AN ASSESSMENT OF THE MONITORING AND EVALUATION SYSTEM OF THE AGRICULTURAL SECTOR DEVELOPMENT SUPPORT PROGRAMME, PHASE II (ASDSP II)

BY

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS IN MONITORING AND EVALUATION OF POPULATION AND DEVELOPMENT PROGRAMMES, TO THE POPULATION STUDIES AND RESEARCH INSTITUTE UNIVERSITY OF NAIROBI

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DECLARATION

The project is my original work and has never been presented to this or any other university for a degree.

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Signature Date

Naomi Wangui Ng'ang'a

This project has been submitted for examination with approval from my University Supervisors:

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Signature Date

Supervisor: Mr. Ben Jarabi

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Signature Date

Supervisor: Prof. Lawrence Ikamari

DEDICATION

It is with genuine appreciation and warmest regard that I dedicate this project to my dear husband Martin Kyenze and my little angel Eliana Mueni for their endless support, motivation, and forbearance throughout my study. I also dedicate this project to the M&E manager of ASDSP, Mrs. Rosemary Magambo, for her technical support and encouragement. I truly hope that this project will contribute to the strengthening of the ASDSP M&E system. Lastly, I would like to dedicate this project to my parents for being so supportive and encouraging throughout the entire study period.

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LIST OF ABBREVIATIONS

ASDSP	Agricultural Sector Development Support Programme
MoALF	Ministry of Agriculture Livestock and Fisheries
OECD	Organization for Economic Co-operation and Development
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NSOs	National Statistical Offices
SWAp	Sector-wide Approach
PRS	Poverty Reduction Strategy
MDGs	Millennium Development Goals
GOK	Government of Kenya
FHOK	Family Health Options Kenya
NACC	National Aids Control Council
R&E	Research and Evaluation
MIS	Management Information System

ABSTRACT

The objective of this study was to assess the M&E system of the ASDSP and to determine the extent to which it meets the set-out standards of a functioning M&E system. The study operationalized the 12 components as the standard framework for this assessment.

A descriptive case study design was utilized to assess the M&E system of the ASDSP, which allowed for a description of the current ASDSP M&E system. It also aided in identifying the strengths and weaknesses which were essential to the achievement of the objectives.

The target population was the programme implementation team of the ASDSP and M&E staff, as well as staff in the counties. A sample size of 19 respondents was purposively selected from the programme implementation team in Nairobi while all respondents at the two select counties were interviewed.

The study used primary data that was collected using structured questionnaires. The generated frequencies and their respective percentages were used to assess the degree of compliance of each component to the standards. The overall average score of the ASDSP M&E system was 77 percent. This score indicates that the M&E system is meeting the established standards though with a few shortcomings.

The study revealed that the best performing components were: M&E Plan (100%), Routine Monitoring (100%); Organizational Structure (88%); M&E Partnerships (86%); National and Subnational Databases (84%); and Costed Monitoring and Evaluation Plan (83%); whereas the lowest performing components were: Research and Evaluation (48%); and Data Use and Dissemination (55%). The study also established that across all the 12 components there were no substantive differences in the compliance of the M&E system between headquarters and counties.

Based on the study findings, the following recommendations were made to enable ASDSP to strengthen its M&E system:

- To set up a mandated team whose main roles are to ensure organizing and consenting to new research and evaluation activities. The team should also ensure that data is collated, reports are prepared, and findings are presented.
- Ensure information products tailored to different audiences and dissemination schedule to relay programme successes and learnings.
- Ensure stakeholder meetings are held and information is relayed for future decision making.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The Paris Declaration on aid effectiveness (2005) established a platform for governmental and non-governmental organizations operating on the African continent to demonstrate results (OECD, 2015). Host governments were required to regulate NGOs, therefore, leading to the recognition and appreciation that M&E has played in realising the development agenda. The global economic recession experienced in the 1990s, coupled with the notion of globalization, has created a growing demand for evidence on effectiveness, transparency, as well as accountability of development programmes. A number of studies (Kusek and Rist, 2004; Mackay, 2007) have cited this demand as an onus for initiation and uptake of evidence and results-based M&E systems. Development of M&E systems, as an accountability tool for NGOs, is now gaining momentum to not only account to donors, but other stakeholders as well.

According to INTRAC (2009), it is expected that the majority of all development organizations have systems that facilitate them to collect, analyse, summarize and use information. This provides the impetus for NGOs to develop such systems. Assessment by the World Bank (2007) has shown that most NGOs set up M&E systems as a donor requirement and not as a locally driven process. Such action leads to the development of systems that do not serve the purpose of the organizations thus leading to major gaps.

Strengthening of national monitoring and evaluation systems starts by carrying out 1an assessment of the current system. It was done by individual countries and, is most preferable, that the assessment be carried out often, that is, every two to three years. These system assessments enable stakeholders to; grade the application of the national monitoring and evaluation plan, point out any weaknesses in the monitoring and evaluation system, build on it and fortify existing monitoring and evaluation efforts. It is the outcome of the system assessments, that enables countries to come up with a costed monitoring and evaluation plan, implement it, and monitor the implementation process.

While identifying the crucial role of M&E systems in informing programme design and implementation, many organizations (FHI 360, 2013; World Bank, 2007; Global Fund, 2018; UNAIDS, 2009) stress the need to periodically measure the state of an organization's M&E system with a view of refining it. There are a number of suitable tools in existence to aid countries in implementing assessment of their national monitoring and evaluation systems (Global Fund, 2018).

UNAIDS (2009) developed an assessment tool to measure the effectiveness of M&E systems by use of 12 identified components that address 3 core areas: people, partnerships and planning; data and information management; and information use. The 12 components have been used as the gold standard in assessing the functionality of M&E systems. FHI 360 (2013) condensed the 12 components into 8 domains that place more emphasis on programme level systems.

1.2 The Agricultural Sector Development Support Programme

The Agricultural Sector Development Support Programme (ASDSP), Phase II, aims at building on the achievements of ASDSP I. ASDSP I was launched in January 2012 to run for a five-year period which ended in December 2016. It was a joint venture by both the Government of Sweden and the Government of Kenya. However, both governments reached a consensus, in early 2016, to extend the implementation period for the ASDSP I by six months by way of a no-cost extension to June 2017. ASDSP I proved to be a success, as a nation-wide Value Chain and Sector Development Support programme, prompting both governments to initiate the structuring of a five-year second phase of the programme. Consequently, ASDSP II was started in July 2017 and is expected to end on June 2022. ASDSP II maintains the overall goals and method of operation of the ASDSP I, which has demonstrated to be apposite and effectual. However, the design of ASDSP II has been structured to reflect the policy and institutional setting currently operating within the sector. Furthermore, ASDSP II aims at building on the successes of ASDSP I by implementing proven beneficial and suitable approaches for similar or better results, as well as, adopting and effecting structures and approaches which were, for various

reasons, not exhausted during the ASDP I. This will ensure effective support for accomplishment of programme objectives (MoALF, 2017).

