

**MONITORING AND EVALUATION: A COMPARISON BETWEEN DONOR FUNDED
AND NON DONOR FUNDED PROJECTS IN KENYA**

PRESENTED BY

**Samwel Handiwo Ogweno
D61/P/8611/04**

October 2009

Supervisor: Professor Mbeche

**A RESEARCH PROJECT PROPOSAL SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI.**

DECLARATION

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

Signed.....

Date.....

OGWENO SAMWEL.HANDIWO.

REG. No.: D61/P/8611/04

This proposal has been submitted for examination with my approval as the University Supervisor.

Signed.....

Date.....

PROF MBECHE

PROFESSOR

Department of Management Science,

School of Business Studies

University of Nairobi

Signed.....

Date.....

Second Supervisor

Signed.....

Date.....

Moderator

TABLE OF CONTENTS

CHAPTER ONE-INTRODUCTION	4
1.1 Background of the study	4
1.2 Statement of the Problem	6
1.3 Objectives of Study	7
1.4 Importance of the Study	8
CHAPTER TWO-LITERATURE REVIEW	
2.1 Role of M&E in Project Management	9
2.2 Strategic Importance of M&E In Management	13
2.3 Tools, Methods and Approaches for M&E	17
2.4 Indicators, Outcomes and Milestones	20
2.5 Role of ICT in M&E	23
CHAPTER THREE-RESEARCH METHODOLOGY	25
3.1 Research Design	25
3.2 Population of Interest	25
3.3 Sample and Sampling Technique	25
3.4 Data Collection	26
3.5 Data Analysis	26
CHAPTER FOUR-DATA ANALYSIS	
REFERENCES	
APPENDIX	
Letter	32
Questionnaire Sample	33
List of organizations	42

CHAPTER ONE-INTRODUCTION

1.1 BACKGROUND OF THE STUDY

From Oxford Advanced Learners Dictionary (2005), a project is a planned piece of work that is designed to find information about something or to produce something new. The free dictionary puts it as any venturesome undertaking especially one with an uncertain outcome. A project in business and science is a collaborative enterprise, frequently involving research or design that is carefully planned to achieve a particular aim (en. Wikipedia.org/wiki/Project). On the other hand, Project Management is a temporary endeavor, having a defined beginning and end (usually constrained by date, but can be by funding or deliverables), undertaken to meet particular goals and objectives, usually to bring about beneficial change or added value. Kosura (2000), defines Project Management as the realization of concepts and goals through efficient, effective, transparent, accountable and responsible administration of a given set of activities to the satisfaction of stakeholders.

A project kicks off when funds are allocated, therefore there has to be somebody to sponsor the project. A sponsor is the person who is accountable to the business for the investment represented by the project and for the achievement of the projects business objectives (Cadle&Yeates, 2004). The sponsor therefore amongst other duties, will define the project's objectives and its priorities of time, cost and quality/performance; and monitor the project from the business perspective. A project may be sponsored from internal funds or through donations hence donor funded. While there may be many stakeholders in a project, the management of a donor funded project invites an extra attention from the donor in addition to the other interested groups. It therefore follows that there might be some differences in terms of control and evaluation of these two types of projects.

In Scientific Management developed by *Fayol*, there are five primary functions of management listed as planning, organizing, commanding, coordinating and controlling.

Controlling embodies the measuring of performance against predetermined objectives, including the gathering and analysis of the relevant facts and adjustments of plans as required (Allen, 1958). Controlling is described in the sense that a manager must receive feedback on a process in order to make necessary adjustments. In the management of projects, Spinner, (2002) notes that project control is the third phase of the project management cycle and generally consists of continuously monitoring the progress of each project item to keep the project on the planned schedule, taking the necessary action on items shown to be 'drifting'. He further names the specific steps to be taken for effective project control as monitoring; assessing; resolving and communicating. Controlling involves three steps: establishing performance; monitoring performance and taking corrective action (Kosura, 2000). Monitoring therefore features prominently in project control.

Monitoring is the frequent and systematic collection of data on specific indicators to provide management and the main stakeholders of an on-going programme or project with indications of the extent of progress in the use of allocated funds. The dictionary definition of monitoring is to watch and check something over a period of time in order to see how it develops, so that you can make any necessary changes. Mukoko (2000), defines monitoring as the periodic review of the project inputs, activities, and outputs undertaken during implementation. It includes the review of the procurement and delivery of inputs, the schedules of the activities, and the extent of the progress made in the production of outputs. He further adds that monitoring, therefore, involves the process of collecting information about the actual project performance during implementation. Kosura(2000) states that monitoring should be an on-going activity during implementation.

On the other hand, evaluation is a judgment on the effectiveness of a project (Mukoko, 2000). Evaluation is the systematic and objective assessment of the design, implementation and results of an ongoing or completed project, programme or policy. It is primarily concerned with longer-term results of development activity, or the measurement of the outcome. Evaluation involves performance measurement. Orr (2004)

argues that, despite the difficulties associated with performance measurement, it is worth pursuing. He further expounds that the key to measuring and reporting success is to focus on the main foundations of any project that are: Timescale, Resource, Quality and Scope.

Various reasons have been given as to why Monitoring and Evaluation (M&E) is important in project management. M&E helps in ensuring that the mission objectives are achieved. According to Malik et al (2002), M&E contribute to the achievement of the objectives by supporting decision-making, accountability, learning and capacity development. The purpose of M&E in development activities, is to provide government officials, development managers, and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders (Mari et al, 2004). The aim of evaluation is to determine the relevance of objectives, the effectiveness of design and implementation, the efficiency of resource use, the impact on beneficiaries and the sustainability of results. Davidson et al (2005) reports that, through M&E, four fundamental questions are explored: (i) What worked and why; (ii) What did not work and why; (iii) What could have been done differently; (iv) What adjustments and changes are required now.

1.2 STATEMENT OF THE PROBLEM

There has been increased flow of development aid from international bodies, agencies and philanthropists to developing countries in the last two decades. This trend has necessitated funding agencies to organize and re-organize funding mechanisms to respond to prevailing global trends, lessons learnt and recipient circumstances. The question has always been; how do they monitor and evaluate the projects for which the funds have been provided for?

From the World Bank website, Kenya's association with the World Bank can be traced as far as before independence. The first loan by the World Bank to Kenya was in 1960 for an agriculture project. Since then there have been close to one hundred credits and grants by the International Development Association (IDA) with a total net commitment of

about US\$ 4.5 billion. As of September 2009, the World Bank's portfolio in Kenya consists of 16 active operations (including a grant from the Global Environment Facility), with total commitments of over US\$1.4 billion. Since then, World Bank assistance has focused on stimulating economic growth and reducing poverty through creation of an improved environment for investment and growth in agriculture, manufacturing, tourism, and in small- and medium-size enterprises and financial sector reform. As a means of following up the proper utilization of resources in their sponsored projects, the bank has provided guidelines in monitoring and evaluating the activities to aid in the implementation of the projects.

