholders: A person, group or organization that has interest or concern in an organization.

Public Relations Practitioners: Persons who works in the field of public relations and does everything for a company that will keep them in a good light with its publics

In house Public Relations Public Relations that is done with an internal PR team that handles all aspects of the company's Public Relations needs

One man operation Public Relations done by only one person in an organization

Evaluation: This is a process of establishing the effect of actions, inputs and processes on an activity. In this study, this refers to determining the importance or value of a PR campaign to the organization or to the PR practitioner (Watson, 1997).

Measurement: This refers to taking action to identify the costs and benefits of a program. In this study, measurement refers to the actions of PR practitioners to establish the impact of their PR campaign (Grunig & Hon, 1999).

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter discusses Advertising Value Equivalent (AVE) metric as a tool used in measuring Public Relations and reviews literature written by various authors on its effectiveness as well as its limitations in measuring Public Relations campaigns. It also review the theoretical and empirical underpinnings of Public Relations measurement.

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2.1 History of the Practice of Public Relations

There has been tremendous evolvement in project management in terms of planning, coordinating controlling various activities in today's environment. The similarities in all projects centers on the way new ideas and activities ate translated. The Project Management Body of Knowledge (2004) explains project management as a way of achieving project objectives through scheduling, planning and controlling its activities. Further the Project Management Institute (2004) indicates that the needs of stakeholders are met or even expectations exceeded through skills and techniques applied in the activities of projects. In development, project management relevance has increased and as Atkinson (1999) indicates, organizations use the same to ensure projects are implemented in successful manner. He further indicates that though these measures are in place many projects still fail.

Many actions need to be taken during project execution and many things need to be in place to ensure its success which will be seen in how cost and time are minimized and quality maximized. According to Juan (2007) it is not simple how success can be

achieved through respective requirements are clear. Many authors have indicated why projects fail including Field (2004) who gives a lack of understanding of user need and appreciation of scope as one reason why projects fail, another being absence of institution memory and having insensitive systems. Jeffrey and Denis (2004) observed that most projects are initiated in changing environments. It is evident therefore that projects are faced with risks and challenges throughout the cycle and despite efforts in having resources in place many do not meet the expectations.

According to the UNDP website (2015), the UNDP is part of the UN network of organizations that promotes change and connection of countries to acquire knowledge, resources and experience as well as building a better life for their citizens. It is present in almost 170 countries and regions where it helps in fighting poverty, promoting resource equalities and inclusion through development and adoption of appropriate policies. Such policies are implemented through effective leadership skills, partnerships, development of institutional capacities and abilities and building resilience for sustainable development agenda. In Somalia, the UNDP has assisted in recuperating it from the many years of conflicts through adoption of effective development programmes. At the same time it is also engaged in providing the people with humanitarian and recovery needs by looking into their needs in terms of gender, encouraging social services, making their livelihoods better, development of effective poverty reduction programmes, enhancing good governance as well as their humanitarian security. In all these activities and efforts, the body works very closely with the Somali Government, the non-governmental organizations and the civil society because of the threat posed by the continued insecurity in the country.

Somalia to recover from the conflicts, the UNDP has developed the Somali Compact document which was signed into action in Brussels on the 16th of September in 2013 during the New Deal Conference. This document is a guide line for its operations in Somalia. At the same time Somalia has corroborated this gesture by the adoption of a new constitution and electing their government and leaders to various institutions through its vision 2016 outline of its strategies on post-transition benchmarks for constitutional review and holding a referendum and the first post-transition national election.

The Somali compact document/New Deal lays down five goals for building peace and state rebuilding which are based on politics, justice, economic fundamentals, provision of social services, security and sustainable revenue generation programmes. At the same time the body is partnering with the Somali government and international organizations to help in developing capacity development programmes for all the development partners.

The UNDP collaborates with different partners and agencies such as the Somali Government, NGOs and civil organizations to develop programmes for building capacity in key areas such as access to water, sustainable food security, health and education and making them a priority in its agendas for intervention in Somalia. It also helps the local communities to rebuild the roads, markets and irrigation networks damaged during the conflicts. The security agents are also assisted in promoting the rule of law, management of public funds and monitoring the security situation in the country at all the time. Finally the body advocates for the adoption of sustainable development goals for the citizens of the Somalia in general.

The five Peace and State Building Goals laid down in the Somali Compact are PSG1 – inclusive politics, strong economic foundation, parliamentary support, community security and constitutional support PSG2 - Security includes Civilian Police Civilian Police; PSG 3 - Justice includes Access to Justice and Community Security; PSG 4 - Economic Foundations: Trade and Private Sector Development Trade, Local Economic Development and Environment and Energy Environment; PSG 5 - Revenue and Services: Joint Programme on Local and Cross-Cutting Issues which includes the Environment and Natural Resources Management, Capacity Development Programme, Gender Equality and Women's Empowerment Project and HIV AIDS Projective, (UNDP Website, 2015). These are the guiding principles upon the operations of the UNDP in Somalia are anchored on and were the focus of this study based on the capacity development programmes.

The capacity development programmes adopted by the UNDP in Somalia are based on helping the Somali Government in their role of ensuring sustainability of the functions of the government such as the management of public funds, effective distribution of roles and responsibilities, human resource management, development and implementation of development programmes for her citizens and coordination of internal and external activities and ensuring sustainable peace programmes (UNDP Intranet, 2015). These functions by the Government promote openness and accountability hence enhancing trust and confidentiality among the citizens of Somalia. They are run under the Strengthening Institutional Performance (SIP) Project and the Emerging States Formation Project by the UNDP. Through these programmes, the UNDP helps in responding to the institutional

development of different states in various parts of the country, (UNDP Somalia project document, 2015).

The SIP projects supports the Somali Government in the implementation of its capacity development flagship projects for enhancing capacity in the civil service and strengthening capabilities of the key ministries and agencies in performing their main functions of service delivery to the citizens. The SIP project helps the government in developing organizational structures within its functions and ministries to meet the expectations of the people of Somalia. The (StEFS) supports the federal Government of Somalia and Emerging states to achieve the first goal – PSG1 as spelled out in the Somali Compact Document. The PSG1 is about inclusive politics, whose strategic objective is to attain sustainable peace and stability and also promote dialogues between the Government and her people through a process of social reconciliation, (UNDP prodoc, 2015).

There are similar problems experienced by donor funded projects in South Africa which is common to other African nations as identified by Hough (2004), who also proposes the simplify, standardize, replicate and monitor model aimed at making projects effective. These projects can be of different types ranging from technology, monitoring and evaluation, empowerment of primary stakeholders, and accountability issues. Somalia is not new to these problems since the conflict and insecurity experienced for more than 20 years has made it difficult to implement projects

UNDP is one of the many international and humanitarian organizations which have managed to operate in unstable countries like Somalia to implement projects aimed at

changing lives of the citizens. The stability of the United Nations organizational structure makes well places UNDP as the appropriate agency that is able to carry out project operations in unstable countries and risky environments. (UNDP Somalia website, 2015)

While it is evident that UNDP has made progress in Somalia in various sectors including increasing capacities of partners to help achieve efficiency, effectiveness, transparency and accountability in the use of public finances UNDP Somalia website (2015) indicates that there is still challenges associated with capacity in the new government structure. Immediate challenges are also seen when it comes to system development, infrastructure and training to increase capacity as per the new compact. Inadequate information and poor access to the same is also a challenge together with high unemployment rates lack of capacity to be able to participate in development, poor strategy for inclusive and sustainable urban development; uncoordinated institutional frameworks to support devolution. Though there generally exists organizational and individual capacity with experience in managing government, the biggest challenge lies in making devolved counties that are in line with the Constitution. To address this challenges, UNDP Somalia is taking an active role through its capacity development programme.

2.2 Evolution of Evaluation of Public Relations

Projects are basically seen as actions for generating returns. John Moore indicates that being set of specific activities with start and end time and resource allocations, projects are supposed to generate outcomes. Performance of projects are therefore assessed in their capacity to generate return throughout their lifecycle. Most projects don't meet the

key beneficiary needs and have other problems including escalated costs, unachieved or unsustainable outputs, late implementation and unanticipated outcomes.

In meeting the desired objectives, project success is measured by many factors that if left without being monitored or well managed could destroy the project. (Falin, 2007), and deter it from reaching the objectives outlined at the initial stage terming it as not performing. (Lavagnon, 2011) suggests that projects don't achieve goals due to problems relating to management, organization, poor stakeholders involvement and management as well as cost overruns, and delays in fund release during implementation.

Lack of satisfaction with project outcomes and performance goes back to the 1950s. Until 2000, the World Bank rated the project failure in Africa at more than 50%. The International Finance Corporation, which is the World banks private arm also found out that in Africa only few projects succeed. The impact of time in project performance as gives an emphasis in understanding the delays in some projects (Nkamleu, 2011).

Responding to the questions relating to characteristics of a project affecting the probability of experiencing the startup delays is crucial to be able to come up with effective strategies to deal with long delays experienced in the throughout the project. Many authors have agree to the fact that factors that can be internal or external influence the way projects are executed (Chauvet, Collier, Fuster, 2007). Some factors resulting to projects underperforming include lack of experienced managers, beneficiaries not involved in the identification and design stage poor coordination between project activities and purpose and lack of identification of the external environment during project design, among others (Green &Haines, 2008).

Taking account of socio—economic context in which project operate has led to success of projects (Batten, 2001). Project managers need to be aware of these factors and how they affect the project throughout from the beginning to the (Albert, 2007). Factors influencing the project internally or externally are known as its environment, where client, advisers, workers, suppliers, adversaries, legislators, state and local government organizations, public benefits, pressure groups, the end users and the general public are termed as external, and organization management, team, departments, and stakeholders makes up the internal(Green & Haines, 2008).

2.3 Advertising Value Equivalent and Public Relations Value

The Somali compact resulting from processes aimed at determining priorities developed with consultation of citizens is an inclusive process. Faced by different challenges that are complex in terms of political social and regional dimensions, there exists strategies to help Somalia face these challenges and effectively while leading it towards recovery and sustainable peace development focusing on committed leadership and solid government structures that can deliver services to the public through project implementation. (UNDP Project document, 2015).

