MEASUREMENTAND EVALUATION OF INTERVENTIONS BY PUBLIC RELATIONS AGENCIES IN KENYA: *A CASE STUDY OF GINA DIN CORPORATE COMMUNICATIONS*.

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DECLARATION

STUDENT'S DECLARATION:

I hereby declare that this project is my original work and that it has not been presented to any other institution for examination or award of any nature.

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SUPERVISOR'S DECLARATION:

This project has been submitted for examination with my personal approval as the university supervisor.

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PROJECT SUPERVISOR

DEDICATION

I dedicate this work to my daughter Ivy Chantel Mwikali Wambua who generously gave me constant support and much needed encouragement that kept me going from the start, through the study period and to the completion of this Masters Degree course.

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ACRONYMS AND ABBREVIATIONS

AMEC	Association for Measurement and Evaluation of Communication
AVE	Advertising Value Equivalent
FGD	Focus Group Discussion
IEC	Information Education and Communication
ICPR	Institute of Certified Public Relations
GDCC	Gina Din Corporate Communication
IPR	Institute of Public Relations
M&E	Measurement and Evaluation
MPI	Media Publicity Index
PII	Preparation, Implementation, Impact
PR	Public Relations
PRSA	Public Relations Society of America
PRSK	Public Relations Society of Kenya
PRIA	Public Relations Institute of Australia
ROI	Return on Investment
SOJ	School of Journalism

ABSTRACT

Public Relations (PR) practitioners the world over have with time acknowledged that measuring and evaluating the effectiveness and impact of PR work is an important part of PR practice. This notwithstanding, the PR industry by its own admission has been slow to adopt neither formal nor standardized measurement techniques. As such, measured accountability for value of PR interventions remains one of the leading industry challenges with minimal, if any, well defined measurement and evaluation methods, approaches and standards by practitioners, majority of who still refer to this practice in vague and sketchy terms.

This study sought to establish the perceptions and extent of the practice of measurement and evaluation of interventions undertaken by PR Agency practitioners in Kenya. It examines the nature and approaches used by the Agencies to measure, evaluate and put value on PR work using the case study of Gina Din Corporate Communications (GDCC), a leading PR Agency in Kenya.

The main contribution of this research to debates on measurement and evaluation of PR interventions lies in the exposure of the approaches and methods used by PR agencies in Kenya, the perceptions and weight attached to the subject of study by staff and the institution.

On the whole, it was evident that agencies are conscious about the importance and the need to measure and evaluate PR activities. However, lack of formal guidelines, standards, expertise and clear understanding of the role and value of PR by the various corporate clients emerged strongly as some of the factors that pose a challenge and lead to failure or weak undertakings of measurement and evaluation of PR interventions in Kenya. Media monitoring appeared to be the main approach employed by agencies to measurement and evaluation PR work by agencies.

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1.1.1 The emergence of PR Consultancies in Kenya

PR consultancies took root in pre-independence Kenya. The first such consultancy firm was Dunford, Hall and Partners, registered in 1955. It was a partnership between Michael Dunford and Andrew Hall. The company operated in East, Central and Western Africa, producing farming and agricultural magazines such as *Ukulima wa Kisasa* and Kenya Farmer (Abuoga and Mutere, 1988: 4, 10). The 1960s were a boon for PR practitioners and the introduction of Television (TV) in October 1962 gave PR impetus. TV provided a unique medium for disseminating information to the public.

Kenya got independence in 1963 and became a republic in 1964. At this time, a Department of Information services was already in place, established by the colonial government operating under the Ministry of Constitutional Affairs and Administration. Soon after independence, the government of Kenya upgraded the Department of Information to a full Ministry of Information, Broadcasting and Tourism in 1964. The Ministry was responsible for information, communication (including broadcast) and tourism and was tasked to spearhead publicity for development projects through mass education campaigns.

In 1965, the Ministry of Information, Broadcasting and Tourism was re-named Ministry of Information and Broadcasting, indicative of the strategic role of PR in government. This Ministry published and distributed free of charge *Kenya Yetu*, a local newspaper with national reach, to disseminate information to the remote parts of the country.

The government also used PR to support foreign policy, soon after independence under a backdrop of an exodus by whites and Asians in 1960s attributed to fear of perceived possible insecurity and instability under an African government. The new government put in place massive propaganda campaigns to sell Kenya as a peaceful and stable country. The government started and maintained diplomatic missions abroad and even hired PR firms in countries without diplomatic missions for this very purpose (Daily Nation, 1968).

Kenya Yetu newspapers were distributed to diplomatic missions abroad to enhance the image of the country abroad. Government Ministries and parastatals embraced PR functions soon after independence. Kenya Power and Lighting Company and East African Harbors Corporation engaged in sponsorships, financial PR, events and various forms of corporate social responsibility. By 1969, the number of people practicing PR had gone above 15 (East African Standard, March, 1969). James. K. Mwai was the first indigenous Kenyan to become a member of the Institute of Public Relations (IPR) of Britain (East African Standard and Daily Nation, April, 1969: 7, 5).

Colin Church, a founder member of the Public Relations Society of Kenya (PRSK) and a leading PR consultant argues that the formal introduction of PR in Kenya took place during the independence period when PR was beginning to expand all over the world. This came at a time when the media was becoming freer and with it, the PR industry was required by organizations to have messages that they wanted to get across and correct misinformation about their own organizations.

The 1970s marked a milestone in the evolution of PR in Kenya. PRSK was formed on June 23 1971, to improve the standards of PR practice in the country. At the launch, the society had 20 members. The first official included Michael Dunford (Chairman), JHE Smart, (Vice Chairman), Miss Raye Low (Secretary) Patrick Orr (Publicity Officer) and committee members who included J.E Opembe, Colin Church, Mohamed Noor, and James Mwai. Other members included John Mramba, Shabanji Opuka, Yolanda Tavares, Eunice Mathu, Muthoni Likimani and Muthoni Muthiga. PRSK was registered and ratified its code of conduct based on the Code of Athens (1965). Training became a major preoccupation of PR practice in the 1970s and several Kenyans travelled to Britain for short training courses in PR.

Reflecting on the practice and the development of PR over the years in Kenya, one may say that PR practice in Kenya has indeed come of age. In many government and private sector companies, PR practitioners report to the top management. Also, a majority of organizations in public and private sectors have established PR departments and those without hire consultants working as individuals or as Agencies to assist them to manage their communications.

Over the years, both Public and Private Sector organizations have embraced the use of PR as a strategic tool in reaching out to their audiences. The sector has also received a boost through the area of training, with several universities as well as mid-level colleges offering tailored PR courses.

Despite the gains made in PR practice in Kenya, a survey commissioned by the PRSK in 2010 reveals gaps that the industry must plug if it is to reach the ideal peak as a profession. Three areas come out in the report as wanting, including lack of understanding of PR, lack of standardized training and uncharted PR ethics, regulations and standards.

1.1.2. General characteristics of the PR industry in Kenya

The PR industry in Kenya comprises of two main groups including in-house PR practitioners who provide PR and communication services to their employers and specialized PR and Communication experts working as consultants for various clients (Kentice, 2010:6) In the consultants category are PR agency firms and Individual Consultants all of who undertake similar communication functions for their respective clients.