DFID, IDRC and other donor agencies too have policies and approaches that give the direction and scope of implementation of their sponsored projects. As an example, Myers (2007), reports that the DFID policy on Information and Communication recommends that they should monitor and evaluate their communication to: demonstrate good management; learn lessons for future projects; and show that they are accountable for them.

Apart from donor funding, many organizations, public and private institutions have funded projects from their own source. In this respect, they have been able to monitor the activities and evaluate the outcome of the committed resources, thereby found the need and value for M&E.

1.3 OBJECTIVES OF THE STUDY

The purpose of this study is to determine the role of Monitoring and Evaluation (M&E) in Project Management, making a comparative analysis of its position in donor and non-donor funded projects in Kenya. The study is to be based on the literature review, collection and analysis of data from sampled donor and non-donor funded projects in Kenya.

Specifically the study intends to investigate the following:

1. To compare the relative adoption of M&E practices in the management of the two types of projects amongst various institutions in Kenya.
2. To determine the role of Monitoring and Evaluation (M&E), making a comparative analysis for donor and non-donor funded projects in Kenya.
3. To identify and compare the commonly used M&E tools, techniques and methodologies in the management of the two types of projects.
4. Determine the role played by ICT in M&E in organizations that have it and if there is any significant variations between the two types of projects.

1.4 IMPORTANCE OF THE STUDY

The study will be important for

1. Managers of projects:- who would like to have improved efficiency in the management and monitoring of the projects.
2. Donors and their advisors and interested stakeholders:- The study shall benefit the development partners in that they shall be able to know the scope and impact of their investment strategies with the Government and the private sector.
3. Scholars:- The findings of the study shall point the gap that the academic community need to fill in order to attain the desired development since growth and development requires a holistic approach.
4. The private sector:- They should be able to get timely reviews by embracing appropriate technology and mechanism of reporting and administering their projects.
5. Government:- The study shall provide insight that should guide Government policies in the monitoring and evaluation of projects that allow the private sector to flourish and support the initiative of the development partners.

CHAPTER TWO-LITERATURE REVIEW

2.1 ROLE OF M&E IN PROJECT MANAGEMENT

There is a growing appreciation within the development community that an important aspect of public sector management is the existence of a results or performance orientation in government. Such an orientation in effect, an ‘evaluation culture’ is considered to be one avenue for improving the performance of a government, in terms of the quality, quantity and targeting of the goods and services which the state produces. In support of this objective, a number of countries are working to ensure a results orientation through building or strengthening their monitoring and evaluation (M&E) systems (Mackay, 2006).

The focus here is on governments, although civil society organizations such as national evaluation societies, universities, and non-government organizations (NGOs) also have a role to play, Mackay adds. International donors are key stakeholders in country efforts to institutionalize evaluation; these donors support such efforts partly for altruistic purposes and partly to support their own, increasing emphasis on measuring and managing for results.

M&E helps in ensuring that the mission objectives are achieved. In the case of Department of Services for Children Youth and Their Families (DSCYF), as reported by Aristiguete (2001), the purpose of planning, monitoring and evaluation functions within the organization is to ensure that programs undertaken by the Department are mission-driven, outcome-focused, effective, and efficient. They are emphasizing that programs and new initiatives should be the result of planning activities which provide a clear statement of program goals and objectives, phased program implementation steps, and desired outcomes and performance measures. It is their policy that program implementation shall be monitored to ascertain the degree to which target populations are being reached, whether the delivery of services is consistent with the program planning documents, and what resources are being or have been used in service delivery. Program

evaluation or outcome evaluation assesses the extent to which planned activities produce the desired outcome among a target population.

The focus of monitoring and evaluation on relevance, performance and success is strategically linked to the objective of ensuring that UNDP-assisted projects and programmes produce sustainable results that benefit the target groups and the larger communities of which they are a part. Both functions contribute to the achievement of this objective by supporting decision-making, accountability, learning and capacity development (Malik et al, 2002).

2.2.1 Decision-making

The data and information collected during Monitoring and Evaluations constitute a critical foundation for action by project/programme managers and stakeholders, who need to be able to identify evolving problems and decide on crucial strategies, corrective measures, and revisions to plans and resource allocations pertaining to the activities in question.

Mackay, (2006) argue that, even after the completion of a project or programme, monitoring and evaluation can contribute significantly to decision-making. For instance, terminal reports, considered to be part of the monitoring function, can contain recommendations for follow-up activities. Post-programme or post-project monitoring can lead to the recommendation of measures to improve the sustainability of results produced by the programme or project.

As an example, May et al (2006) report that World Bank evaluation of Chile's M&E system completed in 2006, found that the government's evaluations (which are outsourced to consultants and to academia) are used by their Finance ministry for its resource allocation decisions within the budget process, and to impose management and efficiency improvements on sector ministries in the programs for which they are responsible. They say that M&E systems are often linked to public sector reforms such as

results-based management, performance budgeting, evidence-based policy-making, and the like; such initiatives share a number of common elements.

2.2.2 Accountability

Malik et al (2002), argue that Monitoring and evaluation provide critical assessments that demonstrate whether or not projects or programmes satisfy target group needs and priorities. They project that M&E help to establish substantive accountability by generating answers to questions such as: (i) What is the impact of the projects or programme on the target groups and the broader development context (ii) Are the required mechanisms in place to sustain the benefits in a dynamic, strategic way. They report that to answer the question of "Who is accountable", Monitoring and Evaluation must be used to support accountability at different management levels within the organization. As an example, at their organization (UNDP), the accountability is at the levels of Resident representatives, Senior Management at headquarters, the Administrator and the Executive Board.

2.2.3 Learning

The learning derived from monitoring and evaluation can improve the overall quality of on-going and future programmes and projects (Malik et al, 2002). This is particularly significant when one considers donor support for innovative, cutting-edge programmes and projects with all the attendant risks and uncertainties.

The learning that occurs through monitoring applies particularly to on-going programmes or projects. Mistakes are made and insights are gained in the course of programme or project implementation. Effective monitoring can detect early signs of potential problem and success areas. May et al (2006) recommends that Programme or project managers must act on the findings, applying the lessons learned to modify the programme or project. This learning by doing, not only serves the immediate needs of the programme or project, but it can also provide feedback for future programming.

Malik et al (2002) supports this by saying the learning that results from terminal and ex-post evaluations is relevant particularly to future programmes and projects. In such cases, it can be more definitive, especially if evaluations are conducted for clusters of projects or programmes from which lessons can be extracted for broader application. They argue that the lessons, which may apply to a given sector, theme or geographical area, such as a country or region, can, of course, be adapted or replicated depending on the context.

2.2.4 Capacity Development

Monitoring and evaluation activities of sound donor agencies can serve as entry points for assisting Governments to strengthen their monitoring and evaluation capacities since they bear primary responsibility for monitoring and evaluating their programmes and projects.