Many factors determining the project performance specifically in unstable government as like Somalia exists, and challenges relating to instabilities, insecurities present difficulties to operations by UNDP. Some of the factors seen as influencing project performance, will be discussed in light of projects funded by UNDP Somalia in three fold: Resource availability, community participation and time as indicated below.

Adequate resources is critical for donor funded projects to perform. According to Yan Chang, Suzanne Wilkinson, (2012) many project suffer from lack of resource and supplies are disrupted which contributes to ultimate nonperformance of projects seen by costs being escalated and delivery not reached. They indicated that the funding source have an impact on performance of projects because donors transfer funds in phases. In addition, inadequate resources and resourcing problems are among the key dealt by the interested parties of the project.

The level of funding depends on the source. Funding can also range from being volatile, vulnerable to even “donor fatigue”. Most problems faced by project managers include raising funds and sustaining the same and financial sustainability and mostly how to preserve historical memories through continuity of main programmes when having cash flow problems Ogeh (2013). He also indicates that managers are faced with the problems of having to select on fund raising options while avoiding means that can compromise on values. There also exists a lack of platforms for monitoring resources which paves way to lack of structures and organization in accessing donor funds which might have long-term effects on the projects cash flows and ability to execute its mandate.

Chandra, 2008 indicates that there is a direct link between resource availability and how projects perform whereby firms with enough funds are able to successfully complete projects. As such the donors should integrate systems and approaches that enable them to acquire adequate funds and take care of the resources well. Many projects funded by donors have structures of how resources flow. Government structures are mostly bureaucratic and may affect the project performance.

Community participation is geared towards creating and enhancing common interests between the individuals within a community and exists in the field of community development (Meyer 2006). To achieve organizational goals and best results stakeholders including the community must be brought together.

Community development aims at empowering persons through provision of the required skills necessary in effecting change among their communities. Mostly the skills are focused around building political power by forming large social groups to work for common purpose. Community developers should not only understand how to work with everybody but also how to largely impact the social institutions of the same (Davies 2007) indicates that when communities are empowered project failure is reduced as it will help them have a sense of pride and own the same.

Community members should not only be allowed to implement the already made decisions but also be encouraged to being part of making the decisions (Carrie 2006), which is important when it comes to performance. Juan (2003) agreed that the project performance is different in various regions depending on how community members were involved. All decisions need not be made as involving workers and beneficiaries' works to the advantage of the organization. As they know their weak areas and where the community should be involved most.

In as much as production and service output can be measured clearly, factors leading to this might not be visible. Measurement and feedback are however key factors for successful projects. Management of projects cannot succeed without total quality management, and so project end time should be factored in as important tool of ideal

project management. The Deming cycle: plan, do, check, act, analyze, an underlying principle of quality control, clearly summarizes the importance of project management.

Many international organizations are making sure that their activities are pegged to sustainable development which is also done by UNDP. The issues dealt with include those outside their direct control which are based on the judgment of the organization instead of field data (Mudau et al, 2005). These projects not only impact on the implementers and beneficiaries but also people who may be very far and have some stakes on them. As such there is need to integrate the external costs and benefits in the implementation process pegging on the lessons learned and previous experiences in giving accounts for sustainability of the development projects as they grow. However the challenges are identification, allocation and evaluation of the macro environment, social and economic costs and the benefits associated with the urban environment.

The definition of a project is given by the Project Management body of Knowledge (2008) as temporary measures taken to create results. Performance is undertaking events to the required standards (Guillermo, 1955). Project management Institute pulse of professional research (2013) vies project performance as reaching project goals that visibly affect the way the organization performs. Project performance is therefore the ability of projects getting the intended results using the resources at its disposal

In their research, Iyer and Jha (2005) outlined most factors that influence project cost and performance which includes: competence of project managers, support by senior management, coordination and leadership skills of managers and the staff competence

among others. The factors that influence the performance of UNDP funded projects which lie under dependent variables are as discussed below.

The relationship between the donor and respective recipients have been subject to various studies. However, the conditions by donors when it comes to funding to in light of programmes and the organizations ability to remain autonomous have not been fully addressed. Organizational funding is often mostly related to their ways of spending where they either get direct funding from government ministries or from multi-lateral and bilateral donors that are affected by government and other spending patterns (Viravaidya, 2012). He further indicated that conditions that comes with many funds have made it challenging for most organizations to have long-term plans that will help them achieve their full potential while improving services

The relationship with most organizations with donors can be termed as shaky as most organizations are especially in developing countries that mostly rely on foreign donor funding are put in situations that make them take the money and allow donors to direct on how activities will be implemented (Viravaidya & Hayssen, 2001). The outcome is that these organizations widely or entirely rely solely on the finances given by donors. Sometimes however, "...a donor's intentions can actually be harmful to some organization as some might want to get political support while others impose dictate the direction of work..." (Viravaidya & Hayssen, 2001). However, donors are from time to time changing their strategic objectives depending on the recipient country while organizations on the other hand delay their plans' while working to understand and internalize to these changes and developments (Doornbos, 2003).

Doornbos continues to indicate that while donors continue developing their programs, preferences and priorities, organizations are trying to figure out how they might fit in or if they meet latest donor objectives. The progressive lack of certainty with funding make organizations have difficulty in planning and implementing its key activities. (Viravaidya & Hayssen, 2001), a situation which has led them to survive on 'project-to-project existence' since majority are not in a position to make to make future or long-term plans.

Generally a stakeholder can be termed as a parties stake or share in something which in has been widely be viewed to translate into financial. In project management a stakeholder can be anyone or organization that is interested on how projects perform. Organisations have in the past adopted a passive approaches that are considered passive to inform stakeholders on developments, by using communications styles that are not dated like newsletters, publications and general meetings.

A one way communication strategy has been adopted by such organisations. Successful organisations these days choose to involve stakeholder's processes of making decisions especially when it comes to new development in projects. They purpose ensure a lot of positive engagement is experienced with the project outcomes. Stakeholder Engagement is an important discipline used to not only win support from others but also help the project managers have successful project outcomes.

A lot of people posing diverse interests in development projects enable proper identification of stakeholders, thier specific needs, intentions and expectations from the projects and personal interests including their relationship which determines the kind of partnership existing between them. Therefore the people who are the main beneficiaries

and the objectives for the formation of the projects should be involved in the implementation process from the beginning (Frances 2003) in order to increase the success and sustainability of the projects. The project's success also depends of the acknowledgement by the beneficiaries and other stakeholders, (Kiloppenborg, 2011).

Monitoring across the project though necessary, it is frequently not enough in most organizations. Flexible projects which can keep up with the experiences acquired as the project develops tend to succeed more than the blueprint projects that are finalized at preparation. This clearly indicates that frequent evaluation of programme, and reporting its progress is essential which means close contact with the beneficiaries need to be present, and be defined indicators of performance.

According to most evaluation studies, insufficient attention is given at project preparation to working out plans for monitoring, and also lack of proper plans encourages project staff not to prioritize. Field staff often have the impression that all returns and reports are unwelcome chores that interrupt the real work. Though the present position is that it has become customary to pay lip service monitoring importance, there is still room for making it happen more effectively. Collected information and respective reports differ from project to project.

Biasness towards projects with problems especially ex-post evaluation tend to be present as some agencies feel that they have the resources to evaluate every project. Besides, small agencies in particular are reluctant to use the time of project staff on evaluation while implementing projects. Larger agencies with separate evaluation units face problems posed by the independence of these units making them less unable to influence

operational departments. The different approaches to evaluation reporting will be discussed below.

In many cases of personal recollection can also be another source of ex-post evaluation though it can be notoriously inaccurate. Informal ex-post evaluations in some cases can be done as part of a study of a group of projects, the present study being an example and the use of the same has been made of many others. These evaluation types are normally useful in identifying trends, and frequently-occurring good and bad factors, but being less detailed they are less effective at evaluating individual projects.

Evaluation can also been done some years after its completion in order to assess performance. Where the world bank has been found to the only organization that carries out evaluation even after 10 – 15 years after a project completes. However, this has not been the case because many organizations have neglected their projects and in most case only rusting machineries are seen on the site or the dilapidated buildings where the projects were housed.

Management team which is seen as increasingly professional, dynamic, and competitive and beneficiary focused is responsible for the execution of organizational functions. Previous studies have been carried out to test the link between interdivisional relatedness and the structure of employee compensation. Rap (2004) indicates that the two aspects of the institution to be taken include the layout and how the decisions are made and the channels they follow. Structure gives responsibilities for the organization to achieve its stated aims and direction and eventually, its mission, where the organization's mission and aims are the general and specific responsibilities of senior managers.

The organizational aims are then translated to specific objectives which are passed to the subordinate line of the organizational structure for execution. The senior management job is defined by the organizational strategy, while the decision flow processes are the means by which the organization assimilates outcomes into concrete plans for emerging, inserting and regulating decision-making process. The rules governing implementation process however can make this condition puzzling and pose difficulties in the whole execution course. It is seen by management theorists and conceptualists that resources can have an impact implementation of strategies.

Good leaders in the terms of project management are supposed to give priority to relationships, communicate their values well and pay suitable attention to processes (Turner, 2006). Above all the project manager needs to pay attention to both the management and leadership roles for him to achieve success and get the support of the team members who will be of high importance in executing the project

Projects are normally seen as unique ventures associated with uncertainties, complexities and unknown events. A project manager's duty can therefore be more challenging than that of a functional manager. Besides working in normal organizational settings, the project manager faces other challenges including informal provision of leadership and working under organizations which do not have unity of command (Cleland, 1995). The project managers also lead different cohort of people with limited control over their attitudes on the projects, (Cleland and Ireland, 2002).

Projects are also managed by teams in a complex setup for various reasons among them the uniqueness of each project which makes the processes of selecting and motivating

teams to be difficult.(Smith, 2001). Many organization structure have difficulties in selecting project teams and therefore project managers may not have jurisdiction in selecting the same besides of the members can be involved in many projects. Kerzner (2006) reported that there is low morale, low human associations, poor output and deficiency of obligation from employees as part of the reasons why projects fail to meet the cost and time targets. It is clear from Kerzner's suggestions that people related issues play an important role in performance of projects, giving emphasis to the importance of a project manager's roles in both leading and managing.