1.1.3 Public Relations Consultancies in Kenya today

The last 20 years have seen Kenya’s PR industry turn into a fast growing sector not only in the country but also in the region. There are over forty (40) registered PR consultancy firms in Kenya, operating in the country and in the East African Region (PRSK, April, 2013). The growth of the sector is also evidenced by the increased number of job opportunities, consultancies and academic institutions offering PR as a course (PRSK, April, 2013). Despite this growth, the sector is yet to match the standards seen at the global level (Kentice 2011:7)

PR agencies in Kenya consist of fewer large consultancy firms, some medium size firms and overwhelmingly majority of small firms (Kentice, 2010:7). Among these are wholly locally owned firms as well as subsidiary firms mainly owned by global advertising companies such as Ogilvy and Mather, Ayton Young and Rubican and Saatchi and Saatchi. The distribution of large , medium and small consultancies has remained broadly similar over the years , with a degree of consolidation, increasing the number of medium sized consultancies(Kentice, 2011: 7). According to Kentice, PR Agencies may specialize in services for particular industry sectors such as finance, Consumer, Information Communication and Technology (ICT) hospitality and education, among others. PR consultants may also specialize according to different PR functions such as investor relations, employee relations, corporate social responsibility or crisis management.

1.1.4. Recent trends

An interesting trend in Kenya is that of advertising agencies creating PR arms and positioning themselves as “integrated communication solutions” at the expense of strategic PR and communications (Kentice, 2010:7). Kentice argues that this has had the effect of keeping PR and Communication at the rudimentary press agentry level , with events taking up a lot of the activities carried out to create a buzz around brands.

Advertising Value Equivalent (AVE) continues to be the key evaluation method for PR activities, in stark contrast to current world trends of measuring outcomes and impacts of strategic PR, argues Kentice.

Global partnership is yet another key trend gaining ground in the PR industry in Kenya and indeed the continent. With more and more global companies seeking representation in different parts of the world, partnerships have become a common feature in the PR sector in Kenya. Among some of the International Public Relations Companies with representation in Kenya include, Porter Novelli who are represented in Kenya by Apex Porter Novelli Ltd previously known as Apex Communication, Weber Shandwick represented by Gina Din Corporate Communications, Fleishman Hillard represented by Tell-Em PR and Edelman represented by Yolanda Tavares.

1.1.5. Gina Din Corporate Communication

Gina Din Corporate Communication (GDCC) is a communications consulting firm established in October 1997. GDCC has over the years, maintained a steady growth and a clear projection of stability.

GDCC is known to manage (currently and in the past) a broad range of communication projects for some of the largest local and international companies cutting across the various sectors of the economy. Some of these companies include, Orange Telcom, Kenya Commercial Bank, Barclays bank, General Motors, Kenya Airways, Safaricon, Emirates Airline, CIC Insurance, Association of Kenya Insurers, East Africa Cables, Nestle Foods Kenya, among others.

Based in Nairobi, the company has grown to become a leading PR Agency in Kenya. Comparatively, GDCC today boasts the largest PR Agency workforce in the country with a current number of sixty (60) employees.

GDCC is also the only PR firm in Kenya with a fully-fledged media division including a robust media monitoring section and a specialized client services and events department.

Over the years, GDCC has distinguished itself through professionalism, winning several local and international awards for exceptional work. Some of GDCC's local awards include, PRSK's Best Crisis Management Award (2009) which the company won for excellence in crisis communication during the Kenya Airways Douala plane crash in May 2007. The company also won the PR Consultancy of the Year (2008, 2007, 2006, 2005).

GDCC also takes pride in having launched and managed communication and PR for Safaricom for more than 10 years making tremendous contribution to the brand strength of one of the leading companies in Kenya. GDCC has also played an instrumental role in the rebranding and positioning of Kenya Commercial Bank (KCB) in the course of managing PR work for the bank.

At international level, the company has won the SABRE Awards' Best PR campaign in Financial Communications for the Safaricom IPO and Public Sector Campaign for the CEO Forum. The SABRE awards are the world's largest and most sought after PR awards competition which recognizes superior achievement in branding and reputation management in North America, Europe, Middle East and Africa and the Asia Pacific region.

This research views GDCC as best placed to project a reasonable picture of the status and practice of measurement and evaluation of PR interventions among PR Agencies in Kenya given the firms profile and track record of its work.

GDCC is also among the first PR companies in Kenya to enter into global PR affiliation through local representation when signed a partnership deal with Arcay Communication of South Africa in 2007. In August this year, GDCC signed a partnerships with Weber Shandwick one of the world's leading public relations firms.

Given its profile, GDCC provides a good ground for this study that seeks to assess the status of PR practice in Kenya with a particular interest to examine approaches and methods used to measurement and evaluation PR work by Agencies in Kenya, which is the focus of this paper.

1.2. Statement of the Problem

PR has for long been known not to have any formal measurement and evaluation tools, largely operating more as an abstract-results driven discipline. The reason for this state is open to debate. Arguably, PR is by nature intangible and for this reason, assigning a value to its activities and the results therein has all along been a daunting task for practitioners, many of who admit to often struggling to prove the value of what they do every day. As a matter of fact, some early PR practitioners resisted the idea and thought of evaluating PR and a number of them were quick to conclude that PR cannot be measured. Prominent PR practitioners like Ivy Lee said that, PR can't be measured whilst others like Marston, whose textbook was widely used, said he could not be bothered.

Despite the emphasis placed on measurement and evaluation of PR work by the IPR in the UK and similar efforts in the US, many pre-1980 texts reveal great reluctance by practitioners to evaluate the outcomes of their activity. To illustrate the reluctance of the times, here are some statements drawn from literature dating from the 1930s to the mid-1960s:

> "The counselor works to better a firm's reputation, but the improvement can rarely be satisfactorily measured" (Tedlow 1979, p. 160 writing about 1930s and 1940s).
>
> "Few practitioners will claim they can prove their efforts have paid off for their clients or companies" (Finn, 1960, p. 130).
>
> "Most public relations men, faced with the difficulty and cost of evaluation, forget it and get on with the next job" (Marston 1963, p. 176).
>
> "Measuring public relations effectiveness is only slightly easier than measuring a gaseous body with a rubber band" (Burns W. Roper, cited in Marston 1963, p. 289).
>
> "It is often hard to assess (achievement of objectives) with precision or identify effects of public relations" (Derriman 1964, p. 198).
>
> "Results is something of a dirty word in PR" (Jefkins, 1969. p.219).

Practitioners did express the desire to evaluate, but the reality was that they lacked the knowledge, time and budget to undertake the task, much like their predecessors 30 years earlier(Watson,2007)

Things have changed over time and it is clear that today, PR practitioners in many parts of the world acknowledge that being able to validate the results of their efforts is critical to the acceptance and growth of PR as a serious profession.