Perch, (2005) reports that, by insisting on Monitoring and Evaluation, UNDP mission to achieve Sustainable Human Development (SHD) by assisting programme countries to develop their capacity to manage development is achieved. Improving the decision-making process, ensuring accountability to target groups or stakeholders in general, and maximizing the benefits offered by learning from experience can all contribute to strengthening capacities at the national, local and grass-roots levels, including, in particular, the capacities for monitoring and evaluation (Malik et al, 2002).

2.3 STRATEGIC IMPORTANCE OF M&E IN MANAGEMENT

Thompson (1997), states that strategies are a means to ends and these ends concern purpose and objectives of the organization. They are things that business do, the path they follow and the decisions they take in order to reach certain points and levels or success. According to Thompson & Strickland(1992), an organizations strategy consists of the moves and approaches devised by management to produce successful organization performance. Strategy in effect is management's game plan for business. Managers develop strategies to guide how an organization conducts its business and how it will achieve its target objectives. With strategy, there is no established course to follow, no roadmap to management by and no cohesive action plan to produce the intended result. Rumelt et al (1995), state that strategy is about the direction of organization, and business firms, if not all organizations are in competition.

As Lawson (2001) has stated, operations strategy is the strategic management of core competencies, capacities process, techniques, resources and key tactical activities necessary in any supply network in order to create value demanded by the stakeholders. Operations strategy therefore looks at the management imperative on quality, cost, speed and flexibility and continuously aspire to develop the organizations competencies to outdo the competition. Project management aims at optimizing the fundamental properties of the project ie quality, cost, and speed. Through Monitoring and evaluation these elements of the project should be achieved.

Although the term "monitoring and evaluation" tends to get run together as if it is only one thing, monitoring and evaluation are, in fact, two distinct sets of organisational activities, related but not identical. Monitoring is aimed at improving the efficiency and effectiveness of a project or organization (Shapiro, 2006). It is based on targets set and activities planned during the planning phases of work. It helps to keep the work on track, and can let management know when things are going wrong. If done properly, it is an invaluable tool for good management, and it provides a useful base for evaluation. It enables the determination of whether the resources available are sufficient and are being

used well, whether the capacity is sufficient and appropriate, and whether what is being done is what was planned.

Evaluation on the other hand is the comparison of actual project impacts against the agreed strategic plans (Caddle &Yeates, 2004). This view is shared by Shapiro (2001) that, it looks at what was set out to be done and what has been accomplished, and how it has been accomplished. Khalifa (2004) says that evaluation can be formative or summative. It is formative when taking place during the life of a project or organisation, with the intention of improving the strategy or way of functioning of the project or organization, and summative when drawing learnings from a completed project or an organisation that is no longer functioning. Hamilton & Chervany (1981), in evaluating information systems effectiveness, explain that summative evaluation determines whether the system has accomplished objectives. This information can support decision to continue, adopt, or terminate the system.

Shapiro (2001), suggests that through M&E, focus can be put on Efficiency, Effectiveness and Impact. Efficiency tells whether the aims and objectives have been attained or not and whether the input into the work is appropriate in terms of the output. The input could be in terms of money, time, staff, equipment and other resources. This can be used to determine project's replicability or going to scale. He defines Effectiveness as a measure of the extent to which a development programme or project achieves the specific objectives it is set for, and the extent to which the objectives have lead to the desired outcome or outcomes. Impact tells whether or not there is a difference to the problem situation that is to be addressed, in other words, whether the strategy is useful or not. This is more useful in deciding whether to get bigger, or to replicate the project elsewhere.

Khalifa (2004), writing on health systems, has recognized the strategic importance of M&E. He notes that there may be internal political reasons to carry out an evaluation to justify spending on a contentious activity. In addition donor agencies frequently require evaluations to ensure that aid money is spent in line with donor policies, and to justify

expenditure to the taxpayer. He argues that evaluation tries to answer questions related to the 4 E's: Efficiency; Effectiveness; Efficacy and Economy. Efficacy is the extent to which the project's objectives were achieved, or are expected to be achieved, taking into account their relative importance (World Bank Report 34052, October 2005; World Bank Report No 47618, March 2009). The World Bank has clearly stated in the above reports that it assesses about 25% of their lending operations and rates the project performance in terms of efficiency, effectiveness, efficacy and impact. To emphasize the importance of economy, Small (1998), on transport planning, suggested that project evaluation and pricing should be viewed as part of single integrated procedure and therefore cost benefit analysis of the project should be done. Green (1999), observed that in many organisations, "monitoring and evaluation" is something that is seen as a donor requirement rather than a management tool. Donors are certainly entitled to know whether their money is being properly spent, and whether it is being well spent. The two reports mentioned above justify this sentiment. Green further emphasizes that the primary(most important) use of monitoring and evaluation should be for the organisation or project itself to see how it is doing against objectives, whether it is having an impact, whether it is working efficiently, and to learn how to do it better. To emphasize the strategic need of M&E in an organization, Khalifa (2004) states that a well thought out strategy is easier to monitor and evaluate and therefore is more likely to be funded.

Although there is a tendency in civil society organisations to see an evaluation as something that happens when a donor insists on it, in fact, monitoring and evaluation are invaluable internal management tools (Shapiro, 2001). Monitoring and evaluation are both tools which help a project or organisation know when plans are not working, and when circumstances have changed. They give management the information it needs to make decisions about the project or organisation, about changes that are necessary in strategy or plans.

Because of its importance of M&E in project management, several tools and techniques have been developed. These have recommended by various authors and are being used by many organizations as discussed next in the paper.

2.4 TOOLS, METHODS AND APPROACHES FOR M&E

Many techniques, tools and methods have been used in M&E. Mari et al, (2004) has highlighted some of those that are used by the World Bank as listed below:

- i. *Performance indicators*:- These are measures of inputs, processes, outcomes, and impacts for development projects, programs, or strategies. They enable managers to track progress, demonstrate results, and take corrective action to improve service delivery.
- ii. *The logical framework(logframe) approach* :-Helps to clarify objectives of any project, program or policy. It leads to the identification of performance indicators at each stage in the chain as well as risks which might impede the attainment of the objectives. During implementation, the LogFrame serves as a useful tool to review progress and take corrective action. Balzer and Nagel (1999), report that within CGIAR system, a number of centres have been using the logframe for project management.
- iii. *Theory-based evaluation*:- This is an enhanced approach of Logframe that allows more in-depth understanding of the working of a program or activity-the “program theory” or “program logic”. It includes the mapping out of the determining or causal factors judged important for success, and how they might interact. It enables the determination of which steps should be monitored as the program develops, to see how well they are in fact borne out.
- iv. *Formal surveys*:- Can be used to collect standardized information from a carefully selected sample of people. They often collect comparable information for relatively large number of people in particular target groups.
- v. *Rapid appraisal methods*:-Used to give immediate and fast results.
- vi. *Participatory methods* :-A process whereby there is active involvement in decision-making for those with a stake in a project, program, or strategy and generates a sense of ownership in the M&E results and recommendations
- vii. *Expenditure tracking surveys*:- Tracks the flow of funds and determine the extent to which resources actually reach the target groups. It examines the manner,

quantity, and timing of releases of resources to different levels of units responsible for the delivery of services.