2.4 The arguments for Advertising Value Equivalent

This theory was proposed by Andre Gunder Frank (1969) to show that developed countries have dominated the third world countries as wells negatively affecting their development endeavors. These countries have exploited the opportunities in underdeveloped countries in the pretext of aiding their development agendas while giving them nothing in return, (Graaff and Venter, 2001). The theory was first applied during the colonial time where the rule at that time was seen as a component of safeguarding and spreading the main investment opportunities in third world countries in trade for cheap raw materials and slave markets cheap/free labour from the slaves who were captured at that time, (Wayne, 1975).

According to Hearn (1998), the developed countries are giving funds/grants which play an important role in socio-economic and political lives of the people from underdeveloped countries. This thinking has kept the NGOs in a dependency sequence where they must seek for donor funding in order to stay in operations and promote

sustainability. Unfortunately most of these NGOs are from Africa and are given the funds/grants with restrictions on how to spread out the funds on the projects by the donors pitting them as dependents all through, (REPOA, 2007).

2.5 The use of Advertising Value Equivalent in Kenya

As such the projects end up being unsustainable in the long run and this disrupts the activities and the kills the brilliant objectives that informed the formation of the projects in the first place. Although the NGOs have the manpower and capacity to implement these projects on their own, they are left to look up to the donors in order to keep in operation and continue carrying their duties due to stiff competition from other NGOs, (REPOA, 2007).

2.4.2 Organizational Theory

This theory was developed and applied by Murphy, Trailer and Hill (2006) which states that the performance of a business in a given firm can be seem from its initial goal and this may not be easy because organizations have goals which presents various challenges to the interactions between various business entities. This thought according to the proposers of this theory has come from the theory of organization and strategic management. This is based on consideration of concurrent accomplishment for the goals depending on the weaknesses of the strategy applied. Therefore the managers in an organization use this theory to deal with employees and other stakeholders in an organization.

This theory is applied on the management of a classical organization and stresses on acquiring the maximum equipment and staff as well as establishing common principles of management to promote performance of projects. It actuates on the need for the project team members to accept and carry out their activities in an organization by ensuring creativity, personal development and motivation the context of neoclassical organization theory in order to enhance productivity and growth.

2.6 Models of Public Relations

The organizational theory educations on prescribed communal establishments and formalities and their association with the atmosphere in which they function (Daft, 2008) Developed out of different perspectives geared to achieving effectiveness in industries, the organizational theory aims to also rationalize bureaucracy. It describes the process of making decision as one that goes through many steps when choices are to be made. With this arrangements and the reliance of each of them to create a general product, questions arise that inhibit organizations to produce swift deviations as well as deal with the burdens they face (Zetterquist, Müllern & Styhre, 2011). This is what makes the process of making organizational decision to be one that needs time and resource in order to add value and provide solutions

Since most organizations are complex and plural creating sense out of them may need one to utilize not only multiple perspectives but also have enough knowledge in order to come up with wide range of examination, choices and strategies without suspending operations. Importance on growth efficacy, usefulness and other objective pointers of

performance through leading arrangements and controls is given by contemporary administrations (Rodrigues, 2006).

The framework adopted by this study views donor conditions, stakeholder involvement, monitoring and evaluation, organizational structure and project leadership as critically influencing programme performance. These factors are identified as the independent variables. The framework further identifies the resource availability as the moderating variable that may influence programme performance. These factors are identified as the dependent variables.

Most of the studies reviewed in literature have been carried out in western nations and in the Asian continent with limited studies in Kenya and Somalia. Some of these studies have attempted to address project management issues ranging from planning, control, managerial actions, how to pass information in project implementation, design, control, decision making and communication. Other researchers have focused on general management and organizational aspects such as flexible management, change management, administrative arrangement and procurement. Similar studies have focused on environment, economic, political, social, technical, industry relations, lessons learned, organizational philosophy.

The main factor identified in literature is the role of the people which includes clients knowledge, nature, scope, expectation of projects cost, value, period and the project leaders preparation, planning, incentive and controlling abilities, performance managing competences, clients characteristics; client , user, stakeholder management (Yu et al., 2006). All these studies clearly indicate that in the Kenya and Somalia context, there is

still a vacuum in knowledge generation of the influence of some of these factors reviewed in literature.

The study aims at contributing towards addressing this knowledge gap especially with respect to programme management. From the reviewed literature, it is evident that a number of factors influence programme performance. For the purpose of this study, the factors that will be considered are those reported in the literature as being critical in influencing project performance. The study will focus on influence of donor conditions, stakeholder involvement, M&E, organizational construction and project management as the main factors that influence the performance of UNDP Somalia programmes under the capacity development programme.

This scenario may result in the staff being demonized, loss on the organization's competitiveness and then kills its sustainability in the long run. The challenges likely to be encountered during the process of project implementation includes poor monitoring and evaluation, lack of alignment between the strategy of the organizational structure, culture, inadequate resources, lack of staff motivation, unhealthy politics in the organization, lack of involvement of the stakeholders throughout the whole process and staff resistance and even stakeholders (Okumus, 2003).

According to the Economist (2009), the success stories of Information Technology (IT) in the banking industry is still low. Despite the fact that all banks have invested in IT systems and are using a form of IT system in their operations, most banks are not satisfied with their new systems, despite the huge investment made in acquiring them. Currently most bank payments still involved use of paper yet despite the investment in

new technology. Harris (2002) acknowledges that banks are investing in IT technology in order to gain competitive advantage and maintain the threatened domination of the market for financial services.

2.7 Best Practice models for Public Relation research

In the commercial banks, projects are meant to serve the customers as expected and reduce on the costs therefore if they fail, their impact on the customers is very huge as the customers do not get what they expected leading to loss of business for the banks. Therefore banks are always implementing innovative technological solutions in order to improve the service delivery to their customers. These solutions are always implemented in terms of projects, which demands proper implementation of these projects to achieve the above objectives.

2.7.1 Preparation Implementation and Impact Model

A Standish Group (2014) report identified that a resounding 66% of the projects in the commercial banks in the United States had failed in meeting their objectives. Overall, among the 40,000 projects studied, there was a loss of \$55 billion due to project failure consisting of \$38 billion loss in dollar value and \$17 billion loss in cost overruns. However the 66% failure rate reported in 2014 was a great improvement from the 1994 studies in which the failure rate was reported at 84%.

In the African context, the South African financial sector, which is comprised of the banking, insurance and securities industries, contributes about 20% of the country's GDP (Hawkins, 2004). Therefore banks have to constantly innovate solutions in order to

provide convenient, reliable, and expedient services to customers. According to Canel, Rosen and Anderson (2000), customers are expecting and demanding better services and products due to new information communication technologies and globalization.

Most of the banks in Nigeria have gone to the international level since most of the banks have opened branches across West Africa with the fear of emergence of new players' as well especially foreign banks. In order to enable the banks play more actively in the international arena, they have come back to the capital market with shored up funding from the shareholders beyond the required minimum level. At the same time, majority of the banks have implemented and successfully completed projects in information and technology which has enabled them to ease communication between themselves and their employees as well as their customers, (Oluwatolani, Joshua & Philip, 2011).

2.7.2 Pyramid Model of research

In Ghana, implementation of electronic payment systems in the banking sector, has become is a notable element of trade and commercial activities. At the same time, the Central Bank of Ghana has integrated several companies to support and add value to the general efficiency of the payments systems by providing more affordable and convenient access by the Ghanaian people. This has been made possible through the introduction of various technological platforms, (Kumanga, 2010).

According to Kithinji and Waweru (2007) in the period ending December 2007, there was a 30% rise in the profitability in the Kenya banking sector with that of the asset portfolio growing by 26.1% from the previous year's rates. This is an indication that the

sector continuous to grow tremendously over the last few years which can also be attributed to the reduced performance of some loans and improvement in the adequacy of the fresh capital ratios.

Trade has been in existent since the early days of man civilization and in our times it's the main cause of economic development. Barter trade was the earlier form of trade which involved exchange of goods and services. Initially, before the development of banks, the barter system of trade was the main method of trade which involved exchange of *goods* and *services*. Due to the inherent disadvantages of barter system, there was some need to invent a medium of exchange which makes the exchange of goods and services easier and convenient. Some of the characteristics which was required with this medium of exchange was familiarity, recognizable and acceptability to all people, since it had to serve as the medium of buying goods and services.

This medium of exchange later came to be known as paper money. With the use of paper money, the barter system of trade was finally replaced with paper money which introduced the need to keep the money safely which subsequently led to the introduction of banks (Aruko, 2016). Though the concept of money has been universally accepted, with the emergence of information communication technology, the need for faster movement of money has led to the development of e-banking. The emergence of electronic banking (e – banking) has led to the continuous use of IT by the banks as a means through which service delivery to consumers is made faster and cheaper. Commercial banks in Kenya have not lagged behind and have come up with various e-banking services tailored for their diverse customer base. The adoption of information

technology in the provision of banking services has encountered failures in the process of implementing IT projects in this sector.

Human resource practices interact with other organizational factors to influence project implementation in the following ways; well-trained staffs are able to offer solutions to implementation problems. In addition well rewarded staffs are highly motivated to solve implementation problems. Good performance management also helps to solve implementation problems (Njururi, 2013).

Research show that poor human resource practices may have a negative impact in the implementation of IT projects in the commercial banks (Armstrong and Taylor, 2014). Staff who lack necessary skills and necessary qualifications may result in slow down of implementation of projects. In addition when staffs are not well remunerated, may also result to slow down of implementation of projects. For example Onsogo (2008) found small banks had the highest profits at 41% as opposed to 25% for the large banks in his study *on information technology investment among commercial banks in Kenya*. The study further established that 56% of the banks that were sampled in the study had a minimum of 2 IT projects that had failed due lack of focus on the initial objectives of the projects, lack of adherence to the set budget and failure to meet the set timelines for the implementation of the projects (Onsogo, 2008).