In this era of increased accountability, communicating the results of a PR programme to the Chief Executive Officer, (CEO) Chief Finance Officer (CFO) or the Principal Chief Accountant (PAC) is critical (EisenMann, 2011:8). Too many PR programmes get eliminated or have their budgets severely cut back because no “value” could be attached to them (Excerpt, Workbook of PR Pundits, 1999:1).

Not only does demonstrating the value of PR interventions project professionalism, it can also help maintain or increase budgets and resources as well as help practitioners to gain a seat at the table with other decision makers (EisenMann, 2011:8).

Watson and Noble (2007, Pp:218) argue that if PR practitioners are to become advisors(or counselors) at strategic levels within their clients or in-house organizations, then a major requirement on them will be their ability to quantify the value of the advice that they offer.

At the global arena, it is evident that so much has been done and is still being done, to address the gaps that have existed in the area of PR measurement and evaluation, including research which is intimately linked to evaluation. The formation of measurement and evaluation commissions such as the Institute of Public Relations’ (IPR) Commission on PR Measurement and Evaluation, efforts by Public Relations Society of America (PRSA) to identify standard approaches for measuring the impact of PR, including convening of a Measurement Task Force in 2010 to recommend measurement standards which include metrics and approaches for evaluating PR’s influence as well as efforts by the Public Relations Institute of Australia (PRIA) which has set standards to guide PR impact evaluation in Australia confirm the seriousness attached to PR measurement and evaluation at the global level.

In Kenya, not much of significance seems to have been done in as far as measurement and evaluation of PR interventions is concerned. Evidence to this assertion is found in the PRSK Survey Report on the status of PR practice commissioned in 2010, the very first of its kind in the history of Kenya’s PR industry. The survey established that Measurement of PR impact in Kenya is wanting. Kentice Tikolo, the Lead Researcher in the survey notes that rather than measure impact (the effects of a programmes), practitioners in Kenya tend to measure outputs, including the number of brochures distributed, number and size of events, clicks on the website and the amount of space and airtime in the media

The survey reveals that for instance, Advertising Value Equivalent (AVE) is a dominant measurement approach in Kenya, yet this is a method in dispute at the global level, under the argument that AVEs do not measure the value of PR, but only measure the cost of media space and as such, cannot be used effectively to measure the impact of PR interventions.

In Terms of output, PR in Kenya continues to be defined based on the amount of media coverage, in stark contrast to the world trends of measuring outcomes and impact of strategic PR (Kentice, 2010: 8-9). This revelation places measurement and evaluation of PR approaches in Kenya in sharp focus and is a call to action for practitioners to realize that it is time to take the first steps towards embracing measurement and evaluation as an integral part of their procedural approach to the practice of PR.

1.3. Study Objectives

This study aimed to achieve three specific objectives:

i). Establish whether PR Agencies in Kenya measure and evaluate the impact of their interventions

ii). Identify the approaches and tools currently used to measure interventions by PR Agencies in Kenya.

ii). Make recommendations as appropriate, for improvement and enhancement of the measurement and evaluation tools and approaches currently in use.

1.4. Research Questions

This study was anchored on two key concerns:

Do PR Agencies in Kenya procedurally and formally measure and evaluate the impact of their interventions? If so, what parameters, methods and tools do they apply, bearing in mind that PR measurement and evaluation approaches in other parts of the world appear to have evolved over time? The following sub-questions were used to address these concerns:

i.) Do PR Agencies in Kenya measure and evaluate the impact of their PR interventions?

ii.) What methods and approaches do PR Agencies in Kenya apply to measurement and evaluation the impact of PR interventions?

iii.) How can the current methods of measurement and evaluation of PR interventions in Kenya be enhanced in line with global parameters?

1.6. Significance of Study

To the PR industry in general, a direct consequence of this study will be the development by PR Practitioners in general, of some formal measurement and evaluation framework, standards and procedures that will contribute to the enhancement of professionalism and best practices especially in this era of increasing demands for accountability.

To the PR industry in Kenya, this study will, by pointing to fundamental inadequacies in the approaches and current practices in measurement and evaluation of PR work in Kenya, provide a platform for serious discourse and possibly more comprehensive research work, towards defining frameworks for PR measurement and evaluation in the industry. By simply getting the PR fraternity thinking and talking about measurement and evaluation of their interventions, this study will have contributed in moving the industry towards more standardized evaluations methods, critical in the pursuit of professionalism and acceptance of PR as a strategic management function.

Through the findings, the study will provide recommendations on some of the preferred evaluation tools in line with global trends and parameters.

The study will also demonstrate the perception of measurement and evaluation by practicing PR practitioners.

To the Universities and other institutions of higher learning offering PR and Communication courses, the findings of this study will be useful in the enhancement and where applicable, possible development of specialized training, specifically on PR measurement and evaluation besides other related skills.

In general, it will also contribute to the body of knowledge, useful across the PR sector in Kenya and beyond.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter looks at the concept of PR measurement and evaluation, presenting the current global and Kenya country status, trends and approaches.

It also demonstrates the value of measuring and evaluating PR interventions to corporate organizations and PR practitioners in agencies and the sector in general. The chapter also highlights some best practices of PR measurement and evaluation, especially, from a global perspective, given that data on the subject of study is extremely patchy in Kenya.

The chapter also provides a general picture of types of PR interventions undertaken by PR agencies on a day today basis on behalf of corporate organizations.

2.1.1. Public Relations Society of Kenya (PRSK)

The Public Relations Society of Kenya (PRSK) was established in 1971 when the founders of the Society felt the need to establish the professional body to guide and bring together PR practitioners in Kenya. PRSK was formed by constitution and it is a registered Society.

The Society's broad objective is to advance excellence in Public Relations in Kenya and to ensure that the practice continues to thrive within the ethical framework defined by the profession.

To keep abreast with the global dynamics of the profession and to create networking opportunities for practitioners, PRSK affiliates to regional, continental, and global PR bodies. Within the East African region, PRSK is a member of the East African Public Relations Association (EAPRA). PRSK is also a member of the Federation of Africa Public Relations Association (FAPRA), the continental body for all PR national associations in Africa. At the global level, PRSK is a founder member of the Global Alliance for Public Relations and Communications Management (GA). Also, members subscribe to the International Public Relations Association (IPRA), thus forming the Kenya IPRA chapter.

In order to ensure that the highest degree of respect for the profession is maintained, members are required to adhere to a code of ethics. The PRSK Code of Professional Conduct is based on the code of Athens, which was authored by Lucien Matrat, member emeritus (France) of IPRA. The code of Athens was adopted by the IPRA general assembly in Athens on 12th May 1965, and modified in Teheran on 17th April 1968. IPRA later gained observer status at the United Nations. Its code of Ethics was founded on the Universal Declaration on Human Rights.

Further, PRSK adopted the Global Alliance Universal Protocol, which aims to achieve a unified profession and industry worldwide.

2.1.4. The Kenya Context

The PRSK acknowledges that measurement and evaluation of PR's contribution to bottom-line is critical to the profession (PRSK Journal, November-March 2011: p3). The Journal notes that research and evaluation based PR will take centre stage in times ahead.