- viii. *Cost-benefit and cost-effectiveness analysis*:- These are tools for assessing whether or not the costs of an activity can be justified by the outcomes and impacts. Cost-benefit analysis measures both inputs and outputs in monetary terms while cost-effectiveness analysis estimates inputs in monetary terms and outcomes in non-monetary quantitative terms.
- ix. *Impact evaluation*:-Is the systematic identification of the effects ie positive or negative, intended or not, by the implementation of the activity or project.

The table below gives a summary of the methods and where they can be used.

Table 1. M&E Tools, methods and approaches

METHOD	Where it can be used
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Setting performance targets and assessing progress toward achieving them. • Identifying problems via an early warning system to allow corrective action to be taken. • Indicating whether an in-depth evaluation or review is needed.
LOGICAL FRAMEWORK APPROACH	<ul style="list-style-type: none"> • Improving quality of project and program designs-by requiring the specifications of clear objectives, the use of performance indicators, and assessment of risks • Summarizing design of complex activities. • Assisting the preparation of detailed operational plans • Providing objective basis for activity review, monitoring and evaluation
THEORY-BASED EVALUATION	<ul style="list-style-type: none"> • Mapping the design of complex activities. • Improving planning and management
FORMAL SURVEYS	<ul style="list-style-type: none"> • Providing baseline data against which the performance of the strategy, program, or project can be compared. • Comparing different groups at a given point in time. • Comparing changes over time in the same group. • Comparing actual conditions with the targets established in a program or project design. • Providing a key input to a formal evaluation of the impact of a program or project.
RAPID	<ul style="list-style-type: none"> • Providing rapid information for management decision-

APPRAISAL METHOD	<p>making, especially at the project or program level.</p> <ul style="list-style-type: none"> • Providing qualitative understanding of complex socioeconomic changes, highly interactive social situations, or people’s values, motivations, and reactions • Providing context and interpretation for quantitative data collected by more formal methods.
PARTICIPATORY METHODS	<ul style="list-style-type: none"> • Learning about local conditions and local people’s perspectives and priorities to design more responsive and sustainable interventions. • Identifying problems and trouble-shooting problems during implementation. • Evaluating a project, program, or policy. • Providing knowledge and skills to empower the people
EXPENDITURE TRACKING SURVEYS	<ul style="list-style-type: none"> • Diagonising problems in service delivery quantitatively • Providing evidence on delays, “leakage,” and corruption.
COST-BENEFIT AND COST EFFECTIVENESS ANALYSIS	<ul style="list-style-type: none"> • Informing decisions about the most efficient allocation of resources • Identifying projects that offer the highest rate of return on investment.
IMPACT EVALUATION	<ul style="list-style-type: none"> • Measuring outcomes and impacts of an activity and distinguishing these from the influence of other, external factors. • Helping to clarify whether costs for an activity are justified. • Informing decisions on whether to expand, modify or eliminate projects, programs or policies. • Comparing the effectiveness of alternative interventions. • Strengthening accountability for results

Source: Mari Clark and Rolf Sartorius et al(2004), “Monitoring & Evaluation: Some Tools, Methods & Approaches”, *World Bank Operations Evaluation Department-Evaluation Capacity Department (OED-ECD)*, Copyright 2004

In order to use the tools discussed, in this section, there is the need to define the indicators, outcomes and impact of the project activities. These are discussed in the next section.

2.5 INDICATORS, OUTCOMES AND IMPACT

2.5.1 INDICATORS

Effective monitoring requires proper definition of indicators. Indicators are measurable or tangible signs that something has been done or that something has been achieved (Shapiro, 2001). The OECD has defined an indicator as a 'parameter, or a value derived from parameters, which points to, provides information about, and describes the state of a phenomenon/environment/area, with a significance extending beyond that directly associated with a parameter value' (OECD, 1994). Many authors have indicated that Indicators are an essential part of a monitoring and evaluation system because they are what is measured or monitored. Through the indicators, the questions such as who, how many, how often and how much, are asked and answered. Indicators should be Specific, Measurable, Achievable, Realistic and Time based ie SMART. The importance of SMART in project management, are discussed by Mbeche, (2000).

Although the theory and practice of monitoring and evaluation may cut across various disciplines, specifics are determined by the kind of activity to be monitored and evaluated. This is because different projects or activities yield different kinds of data, apply different data collection methodologies and impacts are similarly different (OECD, 1994). In Software development, Project "indicators" are pieces of project information that give a picture of the health of the project's progress against the software development plan. Typically a project manager will be concerned with indicators that apply to the project's scope of work, budget, quality, and risks (Cadle & Yeates, 2002). As a project progresses, the project manager will monitor these indicators and instigate corrective actions when they exceed pre-defined trigger conditions. For policy evaluations, the range of indicators available is strongly linked to the various stages of policy implementation (Mackay, 2006). Most policy evaluations identify three types of indicators: process indicators; output indicators; and outcome indicators (Moxey *et al* 1998b). Process indicators focus on the implementation of a policy and therefore, concentrate on, or concern administrative matters (Malik, 2002). Output indicators

measure the through flow of involvement relating to a policy and are, therefore, largely numeric. They relate to the final achievements of a policy, most especially in relation to a particular policy's stated objectives.

However, Short et al (2001), warn that indicators should, be seen as a means to an end rather than as an end in themselves. He further says that they are merely a simplified means of summarizing and communicating information to decision makers and/or the public.

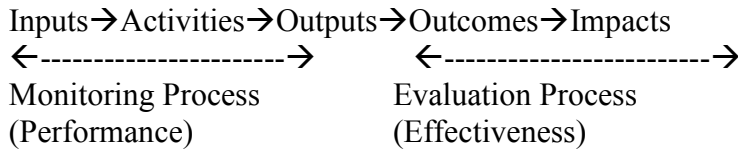
2.5.2 OUTCOMES

Effective M&E needs to have a systematic framework that links project inputs, activities, outputs, outcomes and final results or impact. Cupitt & Ellis (2003), define inputs as all resources put into the project including people, training, equipment and finances that enables the delivery of the outputs. Outputs are all the products and services delivered as part of the work. These can be wanted or unwanted, expected or unexpected. Output is closely linked to process. It is difficult to evaluate 'OUTPUT' without evaluating 'PROCESS'. Process evaluation involves the monitoring and audit of an intervention (Khalifa, 2004). It is mainly qualitative in design, or uses non-experimental approaches. For example, it utilizes methods such as interviews, observations and content analysis. Process relates to 'Quality Assurance' which is a fundamental factor of project management.

Outcomes on the other hand are the changes, benefits, learning or other effects that happen as a result of the work. Through M&E outcomes of a project can be gauged. From the World Bank report (2005), during the evaluation exercise of the Arid Lands project, it was found that one of the outcomes emanating from improvement of the efficiency of the marketing system, was that there had been an increase in the sales of animals (off-take). Some outcomes do not describe a change, they may involve keeping a situation the same or preventing something from happening but still describe an effect of the activities of the project. There can be intermediate outcomes which describe the step changes before a

desired outcome is reached. For example, users of a drugs project are likely to undergo various changes before they stop using drugs (Cupitt&Ellis, 2003).