The intervention responds to the new overarching agricultural policy whose objective is to transform livestock, fisheries and crop production into commercial oriented endeavours in order to ensure food and nutrition security. Through the development of selected priority value chains, the programme supports the new Swedish Cooperation Strategy for Development with Kenya as it responds to Strategic Area 3 – To increase opportunities and develop appropriate tools to enable poor people improve their living situations. The programme builds on the lessons learned from the ASDSP I. It will target value chain actors from primary producers to consumers by supporting activities which will lead to the accomplishment of the four results which are; sector-wide coordination, strengthening environmental resilience, social inclusion for value chain development, and value chain development. The use of innovations as one of the means of empowering youth and women in value chain development is part of the larger national strategy of the economic empowerment of youth and women.

The ASDSP M&E system was first developed in December 2015 to improve performance and ensure the achievement of results. Its goal was to ensure good programme management and accountability. The programme M&E system was set up to help in assessing performance and to provide a link between past, present and future efforts. Monitoring and Evaluation functions are performed by the programme teams at both county and national levels. The internal information management system developed under ASDSP I was revised to match the new programme outputs for tracking implementation progress at both levels of government. A Management Information System (MIS) was developed for M&E support during Phase I and was based on the results-based management strategy of project monitoring and evaluation (planning, budgeting, monitoring, reporting, and evaluation). The MIS system enables the linkage of the results chain from inputs, activities, outputs, outcomes and ultimately the programme goal. The MIS was web-based and therefore allowed the tracking of these indicators in real-time and online.

1.3 Problem Statement

An effective M&E system provides a way of ensuring accountability, demonstrating transparency to all stakeholders and growing organizational knowledge through detailing lessons gained in the implementation of a projects and integrating the learnings in successive project planning and implementation or by sharing experiences with other implementing agencies (Dobi, 2012).

An initial attempt to assess the functionality of the M&E system was done in May 2016. However, the results do not clearly indicate the degree of compliance to the expected standards from any of the available M&E assessment tools. Examples of some of the results include the automated MIS did not have an option for inputting comments for the MIS users to give and record their feedback and existence of too many indicators.

The assessment, therefore, did not establish a meaningful degree of compliance of the ASDSP I M&E system; consequently, it is unclear how the M&E system of the ASDSP is functioning vis-a-vis the expectations based on the standards. Hence, this study sought to assess the ASDSP M&E system through the 12 components monitoring and evaluation strengthening tool. It also looked at how monitoring was undertaken during project implementation to establish the strengths and weaknesses in the M&E system and recommend actions needed to enhance the M&E system performance.

1.4 Research Question

This study sought to answer the research question:

1. To what extent does the M&E system of ASDSP meet established M&E standards?

1.5 Objectives of the study

The overall objective of this study was to assess the M&E system of the ASDSP II programme in Kenya.

The specific objectives were to;

1. determine how the M&E system of the ASDSP has addressed issues pertaining to people, partnerships and planning.
2. determine how the system handles data and information management and to
3. ascertain how M&E data is used.

1.6 Justification of the study

ASDSP is a five-year programme, currently in phase II of its implementation. It is implemented, jointly, by the Kenyan Government and stakeholders to realize the policies recognized in the Agricultural Sector Development Strategy (2010-2020) and the Comprehensive Africa Agricultural Development Programme (CAADP). The programme is implemented in all the 47 counties and is, therefore, a key programme in the Ministry of Agriculture Livestock and Fisheries (MoALF, 2017).

Since its rollout in 2012, the programme has only been assessed once, with the assessment focusing more on indicators, system issues and reporting as opposed to the 12 components of the system. It is, therefore, imperative that a complete assessment of the M&E system be carried out, to improve the functionality of the M&E system. Results from this study will add to the already existing body of knowledge while the recommendations will be useful in strengthening the ASDSP M&E system and lessons learned used in improving the other programmes currently running in the Ministry of Agriculture. Given that agriculture is a devolved function, there was a need to visit some counties since that is where the programme operations are carried out. Data collected from the counties gave a broader scope of the functioning of the M&E system, hence brought out the strengths and weaknesses. Ultimately a strengthened ASDSP M&E system will contribute to the accomplishment of the sector mission which is, "A food secure and prosperous nation by 2030" and the realization of the nation's wider development goals as expressed in the Vision 2030 (MoALF, 2017).

1.7 Scope and Limitations of the Study

The study will cover three sites, that is, the ASDSP headquarters in Nairobi and two selected counties. The sample size was purposively selected with a total of 29 staff members. ASDSP headquarters had a total of 19, while each of the two counties had 5 staff members each giving a total of 10. The limitations of this study are: the use of a pre-determined tool that focuses on quantitative data precluded insights from qualitative data that would have explained why the current status of the system and results of this study may not apply to other programmes within the agricultural sector due to various factors that are specific to those programmes. Due to limited resources, this study only focused on 2 select counties. There were only 5 respondents in each county hence limiting the sample size.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section looks at significant works on M&E systems, with particular interest in the history of monitoring and evaluation in development, the significance of M&E systems, the systems approach to M&E, and the assessment of M&E systems. It goes further to provide conceptual and operational approaches to this study.

2.2 History of Monitoring and Evaluation in Development

According to Edmund & Marchant (2008), M&E was first started as an arm of applied research that placed a considerable amount of weight on the "E" – standing for, evaluation. This opinion was soon challenged by others who viewed it as more of a supervision tool. This school of thought placed the emphasis of the M&E reporting systems on project-level budget management and performance budgeting, making users mainly those with a financial and management interest in the project, mostly donors and government. In the 1970s, M&E was basically project-based. It worked as a supervision tool to give timely advice, and early caution as to whether the organization had any deviations from the initial objectives of the programme. It was usual practice for bigger projects to have their own separate M&E division. Their main area of interest was tracking of inputs and outputs mainly pulled out from administrative records. There was a need to determine and document the baseline situation which was carried out through baseline household surveys an undertaking that most organizations were ill-equipped to embark on.

In the 1980s, there was a change in emphasis from projects to a sector-wide approach (SWAp). The roles for monitoring and evaluation became responsibilities of sectoral ministries and suitable M&E units were established at the ministerial level (Edmund and Marchant, 2008). It is during this period, that results-based management gained fame and there was a change in focus from the tracking of inputs and outputs to quantifying results, this was considered a more challenging task that involved the collection of data from the recipients themselves. The required amount of proficiency and skill was lacking in project M&E divisions. New players, national statistical offices (NSOs) with

a lot more knowledge became involved however their first involvement was disappointing as they were inadequately resourced, lacked flexibility and were unable to rise to the challenge. While the data they collected could contribute to giving the overall performance of M&E in national and sectoral development programmes it was not sufficiently precise to aid in assessing the results of sectoral development interventions.