It adds that it may not be enough to say that a PR activity will increase awareness, change attitude or influence behavior if decision making is not data driven. As such, practitioners in Kenya should work towards achieving accountability and towards outcome propelled campaigns (PRSK Journal, Nov-March 2011:P3).

An industry survey by the Daily Nation, April 2012:p8-9) brings out strong sentiments on this subject by some key practitioners, on the direction the industry is taking as it continues to evolve and develop.

In the survey interview, Gina Din Kariuki, the Chief Executive Officer of Gina Din Corporate Communications says that clients are increasingly demanding for results from PR interventions and adds that unless PR companies are able to offer this, they will find it hard to survive in the business (Daily Nation, April 3, 2012: p 8,9).

Further, a PR status survey commissioned by PRSK in June 2010 established that Measurement of PR impact in Kenya is wanting. Kentice Tikolo, the Lead Researcher in the survey notes that rather than measure impact (the effects of the programmes), practitioners in Kenya tend to measure outputs, including the number of brochures distributed, number and size of events, clicks on the website and the amount of space and airtime in the media. PR practitioners should provide facts and figures to support the strategic counsel they give, without which, the counsel remains a mere opinion and is therefore not of value (Kentice,2010: p.7,8).

2.1.5. Global trends

The measurement and evaluation of the impact of Public Relations' interventions has been recognized as a critical industry issue by both practitioners and academia (Cutlip, 1994b, p.23, Watson, 1994, 127; Macnamara, 2006, p.7; Gregory & Watson, 2008, p.11). Though the industry has recorded steady growth over the years, the search for consistency in this subject remains one of the major issues facing PR practitioners today. Debate continues among players in the industry with regard to approaches and tools of measurement and evaluation of PR programmes. Central to this debate is the question of identifying what would conclusively be termed as the effective yardstick for measuring PR value; and whether or not the defined measurement and evaluation approaches can effectively be standardized.

At the global scene, a lot of work has been going on in efforts to distinctly define measurement and evaluation of PR programmes. Some of the milestones in this area include the establishment of bodies such as the Institute of Public Relations' (IPR) Commission on PR Measurement and Evaluation composed of researchers, practitioners and thought leaders in PR research, measurement and evaluation, drawn from four segments of the global PR industry including corporations, government, non-profits, PR Agencies, research firms and academia. The Commission's vision is, "Better Public Relations through excellence in research, measurement and evaluation (Institute of Public Relations, 2010).

Another milestone development in the area of PR measurement and evaluation approaches is the creation of the Barcelona Declaration of Research Principles by a team of delegates from 33 countries during the 2nd European Summit on Measurement meeting in Barcelona in June 2010. In this meeting, leaders of five global PR and measurement and evaluation bodies and 200 delegates voted overwhelmingly in support of the adoption of seven key principles of measurement of PR.

The Barcelona Declaration appreciates the rapidly changing communications landscape and argues that the lack of clear standards and approaches to PR measurement results in the profession not always being taken seriously. One significant decision in this Declaration and which certainly will raise eyebrows among practitioners from all corners of the world is the rejection of the use of Advertising Value Equivalent (AVE), an evaluation measure frequently used by many practitioners in the world. One reason given for rejecting the AVE as a valid measurement and evaluation tool for PR is that it diminishes the integrity of the profession and the market size.

The Declaration further says that AVEs do not measure the value of PR and do not inform the future activity- they measure the cost of media space and are thus rejected as a concept to value PR, a sentiment shared by PRSK. The Barcelona meeting adopted "Seven Measurement Principals" including:

a.) Importance of Goal Setting and Measurement

b.) Measuring the Effect on Outcomes is preferred to measuring Outputs

c.)The Effects on Business Results Can and should be Measured where possible

d.) Media Measurements Require Quality and Quantity

e.) AVEs are not the Value of Public Relations

f.) Social Media Can and Should Be Measured

g.) Transparency and Reliability are paramount to sound measurement.

The Barcelona Declaration further notes that overall *clip counts* are usually meaningless. Instead, Media measurement, whether in traditional or online channels should count for impressions among the stakeholders or audience, quality of the media covering, tone, credibility and relevance of the medium to the stakeholder or audience, message delivery, inclusion of a 3rd party or company spokesperson and prominence as relevant to the medium.

It is worthwhile at this point to note that overall clip count still ranks highly as a measurement and evaluation tool for PR interventions and is widely used by many young as wells as seasoned PR practitioners.

In 2009, the Commission on PR Measurement and Evaluation also rejected the use of AVE as an evaluation tool for PR programmes. The first warning against AVE came in a 1949 edition of the IPR *Journal* (J. L'Etang, personal communication, January, 2011) and as debate on its validity continues, AVE remains common and still widely used by PR practitioners in many parts of the world, Kenya included.

The fact that doubts have been cast on the validity of some of the most commonly used measurement and evaluation approaches points to the need for further research on this subject.

2.1.6. The conceptualization of measurement and evaluation PR interventions

Measurement and evaluation are critical elements of every PR practitioners' professional competencies and are central to making a 'case' for PR (Public Relations Society of America, 2010)

Though PR professionals may understand the qualitative results of their activities, they often are not able to express them in ways that are meaningful to executives (Diane, PRSA, 2013). She suggests that PR practitioners tie their communications programme metrics to their company's Key Performance Indicators (KPIs) and show the value of campaigns by for instance demonstrating how a company is perceived rather than basing success only on the number of clippings received

2.1.4. The “Value’ in Measuring and Evaluating PR interventions

The Public Relations Society of America (PRSA; www.prsa. Org) says that organizations and professionals who understand and believe in the benefits of PR evaluation are able to:

- Validate the results of their efforts
- Link the results to business outcomes that further the achievement of organizational goals
- Credibly merchandise the impact of those results to those who fund PR programmes
- Set smarter objectives, develop better strategies and employ more compelling and engaging tactics
- Make midcourse program adjustments and corrections
- Adapt their measurement approaches overtime in light of changing objectives, new competitors and emerging best practices.

2.1.5. Types of PR interventions by PR Agencies on behalf of corporate organizations

- PR agencies engage in a range of activities in the course of their work, undertaken on behalf of their clients. Some of these include:
- Crisis Communication and Issues Management
- Employees/Internal Communication
- Event Sponsorships
- Event Planning and management
- Media Relations
- Relationship building and management
- Corporate Reputation management
- Corporate Communication (internal and external)

- Corporate Social Responsibility

2.2. Theoretical Framework and perspectives

Despite the numerous investigations which underline the importance of M&E in PR work, studies have consistently found that while the importance of evaluation is widely acknowledged in academia, it is still often neglected in everyday practice, (Grunig & Hunt, 1984,p124; Cutlip,1994b,p:26; McCoy, 2005,p:31; Gregory&Watson,2008,p:119). The effectiveness of PR programmes has often been judged by intuition rather than by intellectual, rigorous procedures (Grunig&Hunt,1984,p:117) and is considered to be relatively ‘casual and informal (Hon,1998,p:112), mainly taking the form of media analysis rather than audience centered (Ausrin&Pinkleton,2006).