The relationship between the four can be summarized in the diagram below.



(Source: Cupitt&Ellis, 2003)

2.5.3 IMPACTS

Whereas an outcome is a change resulting from project outputs, impact refers to broader, longer-term change and relates to the overall aim. Impact assessment measures whether the strategy of the project worked ie what impact does the project have in the organization and its environment. Depending on the nature of the project, the impact may vary. It may be social, economic, environmental or any other. Mukoko(2000) has observed that in developing countries, projects are intended to generate more than mere allocative efficiency effects. They are also expected to generate distributional effects thereby giving reasons as to why do social cost-benefit analysis. This means measuring the impact on savings.

However, Cupitt & Ellis (2003) argues that it can be difficult to assess long-term change in the lifetime of a short project. The impact of such projects may not have as much far reaching effect as compared to the long big projects that have wider targets.

2.6 ROLE OF ICT IN M&E

The term, information and communication technologies (ICT), refers to forms of technology that are used to transmit, store, create, share or exchange information. This broad definition of ICT includes such technologies as: radio, television, video, DVD, telephone (both fixed line and mobile phones), satellite systems, computer and network hardware and software; as well as the equipment and services associated with these technologies, such as videoconferencing and electronic mail (UNESCO, 2006).

Use of Information and Communication Technology (ICT) in an organization has been recognized by many authors. Drucker (1988), believes that the ICT and networking will be the key to organizational coordination. He adds that the direct impact upon logistics organizations of the future may be a reduction in formal structure with an increase in the networking of specialists. According to Wagner et al (2005), Information and communication technologies (ICT) are widely believed to be important potential levers to introduce and sustain education reform efforts. No projects should be implemented without IT support (Andersen et al, 2004). They have listed the advantages of IT in project work as: (i) Facilitates the work of documenting the project; (ii) Leads to a better quality of documentation through in-built quality; (iii) It is easier to make changes in the documentation and keep track of different versions; (iv) Easier to report; (v) Enables information transfer where the participants are geographically dispersed; (vi) It is easier to impart relevant information to different stakeholders; (vii) Uses higher technology media to archive information for future references.

Hamilton and Shevany (1981), in their paper on MIS, highly recommended evaluation as an integral part of management control of process of MIS. They further argue that one of the primary objectives of the MIS is to develop and operate/maintain information systems that will enhance the organization's ability to accomplish its objectives. They have suggested that accomplishment of the objectives can be evaluated from two perspectives

ie: (i) The efficiency with which the MIS development and operations processes utilize assigned resources (staff, machines, materials, money) to provide the information to the user; (ii) The effectiveness of the user, or the users organizational unit, using the information system in accomplishing their organizational mission. Ngai and Cheng (1998), have suggested that ICT can be used to support quality. In their literature review, computer based technologies (CBT) in support of quality include: Decision Support systems (DSS); Group Support Systems (GSSs); Executive Information Systems (EISs) and Artificial Neural Networks (ANNs). Ellis (2008), found out that organizations using monitoring and evaluation IT softwares, showed huge time savings and increased effectiveness.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

The research design selected for the study is to be a cross-sectional survey which is descriptive. This type is suitable because the study is concerned with measurements of the same variables across all respondents in the two types of projects. This is recommended by Cooper and Emory (1995) for studies carried out at once.

The study is to use sample survey design. The choice of survey as a design is to provide an avenue of relating descriptions, explanations and predictions in a systematic manner. It is also the best design that defines the domain of generalizability (Frankfort and Nachmias, 1996). According to Saunders et al (2003), such a study whose objective is to portray an accurate profile of persons, events or situations is a descriptive study.

3.2 POPULATION OF INTEREST

The population to be studied are projects in the private, public and non-profit making organizations in Kenya, grouped as either internally funded or donor funded, with a project implementation period of between 3 months and 5 years. The donor funded projects include all projects funded through loans, grants, aids or donations distributed across all the sectors of the economy and must have been initiated not earlier than 2004.

3.3 SAMPLE AND SAMPLING TECHNIQUE

To compile a list of the potential sample space organizations, a telephone directory will be used to select at least 40 organizations in the private sector and the parastatals. A similar number is to be obtained from the list from the National Council of NGO's of Kenya for the organizations that are likely to have donor funded projects. The list will also contain the International Development Agencies (IDA) operating in Kenya.

Stratified random sampling based on the project type key will be used to pick 40 projects from each project type (donor or non-donor funded) from the listed organizations. The figure is 40 is a justifiable number for a sample space since it is over 30 which should be the minimum for a sample. The specified number of respondents from each stratum is to be picked through a simple random process using a computer. The chosen stratification variable (project type) should represent the discrete characteristics for correct representation from the sample. This is to ensure that different groups of the population are adequately represented so as to increase the accuracy when estimating the parameters. The main advantage with stratified sampling is how it captures key population characteristics in the sample. Deming (1990), supports usage of samples by purporting that the quality of a sample study is often better with sampling than with a census since samples are more accurate and manageable.

3.4 DATA COLLECTION

Primary data is to be collected for the study using structured and semi-structured questionnaires, which are to consist of both closed and open questions. The closed ended questions are to enable the researcher to collect quantitative data for the statistical analysis while open-ended questions are intended to elicit qualitative responses about respondents' views on the research objectives (see sample at the appendix). The targeted respondents are the project management team, Monitoring and Evaluation team, and the senior management of the organization who are directly concerned with the project.

Drop and collect questionnaire administration method will be used to solicit information from the selected firms/organizations. Follow up is to be done through telephone and email and personal visits.

3.5 DATA ANALYSIS

The study is to be modeled on a descriptive framework, therefore descriptive statistics is to be used to analyse the data. Statistical packages (SPSS or Stata), will be used to analyse the data. Frequency distribution charts, percentages, relationships of parameters, correlation coefficient and cross tabulations on the sample data collected will be computed to make inferences on the population. Where appropriate, bar charts will be used for comparison purposes. A double t-test will be done to establish the statistical significance of the relationships between the variables under study. If the likelihood of any differences between these two groups (donor and non-donor funded) occurring by chance alone is low, this will be represented by a large t-statistics with a probability less than 0.005 (statistically significant). This is found to be appropriate since the study is of comparative nature.