There was an increasing apprehensiveness around the issue of poverty in the early 1990s. This resulted in the establishment of a new tracking activity that was created around the monitoring of the standards of living. NSOs were the only institutions that had the ability to manage large-scale national household surveys required, and for the most part, did a decent job. However, their particular abilities and skillset were mainly in data collection and processing, not in the analysis of data which often required a wealth of knowledge in the subject matter and relevant government policies. Therefore, the analysis undertaken was primarily expressive and lacked critical connections between specific poverty policies and their outcomes in standards of living. Additional support was sought from learning institutions and research centres to find the applicable analytical capacity. This led to the creation of national poverty monitoring units that were different from other M&E building capacities, these units were specifically started for poverty analysis and an adequate number of exceptional poverty assessments were carried out (Edmund and Marchant, 2008).

They proceed to state that by the turn of the millennium (2000s) poverty reduction had progressed from being a border issue to becoming a fundamental worry for most countries. A goal to lessen global poverty by 50% by the year 2015 was embodied as the chief objective of the MDGs. The national poverty reduction strategy was initiated to act as the framework with the aim of encouraging vision for pro-poor growth. Project and sector-based M&E activities were brought together with poverty tracking activities which led to the formation of national M&E programmes. These were centred solely on the tracking of Poverty Reduction Strategies (PRSs) outcomes. It also marked the start of acknowledgment that M&E generated information had uses that extended far beyond acting as an instrument for policymakers and planners. This information, when availed

to the general public and civil societies could encourage answerability amongst public sector managers and good governance.

2.3 Importance of M&E systems

The very nature of scarcity of financial resources and the ever-rising expectations of communities provide continuing impetus for organizations to offer services of higher standards of quality (IEG, 2011). Evaluation specialists often argue that M&E is a 'good thing' and possesses intrinsic value. In order to tap into their optimal potential, M&E activities should be anchored on a solid M&E system. According to UNICEF (2008), monitoring and evaluation has a tactical part to play in enlightening policy-making processes; this role extends to increase programme relevance, efficiency, and effectiveness. Monitoring and evaluation systems are all geared towards strengthening data collection and analysis in on-going impact evaluations (Asfaw et al., 2012). M&E systems should give feedback and improve the planning and implementation of programmes. M&E influences an advisory project's outcome by providing a roadmap for a project to achieve its results and an instrument for corrective actions during execution and, in addition, using lessons from evaluations mitigates high-risk elements such as sponsor risk and delivered positive development outcomes (IEG, 2011).

2.4 Systems Approach to Monitoring and Evaluation

A systems-lens is applied to monitoring and evaluating to step up process and for ensuring that emphasis is maintained on the continued accessibility of high standard programmes over the years (Igras, et al., 2014). For a systems approach to be applied to M&E, it is important that interrelated system elements are identified and to guarantee the usefulness of each element to ensure the whole system is efficient (Kusek and Göergens, 2009). In a systems approach, the M&E process is viewed as repetitive, where data collected in the later steps can be used to look back at the processes and for improvement of interventions in prior phases (Reynolds & Sutherland, 2013). Also, interventions are designed using data. The data collected is informed by programme plans. To effectively implement M&E, the following systems' components should be reviewed; information systems, human resources and capacity building, partnerships and

collaborative processes, as well as finances in addition to the M&E plan. The M&E plan covers objectives, indicators and data sources, and plans for the collection of data, its analysis, reporting and subsequent utilization of the information (Weyrauch, 2014).

Using this systems approach to M&E, UNAIDS (2009) developed a tool for assessing monitoring and evaluation systems for HIV in nation-states under the UNAIDS. This toolkit outlines 12 key components that are critical in a monitoring and evaluation system for a HIV programme in a country. The components are alive and apply to other development programmes hence key in the assessment of any monitoring and evaluation system of development programmes. According to UNAIDS, monitoring and evaluation systems need the twelve main components to function effectively and optimally to ensure the desired outcomes are achieved.

FHI 360 (2013) developed a participatory assessment tool that was more focused on programmes with the aim of improving the quality and effectiveness of programmers' M&E systems. The assessment tool is based on the UNAIDS 12 components tool but condenses the components into 8 domains that are relevant at the programme level. These domains are as follows: alignment and leadership, resources and capacity building, documentation, data collection and management, data quality systems, data verification, data analysis and use, and evaluation. The FHI 360 toolkit appeals more to programmes context and has since been preferred in assessing programme/project-based M&E systems (Njoka, 2015).

UNAIDS has categorized the components into 3 subsets: the outer layer that assesses the human resources capacity, partnerships for M&E and planning processes for M&E; the middle ring concentrates on components to do with data and information management, and the innermost layer focuses on utilization of M&E information.

2.5 Assessment of M&E systems

The strengthening of monitoring and evaluation systems provides a means to assemble and assimilate data into the policy phases and hence providing a basis for inclusive governance and answerability. However, NGOs in Kenya are confronted with numerous challenges in addition to the failure to practically answer to evolving needs. An assessment done by the Kenya social protection segment revealed that the monitoring and evaluation of social programmes in Kenya is not strong, and where it is performed, the evidence is not made accessible to the general public (GOK, 2012). Further to this, most organizations lack adequate trained M&E professional staff who comprehend M&E systems and are, therefore, in a position to come up with the suitable tools; they, therefore, wind up with inferior M&E systems that cannot satisfy the expectations of the programme management or donor requirements (Wanjiru and Kimutai, 2013).

Ogungbemi et al. (2012) using a participatory and qualitative approach with the aid of UNAIDS's organizing framework sought to assess the Nigerian national HIV monitoring and evaluation system. The emphasis of the assessment process was to measure the realization of the 12 components tool by participants to act as a catalyst for dialogue and tactical planning and assist in building a sense of obligation to ensure strengthening of the M&E system performance.

The assessment found a feasible M&E system at the national level. However, at the state and local levels, as well as seven other sectors, were much weaker less operable systems. It established that there were multiple data collection and reporting tools at the facility level which led to vertical reporting systems. This approach increased the strain of reporting at lower levels especially that which was carried out by service providers. The assessment further established that human resources were being developed, but difficulties remained with the quantity and quality of trained personnel. Despite the use of data being apparent at the national level, it was established that it was very weak in five of the seven sectors which were assessed. Results from the assessment were utilised in the development of a national costed M&E work plan to which all stakeholders aided in a collaborative response to the strengthening of the system.