A number of scholars and practitioners have designed theoretical models in an attempt to explain the effectiveness of PR function in organizations while at the same time attempting to set standards in evaluation and to align theory and practice to each other.

So far, five models of PR evaluation have been developed including:

1. The Preparation, Implementation, Impact (PII) Model developed by Cutlip, Centre and Broom (1986)

2. Macnamara’s Macro Model of PR evaluation, later renamed The Pyramid Model of PR Research (Macnamara, 1992, 2002)

3. PR Effectiveness Yardstick developed by Walter Lindenmann (Lindenmann, 1993)

4. The Continuing Model of Evaluation by Tom Watson (Watson 1997)

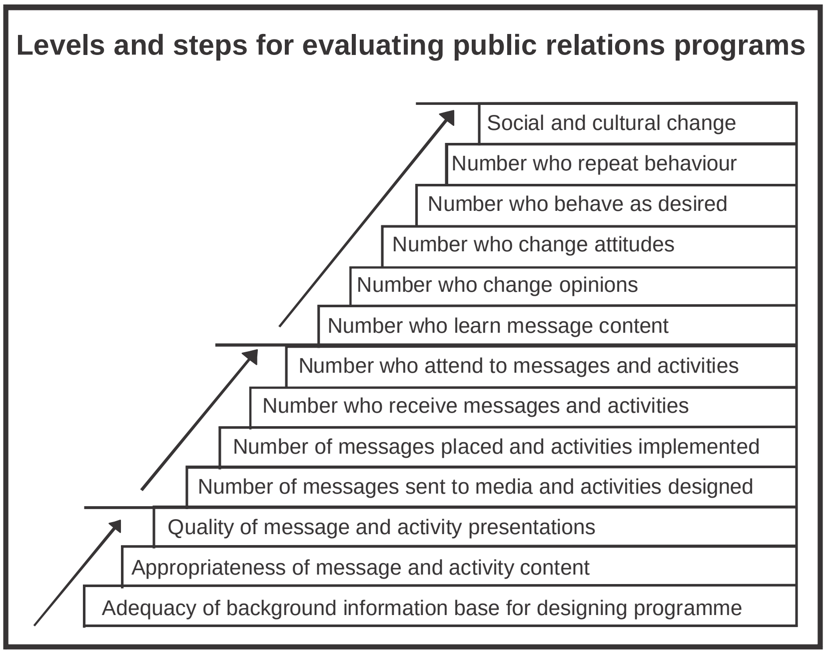
5. The Unified Model of Evaluation by Paul Noble and Tom Watson (Noble and Watson, 2005).

This study made reference and was guided by the PII model of evaluation. The PII evaluation model developed by Cutlip, Centre and Broom (Cutlip, Centre, Broom; 2006:368), is a step model that offers thirteen levels and steps of evaluation for differing demands in the process of PR programming. The study viewed this model as one that provides reasonably wide areas of consideration by practitioners when planning, implementing and evaluation their work.

Each step in the PII model contributes to increased understanding and adds information for assessing effectiveness. Although it does not prescribe methodology, it acknowledges that evaluation means different things to different practitioners, a good point to consider especially at this stage when debate on evaluation is more focused on standardization of parameters.

The PII model covers levels and steps such as adequacy of information, a prerequisite to designing effective PR prgrammes, appropriateness of messages, quality and quantity of messages, activity presentation, activities implemented, number of people who receive and learn from messages, attitude change, number of audience who behave as desired, repeated behavior as well as social and cultural change.

Fig: 2.1: The Preparation, Implementation and Impact Model (PII)



(Source: Adopted from Public Relations in practice series: Evaluating Public Relation 2nd Ed)

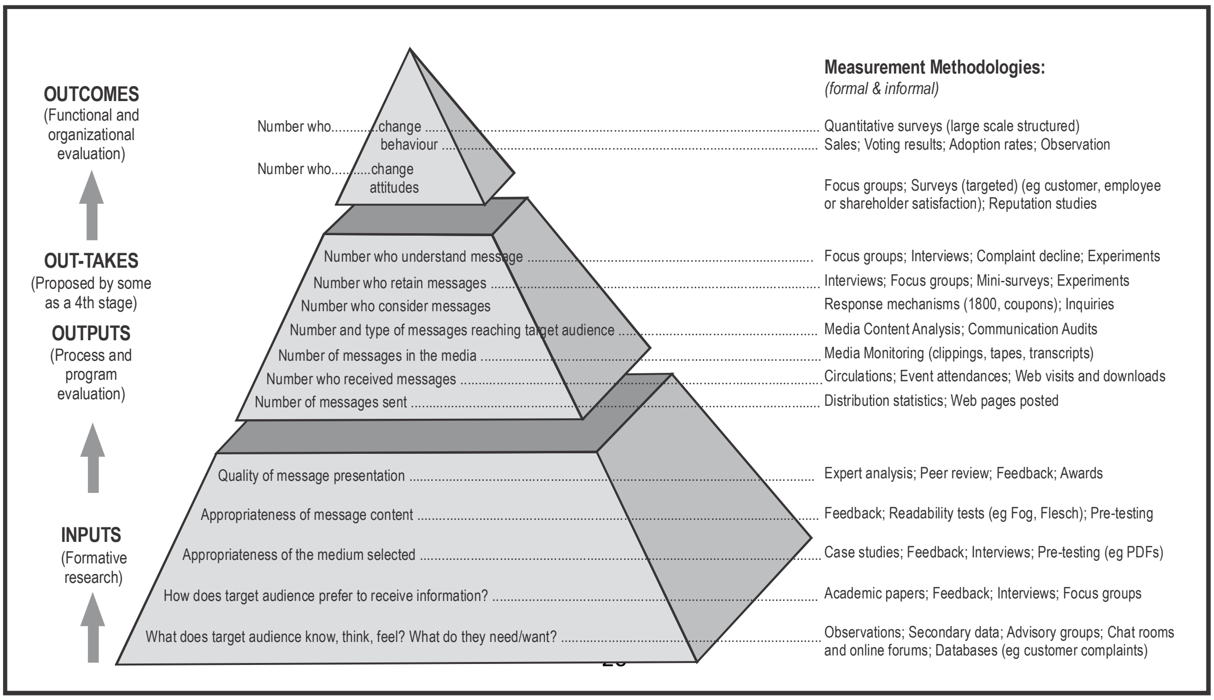
The PII model acknowledges the dynamic nature of PR and puts into perspective the different needs that may occur at different stages in PR programmes and offers a critical factor for consideration in the search for standard evaluation parameters. It also adds value due to its separation of output and impact and for counseling against the confusion of these two different measures of PR interventions. The P11 model acts as a checklist and reminder when planning evaluation (Watson, Noble. 2007, p67).

Reference was also made to the Pyramid Model of PR research, given that research is directly linked to measurement and evaluation. While the PII model shows the key steps in the communication process (Planning, Implementation, Impact), the Pyramid Model offers extra value by listing the measurement methodologies for each of the three key stages (Macnamara 2005: p266-67).