REFERENCES

- 1 Allen A. Lois (1958), *Management and Organization*, Mc Graw-Hill Book Co. Inc.
- 2 Aristiguete P, Maria P, Leslie J, Cooksy and Carl W(2001), "The role of Social Indicators in Developing a Managing for Results System, Department of Services for Children Youth & Their Families(DSCYF)", *Public Performance Management Review*, Vol 24, No 3, M.E. Sharpe.
- 3 Andersen S Erling, Kristoffer V Grude, and Tor Hauge(2004); *Goal Directed Project Management-Effective Techniques and Strategies*; Kogan-Page.
- 4 Balzer and Nagel (1999), "Manual on Logframes within the CGIAR System 1999", *Consultative Group On International Agricultural Research Technical Advisory Committee, TAC Secretariat Food and Agriculture organization of the United Nations, FAO Corporate Documentary*, SDR/TAC:IAR/99/13
- 5 Cadle James & Yeates Donald (2004), *Project Management for Information Systems*, Prentice Hall.
- 6 Cooper and Emory(1995), *Research methods*. Homewood,IL:Richard D. Irwin, Inc
- 7 Cupitt Sally and Ellis Jean,(2007). "Your Project and its Outcomes, Charities Evaluation Services" *Copyright Charities Evaluation Services 2007*.
- 8 Davidson J,et al (2005), "Monitoring and Evaluation Tools", *Community Development Toolkit: An Introduction to the 17 tools*, ESMAP Formal Report series, Report No 310/05, October, 2005
- 9 Deming, (1990), Ngau, P., and Asfaw, K. (ed), (2004) "Research Design; data Collection and Analysis", *A training Manual, Africa Office UNCRD:UNON Print Shop*.
- 10 Drucker, P. (1988). The Coming of the New organization, *Harvard Business Review* 66 (1) (January-February), 45-53
- 11 Ellis Jean, 2008, *Accountability and Learning: Developing Monitoring & Evaluation in the third sector, Research findings*, Charities Evaluation Services
- 12 Frankfort, N,C., and Nachmias, D., (1996). *Research Methods in Social Sciences*, London: Arnold Publishers. 5th Ed
- 13 Glossary of *Key Management Terms in Evaluation and Results Based Management*, 2002;
- 14 Green Andrew(1999), *An Introduction to Health Planning in Developing Countries*, Oxford University Press
- 15 Hamilton Scott & Chervany L. Normans(1981), "Evaluation of Information Systems Effectiveness", *MIS Quarterly* , *Management Information Systems Research Center*, University of Minnesota

- 16 Jody Zall Kusek & Mohamed Khatouri (2006), “Results-Based Monitoring and Evaluation in Bank Projects”, *HD Learning Week*. November 6, 2006, World Bank.
- 17 Khalifa Mohamed Ali (2004), “Outcome and Output Indicators”, *First Regional Malaria Monitoring and Evaluation Workshop*, Luxor, Egypt, 5-9 December, 2004, Unpublished.
- 18 Mackay Keith (2006), “Institutionalization of Monitoring and Evaluation Systems to Improve Public Sector Management”, *EVALUATION CAPACITY DEVELOPMENT INDEPENDENT EVALUATION GROUP & THE THEMATIC GROUP FOR POVERTY ANALYSIS, MONITORING AND IMPACT EVALUATION*, THE WORLD BANK ECD WORKING PAPER SERIES -NO. 15: JANUARY 2006, IIEEGG
- 19 Malik Khalid et al (2002), *Handbook for Monitoring and Evaluating for Results*, UNDP, Evaluating Office, 2002
- 20 Mari Clark and Rolf Sartorius et al (2004), “Monitoring & Evaluation: Some Tools, Methods & Approaches”, *World Bank Operations Evaluation Department-Evaluation Capacity Department (OED-ECD)*, Copyright 2004
- 21 May, Ernesto, David Shand, Keith Mackay, Fernando Rojas and Jaime Saavedra (eds.) (2006), “Towards Institutionalizing Monitoring and Evaluation Systems in Latin America and the Caribbean”. : *The World Bank and the Inter-American Development Bank*, Washington DC.
- 22 Mukoko, (2000), “Project Monitoring and Evaluation”, *Project Planning, Implementation and Evaluation: A Training Manual: UNCRD Textbook Series No. 8*
- 23 Mbeche (2000). “Project Planning Matrix(PPM)”, *Project Planning, Implementation and Evaluation: A Training Manual UNCRD textbook Series No. 8*
- 24 Myers Mary, (2007), “Monitoring and Evaluating Information and Communication for Development”, *(ICD) Programme Guidelines*, DFID
- 25 Ngai E.W.T& Cheng T.C.E(1998),”Survey of Computer-based technologies”. *International Journal of Quality & Reliability management* Vol 15 No 8/9, 1998 pp 827-843, MCB University Press.
- 26 OECD(1994), “The Measurement of Scientific and Technological Activities Using Patents Data as Science and Technology indicators”, *Patent Manual, Organization for Economic Co-Operation & Development*.
- 27 OG 3.50: *Monitoring and Evaluation of DDR Programmes*
- 28 Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC), *Evaluation Feedback for Effective Learning and Accountability, Evaluation and Aid Effectiveness*, No. 5, Paris, 2001;
- 29 Orr D. Allan (2004), *Advanced Project management: A complete guide to the processes, models and techniques*, Kogan Page
- 30 PACT’s *Evaluation Sourcebook*, 1984
- 31 Short Christopher, Temple M, Mills J, Morris C, Scott T.(2001), “Economic Evaluation of the Arable Stewardship Pilot Scheme”, *Report to DEFRA Econ Division*, Defra, London

- 32 Saunders, M., Lewis, Thornhill (2007), *Research Methods for Business Students-Fourth Edition*, Prentice Hall
- 33 Shapiro Janet, "Monitoring and Evaluation", *CIVICUS Toolkits*, World Alliance for Citizen Participation, Johannesburg, 2001, www.civicus.org
- 34 Small A. Kenneth (1998), "Working Paper, Project Evaluation, Transport Policy and Economics": *A handbook in Honor of John Meyer*.
- 35 Thompson A & Strickland (1996), *Crafting and Implementing Strategy, text & Reading*, 10th Edition Mc Graw-Hill Companies Inc
- 36 Thompson J (1997), *Strategic Management, Awareness & Change*, 3rd Edition, Thompson Business Press, UK
- 37 Perch Leisa (2005), "Strategy Paper: A framework for Monitoring the MDGs and Sustainable Human Development in CARICOM Region", *United Nations Development Program (UNDP), Sub-region office Barbados, OECS*
- 38 Wagner, Daniel A, Bob Day, Tina James, Robert B. Kozma, Jonathan Miller & Tim Unwin, 2005. "Monitoring & Evaluation of ICT in Education Projects": *A Handbook for Developing Countries*. Washington DC: infoDev/WorldBank
- 39 World Bank Report No.: 47618, March 2009; "Project Performance Assessment Report Romania, Telecommunications Reforms & Privatization Support Project", *Independent, Evaluation Group* (World Bank)
- 40 World Bank Report No.: 34052, October 2005; "Project Performance Assessment Report Kenya, Arid Lands Resource Management Project", *Sector, Thematic and Global Evaluation Group, Operations Evaluation Department* (World Bank).
- 41 www.mande.org
- 42 www.infodev.org/en/Publication_9.html
- 43 <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/KENYAEXTN>

APPENDIX

Date: 07/10/2009

Dear Sir/Madam,

RE: RESEARCH ON MONITORING AND EVALUATION

I am conducting a study entitled “**Monitoring and Evaluation: A Comparison Between Donor Funded and Non Donor Funded Projects in Kenya**”.