Gituru (2016) employed the FHI 360 participatory M&E system assessment toolkit and concentrated on the first 6 components of the framework. The six components include plans, guidelines and SOPs; data collection and management; data quality systems; resource and capacity building; data analysis and use; and data verification. The main findings of the assessment conducted were, that SHOFCO's M&E system had adequately met the standards with an overall score of 172 out of a possible 202 representing 85%. Plans, Guidelines & Operational Documents component scored below average getting 47% whereas Data Verification component scored maximum points of 50 against 50.

Nyarige (2016) adopted the 12 components monitoring and evaluation systems strengthening tool as the guiding framework to measure the NACC HIV M&E system. The key results from the assessment indicated that there was a functional M&E system at NACC supported by subsystems at NASCOP and Ministry of Health and other levels. It established the existence of uniform data collection tools and IT equipment to run district health information software these were noted to be some of the strengths within the system. On the other hand, inadequate staffing at NACC and NASCOP was noted as the main challenge affecting the performance of the system. The assessment also established inadequate funding as the main reason why most activities such as data audits were not conducted. It also established that funding for the monitoring and evaluation unit was below the minimum international recommendations of 10%.

Njoka (2015) conducted an assessment of the M&E system of the Family Health Options Kenya (FHOK). It was done in line with the 8 domains that are recommended by FHI 360 (2013). The domains are applicable at an organizational and project/programme level: resources and capacity building; alignment and leadership; documentation (plans, guidelines, and operational documents); data quality systems; data collection and management; data verification; data analysis and use; as well as evaluation.

The study identified that the following components of FHOK M&E system were strong: resources and capacity building, data quality systems, data analysis, and use as well as evaluation. However, documentation and data verification components were seen to be opportunities for strengthening.

Samoei (2016) conducted an assessment on the UNICEF M&E system, the study adopted the UNAIDS framework for a functional national HIV M&E system, to operationalize all the 12 components. The study established that the following components were strong: routine programme monitoring, Supervision and data auditing, Surveys and Surveillance, Research and Evaluation. However, organizational structure, Human Resource for M&E and M&E partnerships presented opportunities for strengthening

Olwa (2016) conducted an assessment on the M&E system of the Centre for Mathematics, Science, and Education in Africa, the study adopted the UNAIDS framework. The assessment established that the key strengths of the system included: inventory of research studies, guidance on appropriate monitoring and evaluation standards, forum for information dissemination, use of standardized data collection tools, presence of M&E databases to track progress, continuous data analysis and use of research and evaluations to improve programme.

ASDSP was made as a sector-wide programme to be executed at both levels of government. Phase I was financed by the Governments of Kenya and Sweden (MoALF, 2017). An internal assessment of the M&E system of ASDSP I was done. The assessment established that although the ASDSP MIS / M&E system, was not yet fully operational, the design and objectives of the system were fully compatible with the best national and international practice. Highlights of the M&E system were as follows: the MIS is compatible with the '*Open Data Kit'* programme which can be used to design mobile phone 'Apps' to upload data records from individual lower-level smallholder farmers.

Weaknesses of the M&E system were as follows: The Automated MIS did not allow access to information by NON-ASDSP. There was no option for inputting comments for the MIS users to give and record their feedback. Short time-out duration for a session, and no 'Auto-Saved' option. Existence of too many indicators.

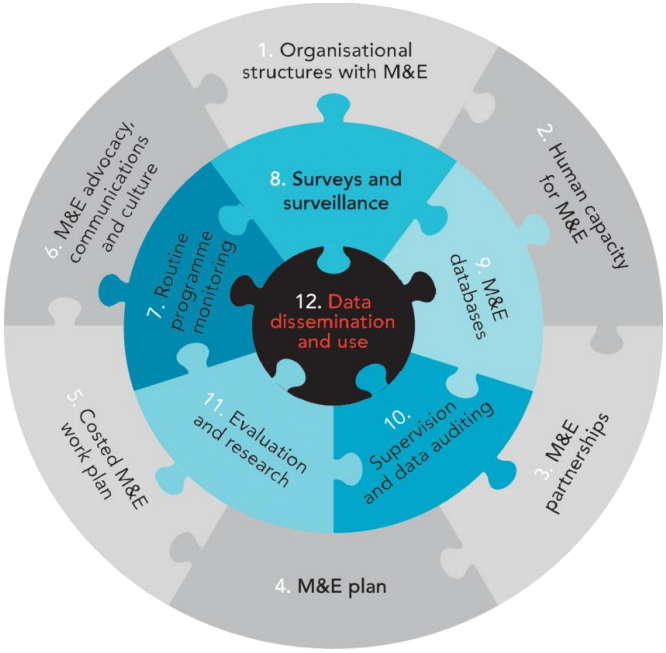
Areas of improvements: data validation routines in the MIS system, continuous assessment of county requirements in terms of processes and tools required for data analysis and /or collection/ collation. Designing a mobile telephony compatible information processing application aimed at reaching the bottom-level users of the system and thereby increase the data ownership and responsibility to be done during the next phase of the programme. Make the ASDSP MIS system more flexible at the county level to allow counties to include data that is more specific to the county, but which may not be so relevant at higher levels. Specialists should carefully revise and reduce the indicators. Re-word some indicators for ease of understanding and to avoid misinterpretation by value chain actors. Carrying out periodic reviews and making necessary revisions to the ASDSP log frame and indicators. Separating the indicators by component and 'thematic group' to ensure that all critical key indicators are retained. Design an 'add-on' (within the system) to receive specified-format data sub-sets from the MIS system with pre-defined routines to give 'automatic' basic analyses of the data sub-sets.

Creating an offline option for capturing data and loading it into the system later when the internet is able to take-up the information. Fitting data filters in the county-level system to be able to view their reports summaries separately.

2.6 Conceptual Approach

The conceptual approach employed by this study was informed by the UNAIDS (2009) 12 components of a functional national M&E system - see Figure 2.1. This had been adopted for worldwide use by UNAIDS and associates to support the assessment of monitoring and evaluation systems.

Figure 2.1: 12 Components of a functional M&E system



Source: Organizing Framework for a Functional M&E System (UNAIDS, 2009)

2.7 Operationalization of the Conceptual Approach

The study operationalized the 12 components as the standard framework for the assessment and used the monitoring systems strengthening tool which had been used in other studies as informed by literature (Nyarige, 2016; Olwa, 2016; Ogungbemi et al., 2012). This tool was preferred to other tools because it enables for a complete assessment of an M&E system. This is unlike the participatory tool developed by FHI 360 and other tools which look at only some components of an M&E system and may not give a comprehensive picture of such a system (Nyarige, 2016). The components and specific variables that were operationalized are outlined in Table 2.1 below.