According to Ndivo (2013), the changing business environment has made it difficult to plan for staff increments due to increasing cost-consciousness and staff redundancies, banks have found it difficult to co-ordinate the development of their existing staff and

consequently have turned to outsourcing their non-core activities. This has led to 30% failure in IT project implementation.

There are several past research studies which have been done on information technology project implementation but from the best of our knowledge there are few studies which have been done on the influence of human resource practices on implementation of information technology projects in Kenya commercial banks. Njururi (2013) conducted a study on factors influencing information technology project implementation in commercial banks: a case of Kenya Commercial Bank, Kenya.

Projects are usually executed in order to achieve strategic objectives of an organization and therefore provides a means of coming up with new products or services, or improving organizational processes (Njau, 2012). The measurements used in the management of projects to measuring success is a complicated one because success can be touched and is hard to be agreed upon by all the stakeholders in the project. This is because a project is considered successful if offers acceptable quality, it is delivered on time and on schedule standards and within the budget, (Wong, Cheung & Leung, 2008). In practice over 80% of projects are usually completed late according to Sid (2004), or over budget Standish Group (2005). This is demonstrated by a classical example of major transport projects which usually overspent their budget and there has been no trend towards addressing this problem of over expenditure in projects over a period of eight decades (Flyvbjerg 2003).

According to Martinez (2002) the initial two stages of a project are project scope definition and planning” and “culture and value assessment which are very important the

success of a project and especially for large-scale projects. These two stages are meant deal with communication, as well as operational expertise, the essential functions critical to the projects' success, business vision strategic decision making and executive support. He goes on to list others such as, change management, quality assurance, project administration, competent team members, project control, working environment, involvement of users and knowledge transfer and system integration.

2.7.3 Public Relation Effectiveness Yardstick

The scope definition of the project is an important phase and it's therefore necessary completely define the scope for all the team members to understand and agree to what is being implemented as much as possible at the beginning. The assessment of culture and value will take into account the preparation of the management of change and the planning to progressively direct the organization toward behavior in relation to the change, recognizing of the features of the cultures and values that are appropriate for the successful execution of the level of change as a result of the project, classify and analyze universal habits and standards of all pretentious business units and the IS separation, (Martinez, 2002).

2.3 Training and Implementation of Information Technology Projects

According to McCarty (2012) there has not been a very good understanding of the link Project Management Information System (PMIS) creation of value in the organization with training. Therefore research is meant to enhance this understanding in the contemporary IT projects in the industry dealing with management software and training

practices and results. McCarty (2012) add that the frequency, comparative efficiency and competence of several that is commonly used for delivery of training services for increasing PMIS outcomes.

This also deals with the nexus between individual and organizational distinctiveness on the results in the operation and outcome in the PMIS industry. There are statistically significant variations in levels of consumption, efficiency and effectiveness among the training methods that were examined during the study. It is therefore advisable for the organizations to effectively make use of the benefits they gain during trainings by implementing programmes, projects and managing portfolio software as expected.

The general organizational brand and maintenance of high levels of engagement can be realized general training and job specific training which enhances learning and development both professionally and skills, (Barrow & Mosley, 2005). Through training, organizations are able to enhance commitment from their staff and increase retention capability for the organization (Torrington *et al.*, 2005). When organizations investment in the training of their employees, they demonstrate how important the employees are to the organization, (Dockel, 2003). Therefore organizations are able to close the performance of their staff both in the current and future atmosphere and also remain competitive in the market as employees acquire contemporary skills and competencies as they emerge in the market (Greenhalgh & Mavrotas, 1996).

2.7.4 Continuing Model of Evaluation

Paul and Anantharaman (2013) says that recruitment is a way to ensure that the right people with the characteristics desired by the organization and the necessary knowledge are chosen and made to work with the firm. These people should also be able to adapt effectively to the organizational culture and climate. Furthermore when employees are pin-pointed, the organization is able to reduce of the costs of educating and developing its employees in future. Paul and Anantharaman's (2013) study concludes that when there is an effective recruitment process, the organization gets employees with the right qualifications and skills which leads to quality products and services and eventually improved on the economic performance of the organization.

During the recruitment process, the management makes sure that the number of candidates is high so as to increase the selection ratio for more suitable candidates among those who avail themselves during interviews. This process should provide adequate information to attract applicants who are qualified and also prevent in unqualified candidates from wasting time and resources applying for the jobs. This point has been supported by (Pfeffer, 2015) who concurs that all organizations must provide adequate information to the job seekers for them to respond effectively to the advertised job.

Collins and Stevens (2002) research on marketing identified four main types of recruitment activities which are usually carried out in the early stages which were related to the intentions and decisions of job seekers' applications. Many research works on recruitment have cited organizational factors. From the aforementioned studies it can be

drawn that recruitment outcomes is highly affected by reputation early recruitment practices and corporate advertising.

Cable, Aiman-Smith, Mulvey and Edwards (2000) like corporate advertising influencing job seekers' opinions and decisions made during job applications mainly during the initial recruitment phase and reputation of an organization as factors likely to influence job seekers' opinions of an organization. However, most recruitment research works have failed to examine the consequences of multiple factors simultaneously though many organizations usually take various measures to increase the probability of beefing up the records of the applicants (Rynes, 1991). The contributions of the preceding works can be views as contribution to the literature on recruitment. This was achieved by studying a broad collection activities during recruitment and other related factors in the organization simultaneously in order to identify those factors that lead successful recruitment in organizations.

2.7.5 Unified Model of Evaluation

Ngati (2011) conducted a study on performance management practices among stock broking firms in Kenya. According to this study performance management is meant to establish a high performance culture in which employees in the organization take responsibility for contribution within a framework of effective leadership, for their own skills and improvement of business processes. Implementing Performance management in an organization requires the synchronization of multiple key practices. In this study we focused on the essential core practices in performance management. These are goal setting, employee development, training line managers to carry out performance

appraisal, performance appraisal, and performance feedback and also reward and recognize performance.

The study found out that to a greater to a great extent, most stock broking firms adhere to the performance management practices. The best practices in operation among the stock broking firms were also identified. It was established that line managers are held accountable for performance management in most of the stock broking firms under study. From the study it was also established that there was need for the management in broking firms to understand the importance of the performance management practices. In order to maintain effective performance management systems, the managers working in stock broking firms will need to focus more attention to training of managers to conduct performance appraisal and performance reward and recognition. However, in most cases these most firms pay least attention to these performance management practices.

Shariff (2011) did a study on factors influencing the strength of the relationship between performance management and performance outcomes. The study explored whether performance management is the only single factor that influences performance outcomes. Indeed, the study revealed the existence of a strong relationship between performance management and performance outcomes. However, there were other moderating factors that were also discovered to affect the strength of this relationship, other than performance management itself. The need for the study arose out of the need to develop a better understanding on whether performance management is a necessary tool in achieving performance outputs.

Subsequently, while performance management can be said to have successfully influenced performance outputs in most corporate organizations, in some cases it has miserably failed. Thus some organizations have been unable to see a clear link between performance management and performance outcomes, hence the main objective for the study. Today, no one performance management theory, model or system has emerged as the most universally reliable, comprehensive, perfect and effective in enabling organizations achieve good performance outputs.

2.8 Theoretical Review

This section of the study presents the theories that the researcher used to guide the study. Therefore, the researcher proposes to adopt the Preparation, Implementation, and Impact (II) Model to guide the research.

2.8.1 The Preparation, Implementation, and Impact (II) Model

The PII Model of Evaluation was developed by Cutlip, Center and Broom (Broom, 2009). The model proposes three steps or levels of evaluation, which is referred to as “Preparation, Implementation and Impact”. The model (Figure 2.1) shows the significance of separating the three levels of implementation and impact. According to Broom, this avoids the “substitution games”. That is, it assures that the number of press releases issued is not used to measure the impact phase thereby separating outcomes and outputs.

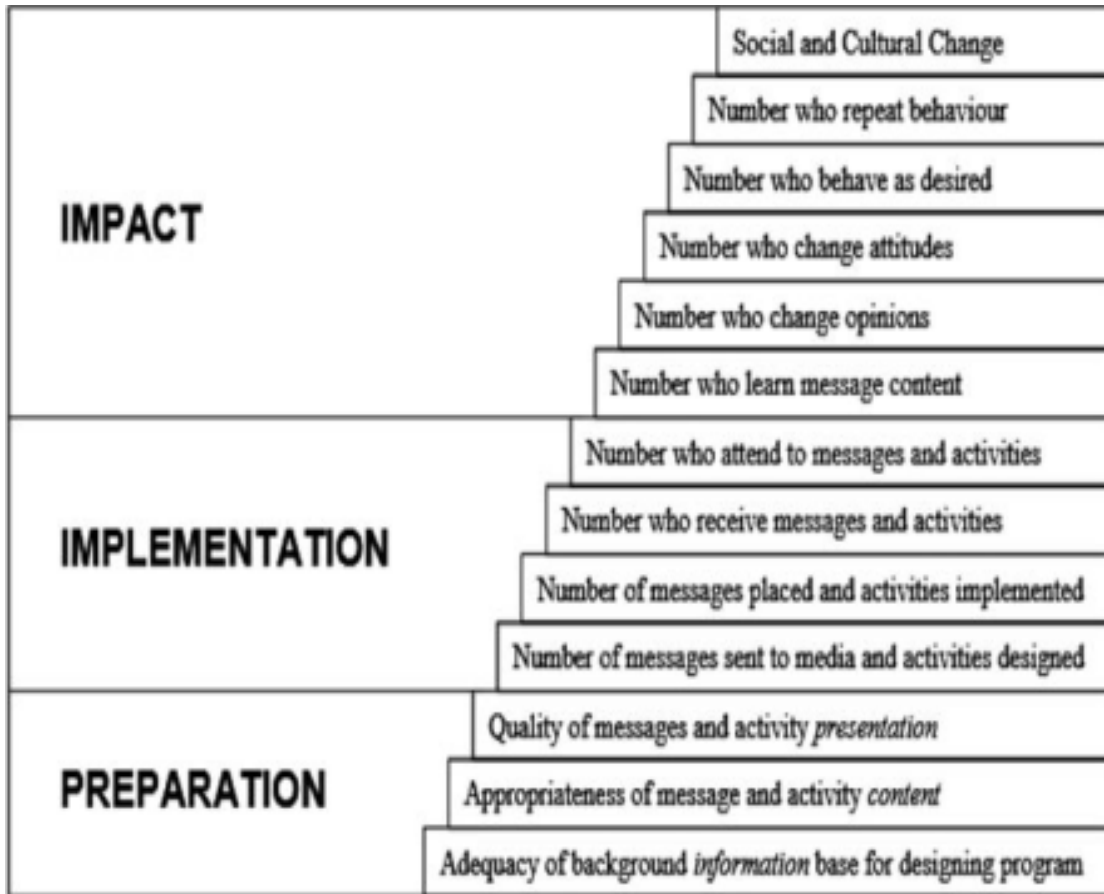
Cutlip et al.’s (1994) three-step preparation, implementation, and impact model recommends that PR practitioners should consider the values of project messages ,

appropriateness and information base in the “preparation” stage, and then measure the repeated social change and behaviors in the final “impact” stage (Broom & Sha, 2013). The impact phase of the model sets out to research all attitude change, repeated social and cultural change, behavior, knowledge gain, behavior change and change of opinion. Therefore for one to effectively research all these outcomes, there must be adequate resources in terms of time, money and skills in social science research, whose lack have been cited as the biggest barriers to the field of PR (Baskin et al., 2010).