Attached is a self-administered questionnaire which is divided into TWO Parts. Part I consists of General Information about the Project, while Part II are questions to answer the specific objectives of the researcher. Please assist by completing BOTH parts. All the responses will remain anonymous and will only be used for the purpose of this research.

Yours Sincerely,

SAMWEL H. OGWENO

Email: magnetic_horizon@hotmail.com

Tel: 0722-748770

RESEARCH QUESTIONNAIRE

NB:

1. *This questionnaire is to be filed for a project that has been carried out NOT earlier than FIVE years from the date of its administration.*
2. *The project should have an implementation period of at least 3 months and not more than 5 years.*

PART I: GENERAL INFORMATION ABOUT THE PROJECT

1. Organization Name: _____
2. Type of the organization
Public **Private** **Not for profit** Tick most appropriate option
3. Project Name: _____
4. Position of respondent in the project (Tick most appropriate)
Sponsor **Project Management Team** **Organization Management** **Any Other** **Specify** _____
5. What is the Purpose of the project?

6. Who is the Sponsor of the project?
Donor **Internally Funded** (Tick one)
7. In which sector does the project fall?
Banking **Industrial** **Construction** **Education** **Health** **IT** **Energy**
Consultancy **Agriculture** **Any other**
Specify _____
8. What is the projects magnitude in terms of Estimated budget allocation?
Budget _____
9. What is/was the Project Estimated duration in terms of months as per the initial design?
Duration _____ **Months**
10. What is/was the average number of project staff involved as per the initial design of the project?
Less than 6 **6-10 people** **10-20 people** **21-50 people** **50-100 people**
101-200 people **200-500 people** **Over 500 people**
11. Project Actual expenditure at completion _____
12. Project Actual duration taken by the project: _____

13. In the spaces provided below, list the major expected outputs of the project

	Expected Outputs
1	
2	
3	
4	
5	

14 Were the outputs of the project listed above achieved? Tick one
 Yes[] No[] If No, proceed to PART II

15 In a scale of 1-5, indicate with a tick the extent at which the outputs in Question 13 above were achieved.

1-None 2-Low, 3-Moderate, 4-High 5-Very High

	Expected Outputs	Extent
1		
2		
3		
4		
5		
6	Overall	

PART II: QUESTIONS RELATED TO OBJECTIVES

Section 1- Relative Adoption of M&E in the Management of Projects

- 1 Was/Is the project monitored?
Yes[] No[] Tick the appropriate choice
- 2 Are/Was there any Evaluation done on the Project?
Yes[] No[] Tick the appropriate choice
- 3 What proportion of the budget was allocated for Monitoring and what percentage was put for Evaluation of the project?
 - a. Monitoring % -----
 - b. Evaluation %-----
 - c. Total for M&E (a+b) %-----
- 4 Indicate with a tick in the table below, whether the project has a **staff solely dedicated** for Monitoring and Evaluation (**1-None, 1-Internal Staff, 2-External Staff**)

	Activity	1	2	3
1	Monitoring			
2	Evaluation			

- 5 Indicate with a tick in the table below, the level at which each of the following processes of M&E was done.
(**1-Never Done, 2-Partially Done, 3-Fully Done**)

	Process	1	2	3
1	Preparation of logical project framework(description of the indicators of the project inputs, activities, and outcomes)			
2	Specification of information requirements ie what is to be measured			
3	Identification of sources of information			
4	Formulation of Project Management-How to collect and analyze data			
5	Determination of the findings-When and how often must data be collected			
6	Reporting of findings-How should the findings be reported			
7	Assignment of responsibilities: who is to perform the monitoring and evaluation tasks.			

- 6 Indicate with a tick in the table below, the level at which each of the following activities were done when monitoring work in progress (**0-None 1-Daily, 2-Weekly, 3-Monthly, 4-Quarterly 5-Yearly**)

	Process	0	1	2	3	4	5
1	Establishment of the standard						
2	Inspection						
3	Progress Reviews						
4	Validation of reports						
5	Testing						
6	Auditing						
7	Any Other (Specify)						

- 7 Indicate with a tick in the table below, the level at which each of the following reports are/were produced during the monitoring process. (**0-None, 1-Daily, 2-Weekly, 3-Monthly, 4-Quarterly, 5-Yearly**)

	Reports	0	1	2	3	4	5
1	Activity scheduling						
2	Financial						
3	Procurement						
4	Any other (Specify)						

- 8 Indicate with a tick in the table below, the level at which each of the following types of evaluation was done on the project(**1-None, 2-Partial, 3-Fully**)

	Process	1	2	3
1	Ex-ante evaluation/Feasibility			
2	On-Going(Concurrent Evaluation)			
3	Ex-Post (Impact)			

- 9 In a scale of 1-5 indicate with a tick in the table below, what is/was the rating of the project in terms of the following. (**1-Very Poor, 2-Poor, 3-Moderate, 4-Good, 5-Excellent**).

	Criteria Parameters	1	2	3	4	5
1	Quality					
2	Timeliness					
3	Use of financial resources					
4	Use of other resources(Personnel, Equipment)					
5	Any Other (Specify)					

Section 2: Role of M&E in the Management of the Project

- 1 Indicate with a tick in the table below, the relative contribution of M&E in determining the following elements of the project. **(1-None, 2-Partial, 3-Full)**

	Elements	1	2	3
1	Efficiency			
2	Effectiveness			
3	Efficacy (The capacity for beneficial change)			
4	Economy			
5	Any other (Specify)			

- 2 In a scale of **1-5** indicate with a tick, the relative importance of M&E in accomplishing the following roles in the management of the project. **(1-Inconsequential, 2-Low, 3-Moderate, 4-Important, 5-Very Important ie cannot do without).**

Role	Ratings				
	1	2	3	4	5
i) Policy decisions					
ii) Making strategic decisions					
iii) Realization of the objectives of the project					
iv) Accountability					
v) Learning					
vi) Capacity Development					
vii) Any Other(Specify)					

- 3 In a scale of 1-5, indicate with a tick, the relative importance of M&E to each of the following stakeholders in the project. **(1-Inconsequential, 2-Low, 3-Moderate, 4-Important, 5-Highly important ie cannot do without).**

	Stakeholders	Relative Importance				
		1	2	3	4	5
1	Donor/Sponsor					
2	Project Beneficiaries					
3	Organization as a whole					
4	Project Management Team					
5	Project Monitoring Unit					
6	Project Initiators					
7	Other Stakeholders (Specify)					

- 4 In each of the space in the matrix below, fill in the relative importance (in a range of 1-5), of the various roles of M&E to each of the stakeholders in the table.

(1-Inconsequential, 2-Low, 3-Moderate, 4-Important, 5-Highly important ie cannot do without).