Initially called the “Micro Model, the Pyramid model of PR Research has a bottom-up structure with the base showing the start point of the strategy with the peak being the desired outcome of the campaign.

Fig. 2.2: Pyramid Model of PR Research

© Copyright Jim R Macnamara, 1992, 2001



The Pyramid metaphor is useful in conveying that at the base when communication planning begins, practitioners have a large amount of information to assemble and a wide range of options in terms of media and activities. Selection and choices are made to direct certain messages at certain target audiences through certain media and ultimately achieve specific defined objectives (Mancnamara 2005: p264).

In the Pyramid Model, inputs are the components of communication programmes or projects and include the choice of medium, content of communication tools and format. Outputs are the materials and activities produced such as media publicity, events, promotional materials and the process to produce them, while outcomes are the impacts and effects of communication.

2.3. Insights on parameters for measuring and evaluating PR work

Effective M&E in PR and Communications work centers around four components of the process (Lindenmann, 2006: p13-17). These components include the Setting of specific measurable Communications goals and objectives, Measuring Communications Outputs, Measuring Communications Outtakes and Outcomes and finally Measuring Institutional Outcomes. This study, focused only on highlighting the three components of M&E in Communications work which Lindenmann lists as follows:

2.3. (a.) Measuring outputs

Outputs constitute the short –term or immediate results of a particular communication programme or activity (Lindenmann, 2006: p13-17). Outputs may measure:

- How well an organization presents itself to different publics
- The amount of attention or exposure the organization receives
- Total number of stories, articles or placements that appear in the media
- The total number of impressions i.e. the number of people exposed to a story as wells as assessment of overall content of what has appeared in media or other channels.
- Media content analysis
- Assessment of a specific event to see for instance whether the right people attended

- Direct mail campaign,
- The number of people who participate in a given activity,
- The manner in which an organization's top executive handles himself or herself for instance during a press conference and/or other public appearances
- Physical appearance and contents of a given brochure , booklet or any other publication

Other facets of communication output measure can include white papers, speaking engagements, the number of times a spokesperson is quoted, specific message/s communicated and specific positioning on an important issue or any number of quantifiable items that are generated as a result of PR and Communications efforts.

2.3. (b). Measuring Outtakes and Outcomes

Although the measure of outputs is important, it is far more important to measure Communication Outtakes and Outcomes (Lindenmann, 2006: p16-17)

- In this category of M&E, practitioner's measure:
- Whether target audience actually received the message/s directed to them,
- Whether target audience understood the message/s as intended by the communicator
- Retained and memory of communicated message/s.
- Whether the Communications materials and messages disseminated have resulted in any opinion, attitude and /or behavior change on the part of the targeted audiences

Generally it is usually much more difficult and more expensive to measure Outtakes and Outcomes than it is to measure Outputs because the former requires more sophisticated data gathering ,research tools and techniques (Lindenmann, 2006: p16-17)

2.3. (c). Measuring Institutional Outcomes

Whatever steps PR and Communication practitioners take to measure the effectiveness of their work, it is imperative that they also endeavor to link their accomplishments to the ultimate goals, objectives and accomplishments of the institution as a whole(Lindenmann, 2006: p16-17). This implies relating Outtakes and Outcomes to desired institutional Outcomes, for instance increasing market penetration, improving market share, meeting recruitment expectations, successful completion of a fundraising campaign and so on.

This requires careful delineation of what the Communications programme seeks to accomplish in concert with what the institution as a whole seeks to accomplish. It also requires go understanding about how and why the two processes are supposed to work together (Lindenmann, 2006: p16-17).

CHAPTER THREE: RESEARCH METHODOLOOGY

3.1. Introduction

This chapter outlines methodological aspects of the study. It describes and provides justification of the design and the data collection methods employed. It further explains why the selected methods were considered appropriate for the study. Data processing and analysis procedures are also explained.

3.2. Research design

This was a qualitative study. Qualitative research is advantageous in that it permits research to go beyond the statistical results usually reported in quantitative research (Mugenda and Mugenda, 1999: p155). Descriptive research design was applied relying on views of respondents to collect data and form descriptions of the situation as narrated by participants. Mugenda and Mugenda (2008:11) state that descriptive design method enables the researcher to summarize and organize data in an effective and meaningful way which was found useful in the largely text based data and as such suitable in describing the state of things exactly as provided by respondents.

Interviews in a semi structured format were conducted using guided questionnaire with open-ended questions to allow respondents to talk freely and in detail about the subject.

3.3. Location of Study

This study was conducted at Gina Din Corporate Communications (GDCC) Company offices, located in Lavington, Nairobi, Kenya.

3.4. The research Population

Population may be defined as the totality of all subjects that conform to a set of specifications (Plit & Hungler, 1995:43). The population in this study comprised Account Directors, Managers and other employees in Client Services and Events, Media and Production, working in the organization during the period of study. The research population in this instance constituted the 60 employees of GDCC. Considering the average number of employees in most PR agencies (ranging between 1- 10 employees) GDCC was considered to have one of the largest number of employees in the country hence its choice to form the research population. In view of the population size and as a measure to complement the strength of the results, information on general industry experience of respondents was also sought.

3.5. Sampling procedure and Sample size

Key informants were identified and selected using purposive sampling. In this method, the researcher purposely targets a group of people believed to be reliable for the study (Denscombe, 2008:78). 10 Key informants were sampled from the various departments in GDCC. The study thus interrogated a sample of 10 employees from across the main divisions of the organization including Clients Services and Events, Media, Production, Graphics design and Media Monitoring, all of whom are directly involved in day to day PR and Communication work.

3.6. Instrumentation

This study used a questionnaire as the main research tool for the study administered by the researcher in guided semi-structured in-depth interviews. This survey tool was deemed practical and economical given the research design and the population size in this study. Survey questions were informed by literature review, personal experiences and observations by the researcher as well as general industry insights.

3.7. Validity and reliability of research data

Critics hold the view that qualitative studies are weak when it comes to research data validation. While planning this study, enough care was taken to ensure that by and large, this concern was addressed. In this regard, efforts were made to establish more than one set of evidence on issues under investigation, a measure that helped to ensure validity. On this basis, I believe that findings of this study are valid and I have confidence in the conclusions arrived at in this research work.

3.8. Data Collection

There are three methods usually used to collect qualitative data including direct observation where the required behavior is observed in a particular setting, participant observation where data are collected by an observer who is a regular, full time participant in the activities being observed and through interview (Mugenda and Mugenda, 1999: p155). Data and information for the study was gathered in Kenya, mainly limited to GDCC.

This study was largely based on interview method and participant observation. The researcher used scheduled semi- structured interviews, guided by themed questionnaires administered by the researcher. The purpose of the study was explained to all respondents prior to commencement of interview sessions.

3.9. Data Analysis

In general, data analysis means a search for patterns in data (NEUMAN 1997: p426,). Since case study research is a flexible method of research, qualitative data analysis methods are commonly used. (Seaman1999:p112). Qualitative analysis of data which refers to analysis of non-empirical analysis (Mugenda and Mugenda 1999, p: 177) was used to analyze information in a systematic way helping to draw useful conclusions and recommendations. Information was organized into themed categories and analyzed in line with the identified themes to describe and explain emerging pertinent trends and patterns.