The significance of the model to the study is its emphasis on the stages of evaluating a PR campaign. The model proposes that the PR practitioner should prepare for evaluation during the planning stages of a PR campaign, during its implementation and also in determining its impact. A PR campaign involves several stages of determining the objectives of a campaign, taking actions to achieve these objectives, deciding the information and communication tools to be in the campaign and the campaign messages. The final stage of a PR campaign is to evaluate its impact against set objectives.

Despite its importance to PR campaign evaluation; a limitation of the model is that it assumes that evaluation is a linear process. It wrongly assumes that once a phase is evaluated it is considered finished and therefore not to be modified. The lack of possibility for adjusting evaluations prevents PR practitioners to continuously monitor if the PR campaign is heading towards success or some components should be adjusted. Staying with the same tactics which are not working leads to an unsuccessful PR campaign (Matyak, 2016).

Figure 2.1: Preparation, Implementation and Impact (II) Model



Source: Cutlip, S., Center, A. & Broom, (1999). *Effective Public Relations*

CHAPTER THREE

METHODOLOGY

3.0 Overview

This chapter focuses on the methodology that was used in this study. This guided the researcher in collecting, analysing and interpreting collected information. The chapter explains the research approach and method that was used in the study. This chapter also discusses the population of the study, how sampling was done and the data collection procedure that was employed in this research.

3.1 Research Design

The research adopted a descriptive research design .This design entails using both aspects of descriptive and explanatory research designs. Descriptive research designs aim to discover the conditions that are present and occurring, trends and ongoing processes and practices that are held (Ngechu, 2010). The study analyzed the perception of Public Relations practitioners on the use of the Advertising Value Equivalent tool in measuring Public Relations campaigns thus making the design appropriate for the study. A study that adopts the exploratory research often looks for persons that are knowledgeable about a process or topic under study.

3.2 Research Approach

The study used qualitative and quantitative research approaches. This involves using qualitative methods and quantitative methods of data collection and analysis. Quantitative

data was collected using a questionnaire (See Appendix C) .Qualitative data on the other hand was collected through interviews of key informants (See Appendix B).

3.3 Study Location

The study was conducted in Nairobi County amongst employees of Reelforge Media Intelligence Company. Reelforge Media Intelligence Company is the region's leading media monitoring and Intelligence Company that offers the following services: PR and Advertising Monitoring and planning, social media and music monitoring.

3.4 Target population

The study used Reelforge Media Monitoring employee data in order to identify the target population of the study. There are 120 employees who work for Reelforge Media Monitoring firm who are the target population for the study

3.5 Research sample and sampling procedure

A sample is a selected part of a population under study. The sample is a representation of the population and can be used to make judgments about the population. Sampling is a research method extensively adopted in social sciences as a means of gathering information of a population without involving the entire population in the study (Groves et al., 2004).

The population for the study was one hundred and twenty Public Relations practitioners working at Reelforge Media Intelligence Company. (Source: Department of Human Resources; Reelforge Media Intelligence Company)

The sampling frame therefore consisted of all the 120 Public Relations practitioners working at Reelforge Media Intelligence Company. The sample size for the study was 91 as calculated below. This was representative and provided sufficient data for the study. This was based on the formula that when the population is less than 500,000 the sample frame should be 384 which is equal to 0.08% of the population. (Seitel 1981: 103).

Mugenda and Mugenda (2003:44) note that if a target population is less than 10,000 the required sample size will be smaller. Therefore the sample estimate (n/f) is calculated using the following formular:

$$\underline{n_f = \frac{n}{1 + n/N}}$$

$$1 + n/N$$

Where: n_f is the required sample size;

n is the sample size when population is more than 10,000; and

N is the observed target population

$$n_f = \frac{384}{1 + 384/120} = 91$$

$$1 + 384/120$$

The study used purposeful sampling.

3.6 Data Collection Methods

Data was collected using interview guides and questionnaires (See appendix . The interview guide was used to collect data from five key informants (the heads of departments of the five business unit heads at Reelforge Media intelligence.)They are presumed to be knowledgeable on the field under investigation. Questionnaires were self-administered after being distributed to respondents by the researcher. The questions were both structured and unstructured. Completed questionnaires were collected after one week.

3.7 Research Instruments

3.7.1 Questionnaire

The semi-structured questionnaire (See Appendix C) was adopted to collect data from Reelforge Media Monitoring employees. In a semi-structured questionnaire, participants respond to questions by choosing from outlined answers and also can give answers in their own words and data is typically analysed quantitatively and qualitatively (Harris & Brown, 2010). The questionnaire in this study comprised both likert scale questions, open-ended and close-ended questions. The purpose of open-ended questions is to allow the respondents to use their own words and express their opinions as they understand it whereas close-ended questions limit the respondents to listed responses.

The questionnaire was divided into four sections. Section one dealt with background information of the participants while section two dealt with objective one: An analysis of the perception of Public Relations practitioners on the use of the Advertising Value

Equivalent tool in measuring Public Relations campaigns, section three dealt with which tools Public Relations practitioners use in measuring their Public Relations campaign while section four found out which tools Public Relations practitioners prefer in measuring their Public Relations campaign.

3.7.2 Key Informant Interview Guide

The researcher developed an interview guide (See Appendix B) to collect information from the key informants of the study. Harris & Brown (2010) A semi-structured questionnaire contains open-ended sets of questions which the researcher probes for information from participants which involves motivating them to provide clarifications and detailed information. The data from the key informant interview guide was analysed qualitatively. The interview guide was designed according to the research objectives as Cohen and Manion (2007) recommended. Information from the key informants was used to validate the quantitative data gathered from the questionnaire. The use of different methods of data collection is referred to as triangulation.

Key informant interviews was conducted with the Public Relations Manager Reelforge Media Monitoring, Research Manager, Client Service Manager and the Advertising Manager. The choice for selecting these members is due to their knowledge of the PR discipline and the PR practice.

3.8 Data Collection Procedures

The researcher sought a letter of authorization from the University of Nairobi – School of Journalism and Mass Communication to collect data. The drop and pick method was used

to administer the questionnaire to the Public Relations practitioners working in the organization.

A cover letter was attached to each of the questionnaires which explained the purpose and objectives of the study and the reason for the research for enhanced confidentiality of the research data. Thereafter, the method of drop and pick was used to administer the questionnaires. During this process, the researcher sought permission from the top management and the employees, giving them brief information in regard to the research and an official date set for the distribution of the questionnaires. The researcher then collected the filled questionnaires as soon as the management of Reelforge Media Monitoring gave authorisation.

3.9 Data Collection

The researcher carried out interviews which were captured using audiotapes using a voice recorder to enhance accuracy during the interview process. Before the interviews were conducted, the researcher ensured that each of the respondents was adequately informed of the purpose of the interview and the length of time it would take. In the process of creating a rapport between the researcher and the respondents, the respondents were given the free hand to choose and adjust the timings for the interviews at a time when it was convenient for them. To backup all these ground setting process for the data collection process, the respondents were issued with a personal letter of introduction for making the request for their participation in the study, where the scope and extent of the coverage and interaction with the respondents were clearly explained.

To enhance the authenticity of the research process, each of the respondents was requested to sign a consent note especially as a way to show that they had accepted to be audiotape during the interviews which also counter signed by the researcher at the end of the interviews. The data collection exercise took place in the respondents work places/stations and the interview process took almost one and half hours in which the respondents were the ones who determined when the interview process would end.

3.10 Data Analysis

Data collected was through the distributed questionnaires, edited then codes and entered into the Statistical Package for Social Sciences Version 22. Data is presented using descriptive statistics. It appears in form of tables and pie charts.

The qualitative data will be used to compliment the quantitative data. This data was analysed by identifying themes from the qualitative data which were linked to the research objectives. The data was then presented in tables for the quantitative data and in verbatim for the qualitative data. The objective of descriptive statistics was to summarize and show trends in the data.

3.11 Pilot Test

A sample questionnaire was administered to three respondents to find out if the respondents understood the questions and to find out if their interpretation coincided with what the researcher intended to study. The pre-test also sought to establish if the space provided was enough and had a logical flow. The pre-test also sought to find out if there

was difficulty in constructing code categories for the questions or code responses to open ended questions.

3.12 Ethical considerations

The researcher acquired a Certificate of Fieldwork (see appendix D) from the examiner to use as the basis of collection of data. The Certificate of Fieldwork was signed by the researcher's supervisor and School of Journalism's Associate Director and Director as required by University of Nairobi research policy. Before the issuance of the questionnaires and administering of interviews, the respondents were informed of their rights to refuse to answer any questions or questionnaire or interviews before the researcher began the study. No monetary incentives were offered to respondents. The researcher successfully defended the study and implemented the corrections aired out during the research final defense. The researcher then filled a University of Nairobi Declaration of Originality Form (see appendix E) . Finally, the researcher acquired a Certificate of Corrections (see appendix F) after the supervisor ascertained that all the corrections suggested for the study had been carried out.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRATION

4.0 Overview

This chapter presents the data analysis and interpret the research findings. The findings focused on the research questions and the aim of the study.