	Stakeholders	Policy Decisions	Strategic Decisions	Realization of objectives	Accountability	Learning	Capacity Development
1	Donor/Financier						
2	Project Beneficiaries						
3	Organization as a whole						
4	Project Management Team						
5	Project Initiators						
6	Project Monitoring Unit						
7	Other Stakeholders (Specify)						

- 5 In the table below, indicate with a tick, how you agree with each of the statements.

(1-Strongly Disagree, 2-Disagree, 3-None Committal 4-Agree 5-Strongly Agree)

	Statement	Response				
		1	2	3	4	5
1	M&E is a requirement imposed by the donors/sponsor					
2	M&E does not play any significant role in Project Management					
3	The concept of M&E is not well understood therefore it is difficult to determine its role					
4	Management of Projects automatically involves M&E therefore no need of effecting M&E standard practices					
5	Only big projects in the Public and multinational corporations need to incorporate M&E practices.					

Section 3: Tools, Methods and Approaches

- 1 In a scale of **1-5**, indicate with a tick, the level of usage of the tools, methods and approaches that are used in M&E for the project

	Tools, Methods and Approaches	LEVEL OF USAGE				
		1	2	3	4	5
1	Use of Performance Indicators					
2	Use of Logical Framework (Logframe)					
3	Use of Theory based evaluation					
4	Use of Formal Surveys					
5	Use of Rapid Appraisal Methods					
6	Use of Participatory methods					
7	Use of Expenditure tracking surveys					
8	Use of Cost-benefit and cost-effective analysis					
9	Impact Evaluation					
10	Any other (Specify)					
11						

Section 4: The role of ICT in Project Management

- 1 Has there been or was there any use of ICT in the Monitoring and Evaluation of the project?

Yes[] No[]. Tick the most appropriate response

- 2 In a scale of 1-5 indicate with a tick in the table below, the rating of ICT contribution in Monitoring and Evaluation of the Project. (1-Inconsequential, 2-Low, 3-Moderate, 4-High, 5-Very High ie most critical driving factor)

	Activity	1	2	3	4	5
1	Monitoring					
2	Evaluation					

- 3 Indicate with a tick in the box below, the degree at which ICT was used in performing the roles listed below:

(1-Inconsequential, 2-Low, 3-Moderate, 4-High, 5-Very High ie most critical driving factor)

	Roles	1	2	3	4	5
1	Facilitation of the work of documenting					
2	Delivering the quality of documentation					
3	Easening the work of making Changes					
4	Keeping track of the project status					
5	Enabling information transfer where participants are geographically dispersed					
6	Imparting relevant information to different stakeholders					
7	Providing appropriate technology to archive and retrieve information					
8	Bringing in new innovations into the Project					
9	Establishment and management of information system (MIS) within the project					
10	Any Other (Specify)					

- 4 Indicate with a tick in the table below, the level of contribution of ICT in determining the following in the project.
(1-Inconsequential, 2-Low, 3-Moderate, 4-High, 5-Very High ie most critical driving factor)

		1	2	3	4	5
1	Efficiency					
2	Effectiveness					
	Efficacy					
	Keeping track of the project status					

LIST OF ORGANIZATIONS LIKELY TO HAVE *DONOR FUNDED PROJECTS*

	<u>ORGANIZATION</u>	<u>Address</u>	<u>Website</u>
1	African Rural Agricultural Credit Association		
2	African Union		
3	African Inter African Bureau for Animal Resources		
4	Amnesty International Kenya		
5	Amurt Switzeland		
6	Aquafind International Trust		
7	British Canadian International Organization Education Ltd		
8	British Council		
9	Buckner Orphan Care International		
10	Centre for the development of Enterprise		
11	United Nations Habitat		
12	Computer Aid International		
13	Danish Refugee		
14	Desert Locust Control Organization		
15	Drugs for Neglected Diseases		
16	Econews Africa		
17	European Investment Bank		
18	Fitca Regional Programme		
19	Food & Agriculture Organization of the United Nations		
20	Fred Hollows of E. Africa		
21	Futures Group Europe		
22	German Development Co-Operation		

23	German Financial Co-Operation		
24	GTZ International Services (GTZ)		
25	GTZ-Special Energy Programme		
26	GTZ-Family Planning Support Unit		
27	IGAD Climate Prediction & Applications Centre		
28	International Committee for the Development of the People		
29	International Development Research Centre(IDRC)		
30	International Finance Corporation (IFC)		
31	International Labour Organization		
32	International Medical Corps		
33	International Monetary Fund		
34	International Organization for Migration		
35	Migration Health Assessment Centre		
36	Transit Centre		
37	International Trade Union Confederation-African Regional Organization(ITUC-Africa)		
38	Kenya Mission to UNEP		
39	Nepad Kenya Secretariat		
40	Permanent Mission to UNEP		
41	United Nations Development Programme-Somalia		
42	United Nations Human Settlement Programme (UN-HABITAT)		

43	USAID Mission		
44	World Bank Group, the (IBRD,IFC, MIGA)		
45	World Health Organization(WHO)		
46	World Meteorological Organization		
47	World Reformed Relief		

LIST OF PRIVATE ORGANIZATIONS

	<u>ORGANIZATION</u>	<u>Address/Telephone</u>	<u>Website</u>
1	Ernst & Young	Box 44286, 0722806613	info@ey.co.ke
2	Delloite & Touch	4230000/4441344	
3	Price Waterhouse Coopers	254202855000	
4	Acacia Media Services	2243413	
5	Andrew Crawford Productions	2728751	
6	Kenya Postel Directories	2751000	
7	Ogilvy & Mather (EA)	2717748	
8	Athi River Mining		
9	BOC Kenya Ltd		
10	British American Tobacco Kenya Ltd		
11	Carbacid Investments Ltd		
12	Olympia Capital Holdings		
13	E.A Breweries Ltd		
14	Sameer Africa Ltd		
15	Unga Group Ltd		
16	Crown Berger (K) Ltd		
17	Kenya Power & Lighting Co Ltd		
18	Total Kenya Ltd		
19	Kengen Ltd		
20	Barclays Bank of Kenya		
21	Kenya Commercial Bank		
22	Equity Bank		
23	Diamond Trust Bank		
24	Access Kenya Group		
25	Marshals E.A		
26	Car & General Ltd		

27	Hutchings Biemer Ltd		
28	Kenya Airways		
29	CMC Holdings Ltd		
30	Nation media Group		
31	Standard Group Ltd		
32	Safaricom Ltd		
33	Zain		
34	Kenya Institute of Management (KIM)		
35	Kenya Methodist University		
36	KCC		
37	Gogni Rajope Construction Haidco Ltd		
38	Anthil Construction Co		
39	Computer Solutions Provider		
40	Nairobi Water & Sewerage Co		
41	Nairobi City Council		
42	Symphony		
43	City & Guilds		
44	Kenya Comfort Hotel		
45	Serena Hotels E.A		
46	Laico Regency Nairobi		
47	Telkom Kenya		
48	Kenya Tea Development Authority		
49	National Social Security Fund		
50	National Hospital Insurance Fund		
51	National Housing Corporation		