Table 2.1: Measurement of Variables

M&E Component	Variables
Organizational Structure	✓ Presence of an M&E unit ✓ Adequately qualified staff in the M&E unit
Human Capacity for M&E	✓ Well defined M&E abilities and proficiencies ✓ M&E training curriculum for strengthening of skills ✓ Budget allocation for capacity building
M&E Partnerships	✓ Existence of M&E partnerships ✓ Existence of M&E stakeholders inventory ✓ Updated stakeholder inventory ✓ Mechanisms to communicate with stakeholders ✓ Coordinated TWG ✓ Frequency of M&E TWG meetings
Monitoring and Evaluation Plan	✓ Existence of an M&E plan ✓ Timelines for carrying out of activities
Costed Monitoring and Evaluation Plan	✓ Availability of resources to carry out the M&E plan ✓ Personnel identified to carry out the implementation activities
Communication, Advocacy, and Culture for M&E	✓ Existence of targeted, structured M&E advocacy activities. ✓ Existence of champions for M&E ✓ Existence of M&E materials for different audiences to relay key M&E messages
Routine Monitoring	✓ Standard data collection tools ✓ Existence of guidelines for clear data management practices concerning recording, collecting, collating and reporting programme monitoring data
Survey and Surveillance	✓ Presence of a functioning surveillance system ✓ Inventory of relevant surveys already conducted

M&E Component	Variables
National and Sub-national databases	✓ Existence of an electronic database ✓ Existence of a functional integrated database ✓ Availability of quality control mechanisms
Supervision and data auditing	✓ Frequency of supervision visits ✓ Provision of results records and feedback to supervisors ✓ Guidelines for M&E supervision and data auditing ✓ Provision of results records and feedback to departments
Research and Evaluation	✓ Research and evaluations findings are regularly disseminated and discussed ✓ Research dissemination strategies ✓ Team for coordinating and approving new research and evaluation activities ✓ Regularly updated research and evaluation inventory
Data use and Dissemination	✓ Dissemination of information to stakeholders ✓ Availability of information products to the public domain

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This segment describes the approaches that were applied throughout the assessment of the ASDSP M&E system. It covers the study area and target population, sampling procedure, data collection methods and tools, measurement of variables and data analysis.

3.2 Research Design

A descriptive case study design was utilized to assess the M&E system of the ASDSP.

3.2 Study Area and Population

The study was administered at the ASDSP offices in Nairobi and 2 select counties (Kiambu and Kajiado) were included to have a comparison of the M&E functions at the head office in Nairobi and the counties. The study targeted programme implementation team of the ASDSP and M&E staff as well as staff in the counties.

3.3 Sampling Procedure

While purposive sampling was used to choose targeted respondents within programme implementation team of the ASDSP and M&E staff at the Headquarters, no sampling was done at the counties because the staff members were few, hence all the five respondents in each county were interviewed. The total sample size interviewed was 29 staff members, 19 in ASDSP headquarters and 10 in the counties.

3.4 Data Collection Methods and tools

The study employed primary data collection with structured questionnaires. The interviews were carried out with the selected programme management staff and those from the M&E department from whom information was generated to be used in the assessment of the M&E system of the ASDSP II. The 12 components assessment tool was adopted with necessary adjustments where applicable.

3.5 Measurement of variables

Each component had a series of questions that respondents provided their responses. Some of the questions had 3, 4 or 5 valid responses. Depending on the categories of each variable, appropriate weights were applied as illustrated in Table 3.1 below.

Table 3.1: Weights Applied

Original Scales	**Weights Applied**
3-point scale: for example, Yes, updated (last 12 months); Yes, but not updated; No	Yes, updated (last 12 months) –– 2; Yes, but not updated - 1; No - 0
4-point scale: for example, In all sections; In most sections; In some sections; Not at all	In all sections – 3; In most sections - 2; In some sections - 1; Not at all - 0
4-point scale: for example, Completely; Mostly; Partly; Not at all	Completely - 3; Mostly - 2; Partly – 1; Not at all – 0
5-point scale: for example, Monthly; Quarterly; Biannually; Annually; Never	Monthly - 5; Quarterly - 4; Biannually - 3; Annually - 2; Never - 1:

Responses from the questionnaires were coded using weights as illustrated in table 3.1 above and keyed in the SPSS package for statistical analysis. Frequencies and their respective percentages were generated for each variable. Component scores were obtained by averaging the scores of all variables in each respective component.

3.6 Data Analysis

Since the focus of the study was assessment in nature, data analysis was purely descriptive. Component scores were used to assess the degree of compliance of each component to the standards. A component score of 100 percent implied total compliance to the standard. In this way, each component score was compared to the expected score of 100 percent, thereby identifying areas of deficiencies that need to be addressed. In order to rank the performance of each component, the resultant scores were categorised into three broad groups: a summary score of 75-100 percent was ranked as strong; 50-74 percent was ranked as moderate, and below 50 percent was ranked as weak.

CHAPTER FOUR: STATUS AND PERFORMANCE OF THE ASDSP MONITORING AND EVALUATION SYSTEM

4.1 Introduction

This assessment aimed to establish if the ASDSP M&E system meets the established M&E standards as well as identify the strengths and weaknesses of the system. This chapter, therefore, describes study findings as well as the interpretation of data obtained from key informants of the study.

4.2 Background Characteristics of respondents

Twenty-nine respondents were interviewed in total: 19 respondents were from the headquarters and 10 were from the two counties. Table 4.1 below is a summary of the background information of respondents which includes sex, level of education, job description and years worked in the M&E department or the programme. The study showed that most of the respondents were female at 59 percent and male at 41 percent.

Table 4.1: Background characteristics of respondents

Characteristic		Frequency	Percent
Sex	Male	12	41
	Female	17	59
Years of Experience	0 - 3	4	14
	4 - 7	21	72
	7 and above	4	14
Job Description	Programme Coordinator	1	3
	M&E Manager	1	3
	County Programme Coordinator	3	11
	County M&E Officer	4	14
	Capacity Specialist	3	10
	Technical Officer	17	59

4.3 Degree of compliance by Component

A summary of the assessment for all the variables by each of the 12 components is given below.

4.3.1 Organizational Structure

The organizational structure component had an overall score of 88 percent as shown in table 4.2 below. ASDSP has an existing M&E unit evidenced by a score of 100 percent. However, the adequacy of qualified staff in monitoring and evaluation is seemingly not adequate with a score of 76 percent.