4.1 Response Turnout

The researcher was able to analyze 52 questionnaires. The researcher used 10 questionnaires to conduct the pilot test. However, 5 questionnaires did not meet the criteria for analysis and they had incomplete responses and misplaced choices. The study therefore achieved a response rate of 71.1%.Mugenda and Mugenda (2003) say that a response rate of above 50% is adequate for research.

4.2 Demographic Information

The study set out to establish the demographic information of the respondents. This was Paramount in order to establish the validity of the study findings compared to other studies that have been conducted in the Public Relations industry in Kenya. The subsection below presents and discusses the findings.

4.2.1 Distribution of respondents by Age

This study was meant to determine the age distribution among the respondents. This was done because the age of respondents would be a good indicator of their experience in PR

practice and their knowledge on PR profession trends. Figure 4.1 below shows the findings.

Table 4.1: Age Distribution of Respondents

	No. of respondents	Percentage
18-25	14	26.9
26-35	37	71.2
Total	51	98.1
	1	1.9
Total	52	100.0

The results show that most of the respondents were aged 26-35 and accounted for 71.2%, they were followed by those aged 18-25 who were 27.5 %, as shown in Figure 3.2. These findings on the study of the age of PR practitioners found that a majority of the respondents are between the ages of 26-35 years. The findings correspond with Tikolo (2011) found out that a majority of PR practitioners in Kenya were those between the ages of 26-35.

4.2.2 Distribution of the respondents by Education

Education level of the respondents is vital to establish the level of training of Public Relations professionals as shown in figure 4.2. It was important for the study to establish

the education level of the PR professionals to understand the growth of public relations at Reelforge System. The higher the level of PR education and trainings is an indicator of the professionalism in the PR sector at Reelforge Systems Limited.

Table 4. 2: Respondent’s level of education

	Frequency	Percentage
Secondary	10	19.2
Diploma	5	9.6
Bachelors degree	37	71.2
Total	52	100.0

The majority of the participants had attained a degree (71.2 %) education compared to 19.2 % who had attained secondary level of education and 9.6% who had attained a diploma as shown in Table 4.2. The findings suggest that the PR sector in Reelforge System consists of elite practitioners hence offering better public relations to its clients. The elite class is expected to impact their learned knowledge and training in the PR sector in Reelforge Systems.

4.2.3 Distribution of the respondents by Gender

The indication of the respondents' gender on the research was vital for comparison purposes for gender distribution of the study and the industry as shown below

Table 4.3 : Respondent's gender

Gender	Frequency	Percentage
Male	22	42.3
Female	30	57.7
Total	52	100.0

As shown in figure 4.3 ,the findings in regards to gender, it shows that 57.7% are female PR Practitioners compared to 42.3 % male PR practitioners .From The results, it can be concluded that the Public Relations department at Reelforge Systems is dominated by females. These findings supported Tikolo (2011) findings showed that majority of PR practitioners were women (52.9%) compared to their men counterparts who accounted for 47.1 % of the respondents.

4.3 Level of awareness of Public Relations Practitioners on the AVE tool

The first objective of the study was to determine the level of awareness among PR practitioners on the use of the advertising Value Equivalent tool. In order to achieve this objective, the researcher asked respondents to indicate the extent to which they use the

AVE tool in measuring their campaigns. One respondent (Respondent 5) defined AVEs as follows:

A tool used by the PR practitioners as a form of measurement for evaluation of the project resources. The tool encompasses computing the space for editorial on the basis of the costs for advertising and computing this taking into consideration that space had already been used. He further notes that Public Relations efforts can be gauged in a variety of ways depending on the methodology adopted based on best practice. He further notes that Monitoring of all coverage in all these stations is done indiscriminately for mentions of clients and non-clients and analyzed accordingly on a daily basis with the relevant basic content collected. An analyst then assigns relevant parameters including; size, tonality, location and prominence. The system (Reelmedia) allocates Advertising value equivalents (AVEs) based on the media outlet’s rate card for each of these clips bearing a story.

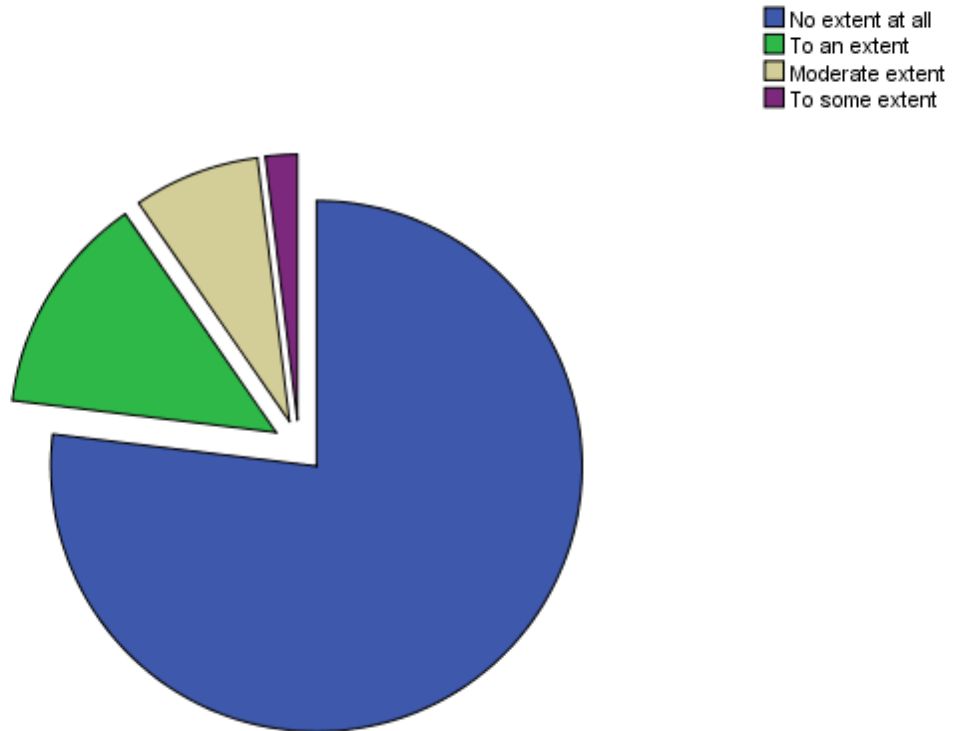
4.3.1 The use of the AVE tool in measuring Public Relations campaigns

Table 4 4: Response on the use of the AVE tool

	Frequency	Percentage
To a greater extent	40	76.9
To an extent	7	13.5
Moderate extent	4	7.7
No extent at all	1	1.9
Total	52	100.0

Figure 4.1: Response on the extent to which the AVE tool is used

To what extent do you use the advertising value tool to measure your public relations campaign?



The study was meant to identify how often AVEs are used to measure public relations campaign in Reelforge. Majority of the respondents 76.9% use AVEs to measure their PR campaigns as compared to 1.9% who don't Aves to measure PR campaigns.13.5 % use it to an extent while 7.7% use it moderately. These findings, shows that Reelforge heavily relies on AVEs to measure their campaigns.

4.3.2 Reason for Measuring using AVEs

Table 4.5: Response on the why practitioners use the AVE tool

Reasons for using AVEs	Strongly Agree	Agree	Satisfactory	Disagree	Strongly Disagree
Cost effective	52.8%	20.1%	19.7%	7.4%	-
Ease of using tool	49.3%	41.8%	8.9%	-	-
Availability of trained personnel	66.7%	20.3%	7.7%	5.3%	-
Effectiveness	67.3%	18.6%	5.8%	8.3	-
Time factor	54.6%	36.7%	8.7%	-	-
Client demand	72.1%	16.5	9.3%	1.1%	-
Availability of the tool	69.4%	23.2%	7.4%	-	-
Industry Standard	68.7%	20.3%	5.5%	5.5%	-

Client demand was found to be the highest ranked motivator for using the Advertising Value Equivalent (AVE) tool. The findings support Puchan et al. (1999, p. 166) argument that interest in PR evaluation has been influenced by “the customer interest movement”. Macnamara (2002) urged PR professionals to evaluate in order to give evidence of what they contributed to their clients’ enterprise.

The findings further support Rinrattanakorn (2016) view that a PR campaign evaluation as a process of systematic measurement of the effectiveness of a campaign so that PR

practitioners can answer to clients about the success of a PR campaign with accurate information. This means that the PR practitioners have to show that their PR activities have met the satisfaction and requirements of the client.

This finding supports Schroeder-McLean (2012) findings that clients are increasingly demanding evidence-based returns from what they have spent on their communication activities and this has caught PR practitioners flat-footed without adequate PR measurement tools to validate the work they have undertaken to their clients. This means that the preference for using a particular PR evaluation tool is greatly influenced by the need of the PR practitioners to be accountable to the client. Information from key informants revealed that there are other motivations for preference for certain PR tools.

According to one key informant:

We use Advertising Value Equivalent tool to measure client's public relations campaigns. In Kenya we multiply AVEs by a factor of 3 and sometimes five depending on client request. The systems at Reelforge Media Monitoring is automated and therefore basing on client's demand on the figure to key in, is what is used to come up with the Public Relations Value (PRVs). The AVE tool is also used in online measurement. (Key informant 3)

4.4 Tools Used to Measure Public Relations Campaigns

The study set out to identify the tools that are used by Reelforge Systems Public Relations practitioners in evaluating/measuring PR campaigns. This was vital as it was needed to establish the value attached to PR evaluation activities at Reelforge Systems. The study urged respondents to indicate if they were involved in measuring PR campaigns.