The aim was to make a generalization of the results and to enable the researcher to as much as possible capture contextual factors influencing M&E practice in the case study. Percentages and tabulations of variables were used to present data analysis in tables.

CHAPTER FOUR: ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the data and findings of this study that sought to assess the practice of measurement and evaluation of PR interventions and to establish the tools used in this practice by PR Agencies in Kenya using a case study of Gina Din Corporate Communications.

The study used a questionnaire which mainly sought to establish perceptions on the subject of study, the practice or non-practice of M&E and the tools, methods and approaches applied. Employees involved in PR work across the various departments of the organization were interviewed individually to mine the desired data.

4.2 Demographic Data

This study endeavored to pick information on some brief facts of respondents to provide useful background and context for the study. Some of the facts sought included respondents, position in organization, number of years of working in the organization, duties and responsibilities within in the position held and the general number of years spent in PR practice. This was deemed necessary to gauge levels of involvement and consequent understanding of the PR practice and thus ability to competently respond to the questions that the study sought to answer.

4.2.2 Respondents' distribution by position/designation).

The study sought to establish the distribution of respondents by their positions in the organization. Table 4.1 below presents the findings.

Table 4.1 Respondents' distribution by department

Department	No of respondents	%
Client Services and Events	5	50
Media	2	20
Production	1	10
Creative Designer	1	10
Media Monitoring	1	10
TOTAL	**10**	**100**

The key respondents in this study were selected from across the various departments considered to be directly involved in day-to-day PR work and hence well placed to provide weighty responses to the study questions. It is believed that this group provided reliable data for the study. The table above shows that 10 respondents from across the key departments were interviewed in the study. Final analysis in the table above shows that Client Services and Events represented 50% of respondents, Media represented 20%, while Production, Creative Design and Media Monitoring represented 10% of respondents respectively in the study. This selection and representation provided a balance of insights from the departments considered key in the study.

4.2.2 Distribution of Respondents by years of service in the organization

Table 4.2 Respondents distribution by years of experience in GDCC

Years of service	No. of Respondents	%
Under 1 year	1	10
1 - 2 years	4	40
3 – 4 years	4	40
Over 4 years	1	10
TOTAL	**10**	**100**

From the above table, it is indicative that majority of the respondents 80% had by the time of the study served in the organization for a duration ranging between 1 to 4 years, 10% had served for over four years while another 10% had worked in the organization for less than a year. This indicates that a majority of the respondents had reasonable years of experience in PR work and as such were well placed to give reliable information on the practice of M&E PR interventions in the organization.

4.4.3 Respondents Distribution by general PR work experience

This study was also interested in establishing the general experience in PR work by respondents since this was considered an influencing factor when it came to providing insightful data on trends in M&E among agency practitioner in Kenya.

Table 4.3 Respondents Distribution by general PR work experience

Years of general experience in PR work	**No. of Respondents**	**%**
0-1 year	0	0
1-2 years	1	10
2- 3 years	2	20
3 - 4 years	2	20
Over 4 years	5	50
TOTAL	**10**	**100**

From the table above, findings show that over 50% of the respondents had general work experience in the PR sector ranging from 4 years and above. 40% had experiences ranging between 2 – 3 years, while another 10% had general experience in PR work of 1-2 years. This implied that the respondents' answers to the questions asked could include experiences gained in other PR agencies, a positive factor when it came to generalization of the findings

4.5 Practice and trends

4.3. (a.) Approaches

The study sought to establish whether or not GDCC as an agency did measure their work and the tools and approaches employed.

Table 4.4 List of approaches used to measure PR interventions in GDCC

Approach	**%**	**Ranking (1-10)**
Event review	**20**	**3**
Feedback from clients	**30**	**2**
Media Monitoring	**40**	**1**
Survey(perception audits)	**20**	**3**
AVEs	**30**	**2**
Focus Group Discussions	**10**	**4**
Dip stick surveys	**10**	**4**
Client Reports	**20**	**2**
ROI	**10**	**4**
Media Publicity Index (MPI)	**10**	**4**

Respondents listed some of the approaches used in the case study to measure their work including Event review, Feedback from clients, Media Monitoring, Survey (perception audits), AVEs, Focus Group Discussions (FGD), Dip stick surveys, Client Reports and ROI. Percentages were drawn based on the number of mentions of each listed category by respondents and ranking was based on the popularity of each category.

Findings as shown in Table 4.4 above indicate that 40% of respondents mentioned media monitoring as an approach used to measure success of PR activities and as such was ranked as the number 1 approach. 30% mentioned AVEs and feedback from clients and thus this was ranked as the number 2 approach. 20% mentioned Event review and Clients reports while Return on Investment (ROI), Dipstick surveys, MPI and Focus Group Discussion received 10% mention and were ranked at position 4 overall. This shows that media monitoring was the number 1 approach of measuring and evaluating success of PR work by the agency understudy.

4.4Practice and trends

4.3. (b).Tools

Respondents listed the tools used in M&E as indicated in the following table.

Table 4.5 List of tools used in M&E at GDCC

Tools	**%**	**Ranking (1-10)**
Press clippings	**40**	**1**
Hit media (target media)	**30**	**2**
Online applications	**40**	**1**
Questionnaires	**20**	**3**
Briefing forms	**10**	**4**
Marketing Reports	**10**	**4**

Findings presented in Table 4.5 indicate that press clippings and online tools are the preferred and most commonly used methods of M&E. They both received the highest number of mentions as the tools used to measure and evaluate success by the organization under study.

Both Press clippings and online tools (which were listed to include Like analyzers, Tweet starts, Sprout social and Hash tracking) received 40% mentions as the tools used to measure success, Hit media received 30% mentions, Questionnaires 20% while Briefing forms and Marketing Reports were ranked in 4th and last position at 10% mentions .

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations of the study which sought to establish the nature and practice of measurement and evaluation of PR interventions by PR Agencies in Kenya, through a case study of GDCC.

5.2 Summary

The essence of this study was to establish the approaches and tools used by PR Agencies in Kenya to measure the success of their everyday work. To answer this question, the study sought to first establish whether PR Agencies in Kenya actually measure and evaluate the success of their work. Ten respondents were purposively picked from across the various departments of GDCC, including Media, Client Services and Events, Production, Graphics Design and Media Monitoring. All the respondents were at the time of the survey working as full time employees of GDCC and involved in day today PR work in the organization.

In pursuing the answers to the main research question, the study explored different dimensions of PR practice interrogating aspects such as perceptions on M&E in PR work by respondents, the general experiences of respondents in the industry and further made efforts to raise thoughts and suggestions on some of the aspects that undermine or may undermine measurement and evaluation efforts by practitioners, yielding useful insights that reinforced the findings of the study. In order to provide a comparison platform, global trends were reviewed and projected.