Table 4.2: Status of Organizational Structure

	Variable	**Percent**
1	Existence of an M&E unit	100
2	Availability of qualified staff	76
	Component Score	**88**

4.3.2 Human Capacity

The human capacity component had an overall score of 68 percent as summarised in Table 4.3 below. From the results, it is apparent that some of the M&E staff had the requisite skills and competencies with a score of 76 percent; existence of costed human capacity building plans with a score of 86 percent. This notwithstanding there is an insufficient M&E training curriculum for capacity building with a score of 41 percent. It is therefore evident that the respondents felt that there was an insufficient training curriculum customized for M&E capacity building, this in turn affecting the level of staff skills and competencies as they are not regularly updated on current M&E practices.

Table 4.3: Status of the Human Capacity

	Variable	**Percent**
1	Availability of defined M&E skills	76
2	M&E training curriculum	41
3	Budget allocation	86
	Component Score	**68**

4.3.3 M&E Partnerships

The overall score for the M&E partnerships component was 86 percent as shown in Table 4.4 below. ASDSP has existing partnerships, frequent TWG meetings, coordinated TWG's and a stakeholder inventory evidenced by a score of 100 percent. Although the stakeholder inventory exists, they are not regularly updated as shown by the score of 62 percent and the mechanisms of communication with stakeholders about M&E activities are weak and require strengthening with a score of 55 percent.

Table 4.4: Status of M&E Partnerships

	Variable	**Percent**
1	Existence of partnerships	100
2	Inventory of M&E stakeholders	100
3	Updated stakeholder inventory	62
4	Availability of mechanisms to communicate	55
5	TWG coordinated	100
6	Frequency of TWG meetings	100
	Component Score	**86**

4.3.4 M&E Plan

The overall status of the M&E plan was 100 percent as indicated by the Table 4.5 below. Given that all respondents indicated that the ASDSP has an M&E plan and assured timelines for carrying out activities of the M&E activities. The component, therefore, meets the established standards.

Table 4.5: Status of the M&E plan

	Variable	**Percent**
1	Existence of an M&E plan	100
2	Identified timelines for implementation	100
	Component Score	**100**

4.3.5 Costed M&E Plan

The overall status of the costed M&E plan was 83 percent. The study findings show that resources and personnel are available, and staff are identified to carry out the implementation of M&E of activities evidenced by a score of 83 percent and indicated in the table 4.6 below.

Table 4.6: Status of costed M&E plan

	Variable	**Percent**
1	Resources allocations	83
2	Responsibilities to carry out implementations	83
	Component Score	**83**

4.3.6 Communication, Advocacy, and Culture for M&E

The overall score of this component was 65 percent as shown below in Table 4.7. It is important to note that ASDSP has championed for M&E activities which was evidenced by a score of 86 percent. However even though their champions for the M&E activities there is poor existence of targeted, structured M&E advocacy and the existence of M&E material for communication which had a score of 55 percent.

Table 4.7: Status of the Communication, Advocacy, and Culture for M&E

	Variable	**Percent**
1	Availability of structured M&E advocacy	55
2	Availability of champions for advocacy for M&E	86
3	Availability of M&E communication products	55
	Component Score	**65**

4.3.7 Routine Monitoring

The overall score for the routine monitoring component was 100 percent as shown in table 4.8 below. ASDSP uses standardized data collection tools and has guidelines for monitoring data both of which are evidenced by a score of 100 percent. This is an indication that this component meets the established standards.

Table 4.8: Status of Routine Monitoring

	Variable	Percent
1	Use of standardized data collection tools	100
2	Guidelines that exist	100
	Component Score	**100**

4.3.8 Surveys and Surveillance

There is an existence of an inventory for all relevant surveys conducted evidenced by a score of 100%. However, ASDSP does not have a functioning surveillance system as indicated in Table 4.9 below. As such the overall score of this component is 71 percent and an indication that the component requires strengthening for the low performing variable.

Table 4.9: Status of the Surveys and Surveillance

	Variable	Percent
1	Existence functioning surveillance system	41
2	Conducts inventory of relevant surveys	100
	Component Score	**71**

4.3.9 M&E Database

Table 4.10 below shows the status of the M&E database component with an overall score of 84 percent. ASDSP has an electronic database that scored 100 percent and a fully functional integrated database evidenced by a score of 86 percent. However, the availability of quality control mechanisms is weak with a score of 66 percent and requires strengthening to ascertain how data enters and exists within the database.

Table 4.10: Status of National and Sub-National Databases

	Variable	Percent
1	Existence of database for electronic data storage	100
2	Existence of an integrated database	86
3	Existence of a quality control mechanism	66
	Component Score	**84**

4.3.10 Supervision and Data Auditing

The overall score for supervision and data auditing component was 72 percent as shown in Table 4.11 below. Variables assessed were: frequency of supervision visits which scored 51 percent; provision of results records and feedback to supervisors scored of 100 percent; guidelines laid out for M&E supervision and data auditing which score of 62 percent; data auditing results recorded and feedback provided scored 76 percent. It is evident that routine supervision visits are limited and that the guidelines need to be revised to further strengthen this component.

Table 4.11: Status of Supervision and Data Auditing

	Variable	**Percent**
1	Frequency of supervision visits	51
2	Supervision results recorded and feedback provided	100
3	Guidelines set for M&E supervision and data auditing	62
4	Data auditing results recorded, and feedback provided	76
	Component Score	**72**

4.3.11 Research and Evaluation

Table 4.12 shows the overall score of the research and evaluation component was 48 percent. This is the most poorly performing component. Dissemination of research and evaluation findings is poorly done evidenced by a score of 41 percent; there are weak research dissemination strategies which scored 55 percent; it is also evident that the team for coordinating and approving new research and evaluation activities is insufficient, and the updated research and evaluation inventory is not updated regularly which are both evidenced by a score of 48 percent.

Table 4.12: Status of Research and Evaluation

	Variable	**Percent**
1	R & E findings disseminated	41
2	Availability of research dissemination strategies	55
3	Existence of a team for coordinating R &E	48
4	Inventory of research and evaluation activities	48
	Component Score	**48**

4.3.12 Data Use and Dissemination

Table 4.13 below shows the overall status of the data use and dissemination component which scored 55 percent. There is an attempt for ASDSP to disseminate information to stakeholders evidenced by a score of 62 percent. However, there are inadequate information products provided to the public domain with a score of 48%.

Table 4.13: Status of the Data Use and Dissemination

	Variable	**Percent**
1	Dissemination of information products to stakeholders	62
2	Availability of products in the public domain	48
	Component Score	**55**

4.4 Overall Status of the ASDSP M&E system

For an M&E system to be considered fully functional, the overall score is supposed to be 100%. To further categorise the level of functionality, three broad categories mentioned in Chapter 3 were used where performance between 75-100 percent was ranked as strong, 50-75 percent was ranked as moderate, and below 50 percent was ranked as weak. The overall performance by each component is summarized in Table 4.14 and Figure 4.1 below.