Figure 4.2: Response on measurement of PR activities

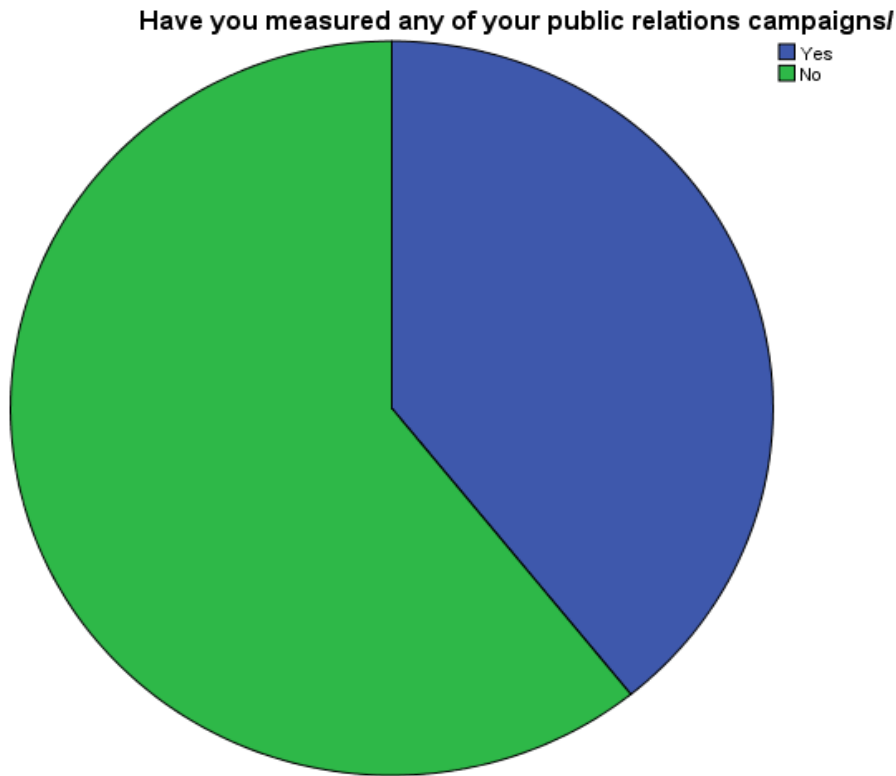


Figure 4.2 shows that 59.6% of the respondent indicated that they were not using PR evaluation in their campaigns compared to 38.5% who conducted PR evaluations in their campaigns. The findings show that PR practitioners do not perceive PR evaluation as important and thus did not conduct evaluation of their PR campaigns. It concluded that the adoption of measurement in the PR sector has not been impressive thus minimum PR professionals see it as vital.

4.5 PR Measurement Tools Used at Reelforge Systems

The second objective of the study was to establish why some tools are preferred in evaluating PR campaigns by Reelforge Systems. Respondents indicated what motivated

their choice for a particular PR measurement tool. This was Paramount for the study so as to compare the motivations for using certain tools.

According to table 4.6. It shows the respondents' motivation for using selected PR measurement tools. The highest observed mean was for client's satisfaction/requirements 72.1%, this was followed by availability of the tool at 69.4%. The findings revealed that the least observed percentile were ease of using the tool 49.3% and cost effective 52.8%. Findings from Key informant interviews on the perception of PR practitioners on the use of the Advertising Value Equivalent tool in measuring Public Relations campaigns revealed most clients prefer using the AVE tool because it's cheaper. According to key informant 1:

Most of their clients prefer using the Advertising Value Equivalent tool to measure their campaigns since it's cheaper for clients. This has led to most of their clients relying on media monitoring which uses the AVE tool in measuring their campaigns.

Past findings have shown that, the use of media content analysis by practitioners have been suggested by Michaelson and Griffin (2005) as failing to address the fundamental information needs of Public Relations practitioners. Michael and Griffin have argued that these traditional forms of traditional content analysis in the modern PR practice is not able to determine the message accuracy and not linking messages to communication objectives.

The findings showed that Advertising Value Equivalent (AVES) was a popular means of measuring PR among the sampled, Value of Public Relations are not the AVEs (AMEC,

2010). The principle further states that, “AVEs dont evaluate of public relations on the basis of its values and also does not provide information on future programs. They are mainly meant to measure the costs associated with the space used by the media and are looked down upon as a means for valuing public relations. This means that using capital investments is not an effective measure of PR campaigns. This was supported by findings from the key informant interviews. According to key informant 1

....High Public Relations Value (PRVs) do not necessarily imply success in public relations efforts .He adds that it does not capture the efficacy of Public Relations publicity. It is unbounded, therefore cannot determine the point at which Public Relations efforts can be termed as successful or failed and does not provide room for strategic planning.

Literature review shows that there are there are several methods through which PR practitioners could measure the impact of their PR campaigns. Noble (1999, p. 15) stated, “There is no one simple, single solution to the issue of public relations measurement... different evaluation techniques and tools are useful at different phases of the process.” However, the findings show that media monitoring and use of AVEs were the predominantly used tools in Kenya. This means that there is an overreliance on these tools and PR practitioners should seek other methods available.

Key informant 2 notes that:

There are several tools used which can be used to measure Public Relations campaigns and proposes a method that assesses the success and failure of specific Public Relations programmes, a method that proposed strategies by providing a one number score that can be monitored from time to time...the Kenyan industry continues to use PRVs which measures public relations by rate card which includes factors such as prominence, third party equivalence and credibility which are factors that you do not get from an advertisement.

This finding from key supported Luo and Jiang (2012) point that there are several tools that PR practitioners can use in evaluating and measuring public relation campaign. Luo and Jiang confirmed that PR evaluators use conventional quantitative methods of social media message and production exposure have been used to evaluate social media campaigns with growing utilization focused on intangible effect of PR such as participation, advocacy and online public awareness.

These findings support earlier research which has shown that PR practitioners are less prone to using scientific methods of evaluating and measuring PR. Piekos and Einsiedel (1990) did not find any scientific research methods used for evaluating impact of PR campaigns and these was supported by Dozier (1990) findings that there was less preference for scientific methods of measuring and evaluating PR. More recently, Baskin et al. (2010) found that there was a heavy reliance on simple clip reports which were seen as ineffective but were used more frequently.

4.6 Tools preferred by practitioners at Reelforge Systems to measure Public Relations campaigns

The third objective of the research was to find out the tools preferred by practitioners at Reelforge systems Limited to measure Public Relations campaigns. This was important so as to compare the tools used within Reelforge and in the general Public Relations industry in Kenya. Several tools were identified and the respondents were asked to indicate the level of use of those instruments. The highest observed tool that was used

was media content 69.2% followed by AVEs 67.4 then public opinions 63.5% .The least used PR tool used in Reelforge Systems was Focus Groups with 19.2%.

Table 4.6: PR tools preferred to measure campaigns

PR Measurement tools	A great Extent	To Some Extent	Moderate Extent	To An Extent	No Extent At All
AVEs	67.4%	20.7%	5.3%	3.8%	5.8%
Media Content	69.2%	15.1%	11.1%	4.6%	-
Analysis	32.7%	21.2%	28.8%	11.5%	5.8%
Cyberspace Analysis	-	1.9%	17.3%	40.4%	40.4%
Trade Shows	28.8%	15.4%	32.7%	9.6%	13.5%
Event Measurements	-	-	1.9%	11.5%	84.6%
Public opinions	63.5%	15.4%	9.6%	3.8%	7.7%
Outcomes/Objectives	-	-	1.9%	1.9%	96.2%
Sample Surveys	-	1.9%	1.9%	32.7%	63.5%
Case Studies	5.8%	1.9%	5.8%	15.4%	71.2%
Focus Groups	-	-	-	19.2%	80.8%
Others	-	-	-	3.8%	1.9%

According to the findings Media content analysis was found to be the most used tool among PR practitioners at Reelforge Systems .Media monitoring entails keeping track of news papers, magazines or programmes that feature about a company. Respondents were of the view that....

Reelforge is now introducing the Public Relations Index (PRI) amongst its clients. PRI score is a one number score that measures the level of a firm's publicity of TV, Radio and print over a given period of time. Reelforge PR index parameters includes: media space allocation, frequency distribution by media, tonality analysis, prominence score, message source (solicited and unsolicited) and audience data...The communication data is weighted for communication impact and of different media and relative media based on tonality. When calculating an index the aggregated information is incorporated into formula to come up with an index.

The findings show that PR practitioners at Reelforge Media monitoring rely on media content analysis and AVE tool in measuring their public relations campaigns. Reelforge Media being a monitoring firm deals majorly in media content analysis and this being a cheaper method for the practitioner most of them easily use the method. In their PR activities.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Overview

This chapter presents the summary of the study, conclusions of the researcher and the recommendations of the study and suggestions for areas of further study. This is intended to fill in the gaps in the existing study.

5.1 Summary of the findings

The study was guided by three objectives: to analyze the level of awareness on the use of AVE tool in measuring Public Relations campaigns among practitioners, to find out which tools PR practitioners use in measuring their campaigns and to find out which tools public relations practitioners prefer in measuring their campaigns. The study established that a majority of the respondents were aged 26-35 years most of them being female, had attained a bachelor's degree. Majority of the respondents acknowledged using the Advertising Value Equivalent tool in measuring campaigns.

5.2 Conclusion

5.2.1 Level of awareness of Public Relations practitioners on the AVE tool

The study confirmed that a majority of the Public Relations practitioners sampled in the present study have heard of the AVE tool though most of them do not have a clear understanding of how the figures are achieved with most of them using it to measure their campaigns. From the above findings, it is clear that there is still a lot that needs to be

researched in regard to the use of the AVE method in measuring Public relations campaigns. The method does not fully give a picture of the outcome of a PR campaign. As noted in chapter two in the literature review academics and professional research institutes, international public relations and advertising bodies have condemned AVEs.

However regardless of the fact that there has been extensive research demonstrating the critical, practical and ethical flaws in AVEs compounded by the unanimous condemnation from both the academic and professional fields, they are still being used widely by the PR practitioners in Kenya for measuring the publicity value of news stories/campaigns of their activities using this tool. There is therefore a need for the Public Relations industry to find better methods of measuring Public Relations campaigns as well as the need for the industry regulator to streamline the industry. From available data to show the state of the PR industry in Kenya by the Public Relations Society of Kenya, practitioners are obsessed with coverage received and this has had the effect of reducing PR to the press agency level.