Overall, all the respondents believe that measurement and evaluation of PR work is important and should be treated as an integral part of PR work process. However, it was evident that despite the high consciousness of the importance of measuring and evaluating PR work by the respondents, actual and procedural implementation of the practice is still a foggy affair. In these circumstances, the impression that practitioners are still struggling to find concise and defined parameters and metrics for measuring PR work was evident. 98 % of respondents could not on the spur of the moment quantity the time spent in thought or action on M&E in relation to their everyday work, implying a gap between belief in M&E and actual personal involvement, commitment and practice of M&E.

The study revealed that several factors influenced the decision to undertake or not to undertake M&E for PR work by practitioners. These factors were listed, as lack of skills and expertise in the area of M&E by practitioners, lack of understanding of the PR profession by some clients which results to minimal commitment and support for M&E.

Some clients' indifferent attitude towards the practice and consequent lack of demand for succinct results at the end of projects keeps practitioners comfortably away from conducting formal and rigorous M&E. This trait was particularly associated with small and one-off clients. It was also established that some of the monitoring agencies that GDCC worked with did not monitor blogs and small publications which according to one of the respondents did not particularly encourage the practice of M&E.

The assumption that they were doing "everything right and so all should be well" also emerged as a factor that negatively impacted M&E practice in PR work in the institution under study.

The study further established that the tools mostly used by the PR agency to measure and evaluate success include press clippings which stood out as the favorite measurement tool. Other criterion used as revealed by respondents include Advertising Value Equivalent (AVE), client feedback forms, hitting target media (some respondents noted that some clients were satisfied with getting into what they considered the “right mass media” and as such, getting a client’s activity covered in such media was counted as a measure of success.

Media monitoring clinched number one as the key measurement approach as expressed by a majority of respondents. 10% of respondents recorded FGD as part of approaches employed to measure success.

Other M&E tools include self-administered questionnaires, surveys for perception audits conducted before and at the end of projects, briefing forms for clients, MPIs, review of Marketing reports and Dipstick surveys.

Measurement for online activities emerged strong and the respondents easily defined the tools used to monitor and record success listing tools such as, Like analyzers, Tweets, Sprout social and Hash tracking.

5.3 Conclusions

Overall, the findings point to the fact that PR Agencies in Kenya still tend to judge their success criteria more by their ability to publish material in the media rather than on the impact of such coverage on for instance changing opinions, attitudes and behavior. Consequently, press clippings became the number one measure of success.

It was apparent that there are gray areas in the area of measurement and evaluation of PR work which need to be clarified and proper guidelines provided to practitioners to encourage the practice.

Practitioners in Kenya are still largely using some outdated M&E methods such as Advertising Value Equivalent (AVE) contrary to current world trends where more emphasis is placed on measuring outcomes and impacts of strategic PR.

There is need for practitioners to make deliberate efforts to define and agree on parameters and specific metrics that will guide sector players in evaluating the impact and success of their work.

M&E is yet to be accorded the seriousness it deserves as an integral part of PR programming as reflected in the lack of skills in the area, lack of budgetary and time investment in it.

Serious analysis is yet to find its place in the current M&E practice. Critical observation of the tools and approaches currently in use pointed to a gap in this important part of M&E and showed a tendency of simply using volumes as a measure of success.

Client's failure to demand for ROI may indeed signify their ignorance on the roles and objectives of PR work. On the other hand, the failure by PR practitioners to clearly define and articulate their professional roles and the attached values to clients reduced the chances of support and appropriate budgetary allocation and commitment to some critical aspects of PR practice such as Research and M&E.

Practitioners in Kenya continue to use some of outdated modes of measuring PR value for instance the AVE in contrast to current world trends of measuring outcomes and impacts of strategic PR.

Practitioners should endeavor to find and establish ways of measuring and evaluating the many aspects of strategic PR work.
A gap exists between belief and practice when it comes to M & E.

Leadership is required in the area of M&E to spearhead a definite path towards achieving formal M&E standards and parameters to be used by practitioners.

Lack of defined standards, methods and expertise has kept each agency playing their own game the best way they know and sometimes not making any effort to measure impact of PR programmes.

To a big extent, practitioners appear to simply pay lip service to M&E as reflected in the high level of consciousness about the issues and the contrasting lack of corresponding action on the same.

5.4 Recommendations

PRSK should play a more active role in defining guidelines, setting standards and benchmarks for measuring and evaluating PR work in Kenya.
As the industry umbrella body, PRSK should find a way of ensuring that the practice of appropriate M&E is undertaken as a mandatory procedure by agency practitioners and in the industry in general.

PR Agencies should take the initiative to either train the staff involved in day today PR work or to engage M&E experts to undertake M&E in a professional manner.
PRSK should also play a lead role in ensuring sector wide training to lay more emphasis on the practice of M&E and to give practitioners the necessary knowledge and capacity to conduct scientific and meaningful M&E.

The option of PRSK empowering few individuals in the sector who will in turn train practitioners across the sector should also be considered and explored.

PR practitioners should make it their business to educate their clients so that they can have a clear understanding of PR as a profession and its value to organizations for support and better budgetary allocations.

Local firms should tap into the current global trends from their global affiliates and benchmark M&E with global standards for enhanced PR impact evaluation.

PR Agencies should endeavor to procedurally undertake serious M&E as a matter of professional discipline and ensure that they have standards formal parameters that will easily guide evaluation for all undertakings by practitioners.

PRSK should conduct a deliberate campaign on the importance of M&E in PR work and if possible make it a must do procedure by practitioners in Kenya in order to encourage the practice and professionalism among practitioners.

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Key Informant Guided Interview Questionnaire for PR Staff in GDCC

SECTION A: DEMOGRAPHIC DATA

<table>
<tr><td>Location/Site</td><td colspan="2"></td></tr>
<tr><td>Name of the Interviewer</td><td>Date of Interview
dd/mm/year</td><td>Name of Respondent:

Title/Position of Respondent

Department:

Telephone Number:

Gender:</td></tr>
</table>

1**. What is your position in the organization?**

2. **How long have you been in the organization?**

3. What are some of your duties/responsibilities in the organization?

4. In General, how long have you practiced PR? Has your work been in Kenya or have you practiced PR beyond Kenya?

SECTION B: PERCEPTION

1. **In your opinion, do you think measuring and evaluating PR interventions is of any value to the practice? If Yes/No, explain.**

2. What is the official organization policy or stand on measurement and evaluation of the activities that you undertake on behalf of clients?

2. **How much time would you say is spent on measurement and evaluation of your activities?**

4. What do your clients think about the issue of measurement and evaluation of PR activities?

SECTION C: PRACTICE AND TRENDS

1. **What are some of the interventions you as an organization undertake on behalf of corporate organizations?**

2. **Do you as an organization conduct measurement and evaluation of the undertaken interventions? If Yes, what methods, tools and approaches do you employ to measure and evaluate your activities? If No, why not?**

3. What guides your benchmarking for measurement and evaluation of your activities?

4. **Are there any challenges you experience in relation to measurement and evaluation of your projects? If Yes, explain.**

SECTION D: RECOMMENDATION/S

1. **In general, how can the practice of measuring and evaluating PR programmes in Kenya be improved?**

Any other comments:

Thank you very much for your time.