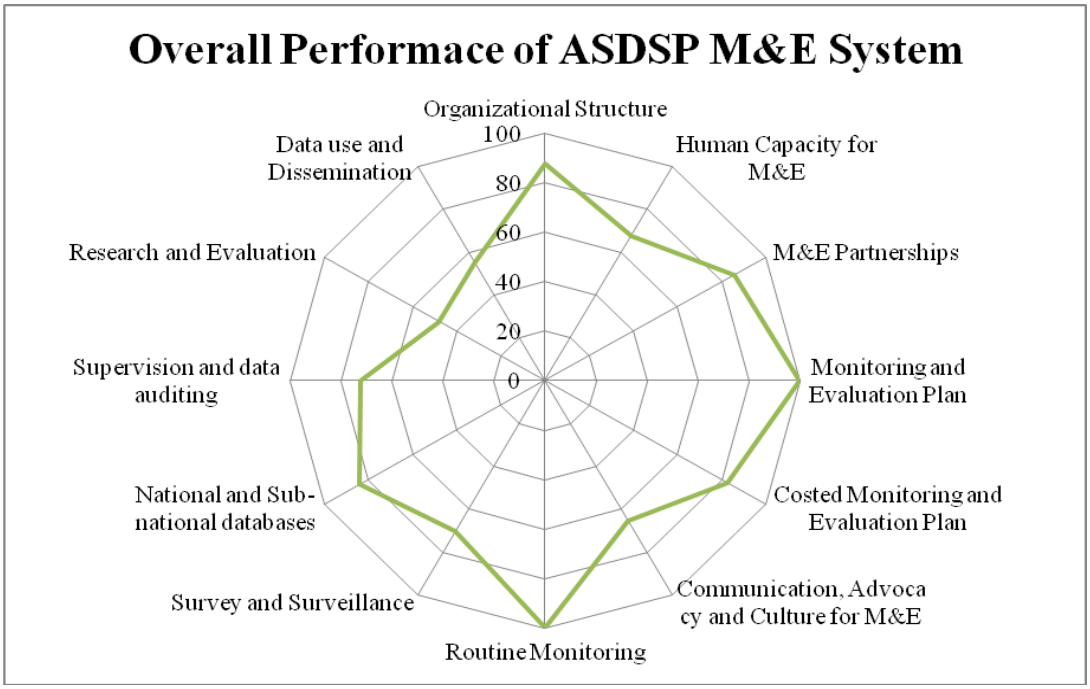
Table 4.14: Overall Component Scores

	Component	**Percent**
1	Monitoring and Evaluation Plan	100
2	Routine Monitoring	100
3	Organizational Structure	88
4	M&E Partnerships	86
5	National and Sub-national Databases	84
6	Costed Monitoring and Evaluation Plan	83
7	Supervision and Data Auditing	72
8	Surveys and Surveillance	71
9	Human Capacity for M&E	68
10	Communication, Advocacy, and Culture for M&E	65
11	Data Use and Dissemination	55
12	Research and Evaluation	48
	Overall Score	**77**

As shown in Table 4.14, the following components were ranked as strong: monitoring and evaluation plan which scored 100 percent; routine monitoring which scored 100 percent; organizational structure which scored 88 percent; M&E partnerships which scored 86; national and subnational databases which scored 84 percent; and costed monitoring and evaluation plan which scored 83 percent. Moderately performing scores were: supervision and data auditing which scored 72 percent; surveys and surveillance which scored 71 percent; human capacity which scored 68; communication, advocacy and culture of M&E which scored 65 percent; and data dissemination which scored 55 percent. The component ranked as weakest was research and evaluation which scored 48 percent. Overall, the ASDSP M&E system scored 77 percent – which fits in the category of strong.

The figure 4.1 below illustrates the overall status of the M&E system in pictorial form. Hence, the assessment score should be used as a basis for improvement with a focus on specific areas of deficiencies.

Figure 4.1: Overall status of the M&E System



4.5 Performance of the ASDSP M&E System between head office and counties

Across all the 12 components, there were no substantive differences in the compliance of the M&E system between the Headquarters and counties as illustrated in Table 4.15 below.

Table 4.15: Performance of ASDSP M&E: Headquarters Vs Counties

	Component	**HQs**	**Counties**	**Overall**
1	Monitoring and Evaluation Plan	100	100	100
2	Routine Monitoring	100	100	100
3	Organizational Structure	88	87	88
4	M&E Partnerships	88	85	86
5	National and Sub-national Databases	84	84	84
6	Costed Monitoring and Evaluation Plan	83	82	83
7	Supervision and Data Auditing	72	72	72
8	Surveys and Surveillance	72	71	71
9	Human Capacity for M&E	69	67	68
10	Communication, Advocacy, and Culture for M&E	64	66	65
11	Data Use and Dissemination	55	55	55
12	Research and Evaluation	48	48	48
	Overall Score	**77**	**76**	**77**

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section highlights a summary of the findings, conclusion drawn, and recommendations based on the study findings. It also stipulates whether the study objectives were achieved or not. The chapter highlights recommendations to the organization to consider in strengthening its M&E system to meet the established standards.

5.2 Summary of the findings

The main aim of this study was to assess the M&E system of the ASDSP II programme in Kenya as well as identify the areas of deficiencies. To achieve this objective, the study adopted the UNAIDS (2009a) framework to operationalize the assessment, where the variables for each of the 12 components were identified. An overall score of 77 percent was earned by the ASDSP M&E system. For a system to be ranked as fully functional it should be 100 percent. As such, the ASDSP M&E system is ranked as being strong - a category that was assigned scores ranging from 75 percent to 100 percent.

Despite the overall score of all the 12 components being 77 percent, and being ranked as strong, there were six components that were ranked as performing moderately (50%-74%) (supervision and data auditing – 72%, surveys and surveillance – 71%, human capacity – 68% communication, advocacy and culture of M&E – 65%, data use and dissemination – 55%). The weakest performing component was Research and Evaluation which scored 48 percent.

5.3 Conclusion

The specific objectives of this study were namely: to determine how the M&E system of the ASDSP addressed issues pertaining to the people, partnerships, and planning; to determine how the system handles data and information management, and ascertain how M&E data is used.

The findings revealed that the M&E system of ASDSP addressed issues pertaining to the people, partnerships, and planning evidenced by an average score of 82 percent. The average score of the components assessed in order to determine how the system handles data and information management the components was 75 percent. This notwithstanding, there were some components that require strengthening namely: Surveys and Surveillance, and Research and Evaluation, and Supervision and Data Auditing.