5.2.2 Tools used by PR practitioners to evaluate their campaigns

The study confirmed that media content analysis was widely used in measuring Public Relations campaigns, followed by Advertising Value Equivalent. This is due to the fact that AVE is one of the approaches of traditional content media analysis. The study therefore found out that PR practitioners were using non-efficient method of PR measurement as previous studies have shown that media content analysis is not a good or effective measure of the impact of PR campaigns. These study findings confirms earlier

studies that show that PR practitioners and PR firms have often relied on media monitoring to evaluate the impact of PR campaigns. The study findings conclude that PR measurement in Kenya is still at its infancy stage.

5.2.3 Tools preferred by PR practitioners in measuring their campaigns

The study concluded that client's requirement was the significant factor that influenced the use of a certain tool. From the findings PR practitioners noted that clients had requested for the use of the AVE tool and thus the use of the tool. The researcher found out that it is important for companies to have an intended outcome of their activities and how they can be measured for them to be able to request for an effective PR measurement tool.

5.3 Recommendations

5.3.1 Policy Recommendation

There is therefore a need for the Public relations industry with the leadership of the Public Relations Society of Kenya to come up with better metrics of measuring Public Relations, because AVEs do not consider all the issues in a Public Relations campaigns. Media materials downloaded from clippings could contain information, promote your competitors products or may have been carried out by a media without wide network coverage. At the same time, there are serious ethical and professional issues on public relations raised by these findings.

5.3.2 Recommendation for practice

There is need for proper training and awareness among Public Relations practitioners on PR measurement. This can be done by stakeholders in the industry such as the Public Relations Society of Kenya (PRSK). This will ensure that clients and practitioners within the industry demand of effective means of measuring Public Relations. The PRSK should therefore come up with framework for Public Relations measurement in Kenya.

5.4 Recommendations for further research

The researcher recommends the following areas for further research:

The researcher conducted an analysis of the perception of Public Relations practitioners on the use of Advertising Value Equivalent (AVE) tool in measuring Public Relations campaigns. However, the study was limited to analyzing the level of awareness among practitioners, tools used by practitioners in measuring PR campaigns and tools PR practitioners prefer in measuring their campaigns. The study was also limited Public Relations practitioners within Reelforge Media Monitoring. There is need for further study to include practitioner working within Kenya.

In conclusion, the above is the areas the researcher would recommend for further studies based on the findings from the research.

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APPENDICES

APPENDIX A: LETTER OF PERMISSION

University of Nairobi,
Main Campus,
Nairobi.

The Human Resource Manager,

.....
.....

Dear Sir/Madam,

RE: APPLICATION FOR PERMISSION TO CONDUCT A RESEARCH AMONG
YOUR STAFF MEMBERS

I the undersigned, pursuing my master's degree in Communication studies in the above named institution hereby apply for your permission to conduct a research study in your institution in partial fulfillment of the requirement for the above named program among your staff members.

I will appreciate if I will be granted permission to conduct this study.

Thanks

Yours faithfully,

Prisca K. Beyo.

**APPENDIX B: INTERVIEW GUIDE FOR PUBLIC RELATIONS
PRACTITIONERS**

The interview schedule has been developed to collect data required to evaluate the use of the Advertising value equivalent tool in measuring Public Relations (PR) activities. The data is required for academic purposes only and will only be treated with maximum confidentiality. Your cooperation will be highly appreciated.

Optional: Designation.....Gender.....

1. In your opinion is the Advertising Value Equivalent method suitable for measuring the output of Public Relations Campaigns?
2. How does the Advertising Value Equivalent Method work?
3. Do you currently use the Advertising Value Equivalent (AVE) method to measure your campaigns?
4. If so, why did your Public Relations agency adopt the Advertising Value Equivalent (AVE) method to measure Public Relations activities?
5. Which other tools do Public Relations practitioners use in measuring their Public Relations campaigns?
6. Which tools do you prefer in measuring Public Relations campaigns?

APPENDIX C: QUESTIONNAIRE FOR REELFORGE MEDIA MONITORING

STAFF ON AVE TOOL

Please fill this questionnaire openly and honestly. The questionnaire below is designed to assist in collecting data and information on the perception of Public Relations practitioners on the use of the Advertising Value Equivalent (AVE) tool in measuring public relations campaigns. Any information, opinion and views provided in this questionnaire will be treated with strict confidentiality and will be used for the purposes of this study only. Please provide the following information as required. How to fill the questionnaire: Answer all the questions by marking in the appropriate box using a tick (✓) or (X) in the spaces provided.

Section A: Demographic Information

Respondent Characteristics	Characteristics details	Response
1.Age	1. 18-25	
	2. 26-35	
	3. 36-45	
	4. 46-55	
	5. Above 55	
2.Gender	1.Male	
	2.Female	
3.Education level	1.Secondary	

	2.Diploma	
	3.Bachelor’s degree	
	4.Masters	
	5.Any other(specify)	
4.Working Experience	1. 0-5 years	
	2. 5-10 years	
	3. 10-15 years	
	4. 15-20 years	
	5. Above 20	

Section B: Perception of Public Relations practitioners on the AVE tool

5. Have you measured any of your Public Relations campaigns?

6. What do you understand by advertising Value Equivalent?

7. Do you use the Advertising Value Equivalent tool to measure your Public Relations campaigns?

8. To what extent do you use the Advertising Value Equivalent tool to measure your Public Relations campaign? Indicate your answer based on a 5-point scale where: 5=A great extent, 4=To some extent, 3=Moderate extent, 2=To an extent, 1=No extent at all

(Use 1, 2, 3, 4, or 5 to mark the applicable response).

Tool	1	2	3	4	5
Advertising Value Equivalent					

9. What factors have influenced the use of the AVE tool?

.....

.....

.....

10. Please indicate what motivates you to use the AVE tool to measure your Public Relations campaign. Indicate your answer based on a 5-point scale where: 1= Strongly Disagree; 2= Disagree; 3= Satisfactorily; 4= Agree; 5= Strongly Agree. (Use 1, 2, 3, 4, or 5 to mark the applicable response)

	Reason for using AVE tool	1	2	3	4	5
	Cost effective					
ii	Ease of using tool					
iii	Availability of trained personnel to use the tool					
iv	Effectiveness					
v	Time factor					
vi	Client demand					
vii	Availability of the tool					
viii	Industry standard					

11. Kindly name other reason not listed above for using the AVE tool?

.....

.....

Section C: Tools used to evaluate Public Relations campaigns

12. What PR Measurement tools do you know?(List all you know)

.....

.....

.....

13. To what extent do you use the following PR measurement tools to evaluate your Public Relations campaigns? Indicate your answer based on a 5-point scale where: 5=A great extent, 4=To some extent, 3=Moderate extent, 2=To an extent, 1=No extent at all (1) (Use 1, 2, 3, 4, or 5 to mark the applicable response).

	PR Measurement tool	1	2	3	4	5
i	AVE					
ii	Media content Analysis					
iii	Cyberspace Analysis					
iv	Trade shows					
v	Event measurement					
vi	Public Opinions					
vii	Outcomes/Objectives					
ix	Sample surveys					
x	Case Studies					
xi	Focus Groups					
xii	Others					

14. In your opinion do the Public Relations Measurement tools have an effect on the practice?

Yes () No ()

15. What do you think are the effects of using certain Public Relations measurement tools?

.....
.....
.....
.....

Section D: Tools preferred in measuring Public Relations campaigns

16. Which Public Relations tools do you prefer in measuring your Public Relations campaigns?

.....
.....
.....

17. What factors influence you to use selected PR measurement tools in your organization?

.....
.....

APPENDIX D: CERTIFICATE OF FIELDWORK



**UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF JOURNALISM & MASS COMMUNICATION**

Telegram: Journalism Varsity Nairobi
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P.O. Box 30197-00100
Nairobi, GPO
Kenya

REF: CERTIFICATE OF FIELD WORK

This is to certify that all corrections proposed at the Board of Examiners' meeting held on 5/8/2016 in respect of M.A/Ph.D final Project/Thesis defence have been effected to my/our satisfaction and the student can be allowed to proceed for field work.

Reg. No: K50/74633/2014

Name: PRISCA KHABATI BEYO

Title: AN ANALYSIS OF THE PERCEPTION OF PUBLIC RELATIONS

PRACTITIONERS ON THE USE OF AVE IN MEASURING PR CAMPAIGNS

Dr Joseph Nyanji
SUPERVISOR

Dr Samuel Siringi
ASSOCIATE DIRECTOR

Dr. Nesti Nesti
DIRECTOR

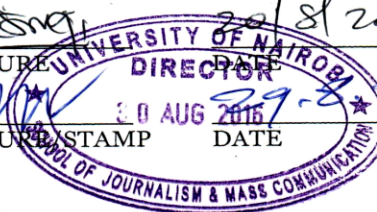
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15/8/2016
DATE

[Signature]
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20/8/2016
DATE

[Signature]
SIGNATURE



STAMP

DATE

APPENDIX E: ORIGINALITY REPORT

Turnitin *Originality Report*

- Processed on: 15-Dec-2017 07:08 EAT
- ID: 896378643
- Word Count: 16080
- Submitted: 1

AN ANALYSIS OF THE PERCEPTION OF PUBLIC RELAT...

By *Beyo Beyo*

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APPENDIX F: CERTIFICATE OF CORRECTIONS



**UNIVERSITY OF NAIROBI
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REF: CERTIFICATE OF CORRECTIONS

This is to certify that all corrections proposed at the Board of Examiners meeting held on 24/10/2017 in respect of M.A/PhD. Project/Thesis defence have been effected to my/our satisfaction and the project/thesis can be allowed to proceed for binding.

Reg. No: K50/74633/2014

Name: PRISCA KHABAYI BEYO

Title: AN ANALYSIS OF THE PERCEPTION OF PUBLIC RELATIONS

PRACTITIONERS ON THE USE OF THE AVE TOOL IN MEASURING PR CAMPAIGNS

Dr. George Githisi
SUPERVISOR

[Signature]
SIGNATURE

18/12/2017
DATE

Dr Samuel Siringi
ASSOCIATE DIRECTOR

[Signature]
SIGNATURE

18/12/2017
DATE

Dr. Ndeti Ndeti
DIRECTOR

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