To ascertain how M&E data is used by ASDSP, the component data use and dissemination was assessed, and it was ranked as moderately performing with a score of 55 percent. This score revealed that there was limited use of data and there was need for ASDSP to review how best to relay information to stakeholders, partners, and staff within the organization.

Even though the overall score of the components was 77%, focus should be given to the specific variables which scored poorly within the components. For a programme to work effectively and efficiently, it is important to put in place a functional M&E system for the realization of programme objectives. The ASDSP M&E system is ranked as a strong M&E system that can be used as a model by other government programmes running under the Ministry of Agriculture.

5.3 Recommendations for ASDSP

Some of the components were ranked as moderately performing and others ranked below 50 percent, which is weak - hence the following recommendations have been made for consideration and possible adoption by ASDSP to further strengthen its M&E system.

- To set up a mandated team whose main roles are to ensure organizing and consenting to new research and evaluation activities. The team should also ensure that data is collated, reports are prepared and findings are presented.
- Ensure information products tailored to different audiences and dissemination schedule to relay programme successes and learnings.

- Ensure stakeholder meetings are held and information is relayed for future decision making.

5.4 Recommendations for Further Research

The study was limited to only one programme within the MoALF; the study proposes that the same studies should be performed in other programmes in MoALF. The study also used a quantitative approach to carry out the assessment; further research to be conducted will include qualitative components to provide insights on the reasons that may explain the various degrees of compliance of the M&E system. The ASDSP programme is implemented in all the 47 counties; however, this study was focused on the HQ in Nairobi and two counties. Further research should be conducted in the remaining 44 counties to have an overall assessment of the M&E system by county.

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APPENDIX 1: QUESTIONNAIRE

ASSESSING THE MONITORING AND EVALUATION SYSTEM OF THE AGRICULTURAL SECTOR DEVELOPMENT SUPPORT PROGRAMME, (ASDSP)

Thank you for taking your time to participate in this survey. The purpose this survey is to assess whether the M&E system of ASDSP meets the established standards of the 12 components of an M&E system. It will focus on the 12 components of an M&E system and will help in providing an in-depth understanding of the Monitoring and Evaluation system of ASDSP.

The survey is undertaken as a research project for fulfilment of a Masters Course in Monitoring and Evaluation, ASDSP being a case study for the project.

All the answers provided will be kept confidential and the survey data will be reported in a summary fashion only.

Demographics, Background and Experience Information

1. Gender

   Male ☐ Female ☐

2. Highest level of education

   Postgraduate ☐ Graduate ☐ Diploma ☐

   Certificate ☐ Secondary ☐ Primary ☐

3. Years of experience in M&E or Programme

   0 – 3 Years ☐

   4 – 7 Years ☐

   Above 7 Years ☐

M&E System Component 1: Organizational Structure

1. Is there an M&E unit in ASDSP?

   Yes ☐ No ☐

2. Are there adequate qualified staff in the M& E unit in ASDSP?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

M&E System Component 2: Human Capacity for M&E

1. Are there well defined M&E skills and competencies to carry out the organization's M&E mandate?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

2. Is there is an M&E training curriculum for capacity building of the staff skills?

   Yes ☐ No ☐

3. Is there a budget allocation for capacity building of M&E skills in ASDSP?

   Yes ☐ No ☐

M&E System Component 3: M&E Partnerships

1. Are there any existing partnerships with ASDSP?

   Yes ☐ No ☐

2. Is there an inventory of all the M&E stakeholders?

   ☐ ☐

3. Is the inventory of stakeholders periodically updated?

   Yes, updated (last 12 months) ☐ Yes, but not updated ☐

   N ☐

4. Is there a mechanism to communicate about M&E activities to stakeholders?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

5. Is there a TWG coordinated by ASDSP?

   Yes ☐ No ☐

6. How often does the M&E TWG meet?

   Monthly ☐ Quarterly ☐ Biannually ☐ Annually ☐

   Never ☐

M&E System Component 4: Monitoring and Evaluation Plan

1. Is there an M&E plan?

   Yes, approved ☐ Yes Draft ☐ No ☐

2. Are there timelines for the implementation of activities?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

M&E System Component 5: Costed Monitoring and Evaluation Plan

1. Are there resources allocated to implement the M&E plan?

   Yes ☐ No ☐

2. Are there identified personnel to carry the implementation activities in the M&E plan?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

M&E System Component 6: Communication, Advocacy and Culture for M&E

1. Are there any targeted, structured M&E advocacies activities carried out by ASDSP?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

2. Does ASDSP have champions who strongly advocate and support M&E within the organization?

   In all sections ☐ In most sections ☐ In some sections ☐

   Not at all ☐

3. Does ASDSP make any M&E materials for different audiences to communicate key M&E messages (reports, website content, emails, newsletters, maps, tables, charts, etc)?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

M&E System Component 7: Routine Monitoring

1. Does ASDSP use standardized data collection tools?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

2. Are there guidelines that exist for recording, collecting, collating and reporting programme monitoring data?

   Yes ☐ No ☐

M&E System Component 8: Survey and Surveillance

1. Does ASDSP have a functioning surveillance system?

   Yes ☐ No ☐

2. Is there an inventory of relevant surveys already conducted?

   Yes ☐ No ☐

M&E System Component 9: National and Sub-national databases

1. Does ASDSP have a database for electronic data storage?

   Yes ☐ No ☐

2. Is there a functional integrated database for electronically capturing and storing data?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

3. Does ASDSP have any quality control mechanisms in place to ensure that data is accurately captured?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

M&E System Component 10: Supervision and data auditing

1. How often are supervision visits carried out by M&E officers in a month?

   Monthly, ☐ Quarterly ☐ Biannually ☐ Annually ☐

   Never ☐

2. Are supervision results recorded and feedback provided to the supervisees?

   Yes ☐ No ☐

3. Are there any guidelines for M&E supervision and data auditing?

   Yes ☐ No ☐

4. Are data auditing results recorded and feedback provided to those sections whose data were audited?

   Yes ☐ No ☐

M&E System Component 11: Research and Evaluation

1. Our research and evaluation findings are regularly disseminated and discussed?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

2. Does ASDSP have research dissemination strategies?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

3. Is there a mandated team that is responsible for coordinating and approving (new) research and evaluation activities?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

4. Does ASDSP have an inventory of research and evaluation activities carried out and updated within the last 12 months?

   Yes ☐ No ☐

M&E System Component 12: Data use and Dissemination

1. Are information products regularly disseminated to stakeholders?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

2. Are there information products in the public domain that are accessible to the stakeholders?

   Completely ☐ Mostly ☐ Partly ☐ Not at all ☐

Thank you for participating in this survey.