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**ENHANCING ACCESS TO KENYA'S  
AGRICULTURAL SCIENCES AND  
TECHNOLOGY (AS&T)**

**Kenya Agricultural Research Institute**

**FINAL EVALUATION OF TECHNICAL AND  
FINANCIAL REPORTS**

**To**

**AFRINIC Ltd.**

**Patricia SENGHOR – Cooperation & Project Development Manager**

**By**

**SANVI & Co.**

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## Table of Contents

<b>EXECUTIVE SUMMARY</b> .....	<b>3</b>
<b>I. CONTEXT AND DESCRIPTION</b> .....	<b>3</b>
<b>II. PURPOSE AND EXPECTED USE</b> .....	<b>3</b>
<b>III. OBJECTIVES</b> .....	<b>4</b>
<b>IV. FINDINGS AND CONCLUSIONS</b> .....	<b>4</b>
<b>V. KEY RECOMMENDATIONS</b> .....	<b>4</b>
<b>THE EVALUATION</b> .....	<b>5</b>
<b>1. BACKGROUND INFORMATION</b> .....	<b>6</b>
1.1. PURPOSE .....	6
1.2. AUDIENCE AND USE .....	6
1.3. OBJECTIVES .....	7
1.4. METHODOLOGY .....	7
1.5. TEAM.....	9
<b>2. THE PROJECT</b> .....	<b>10</b>
2.1. CONTEXT .....	10
2.2. UNDERLYNG RATIONALE .....	10
2.3. STAKEHOLDERS AND BENEFICIARIES .....	11
2.3.1. Stakeholders .....	11
2.4. CONCEPTUAL MODEL.....	12
2.4.1. Resources and activities .....	12
2.5. RESULT CHAIN AND LOGICAL FRAMEWORK.....	14
2.6. PROJECT MONITORING SYSTEM .....	14
2.7. EVALUATION FINDINGS .....	14
2.7.1. DESIGN.....	14
2.7.2. EFFECTIVENESS.....	15
2.7.3. EFFICIENCY OF PLANNING AND IMPLEMENTATION .....	15
2.8. RECOMMENDATIONS .....	16

# EXECUTIVE SUMMARY

## ***I. CONTEXT AND DESCRIPTION***

FIRE is a Grant and Awards program designed by AFRINIC in order to support and encourage the development of solutions to information and communication needs in the Africa Region. It places particular emphasis on the role of the Internet in the social and economic development for the benefit of the African community.

Launched in May 2012, the program is partly funded by two donors: IDRC and SIDA International Development Agencies. In 2013, AFRINIC selected eleven grant recipients which received 10 000 USD each for their project.

The grantees are bound by several obligations, which are among other things:

- Implementation and use of the project funds solely to perform the objectives and activities of their project
- Use the funds in accordance with the budget set out in their application
- Submission of an Interim and a Final Report in accordance with AFRINIC's report guidelines outlined in the Memorandum of Grant Conditions.

## ***II. PURPOSE AND EXPECTED USE***

AFRINIC required this evaluation in order to confirm that the project is run in accordance with the following criteria:

- Quality and reliance of design
- Effectiveness
- Efficiency of implementation
- Impact and potential of sustainability
- Replicability

AFRINIC also requires this evaluation to be run on the basis of the Interim and Financial Reports sent by the project in accordance with their obligations.

### **III. OBJECTIVES**

AFRINIC requires this evaluation to ensure of the following:

- The project meets identified objectives;
- Enhance the Design and the implementation of FIRE programme;
- Demonstrate and Improve the impact of the various projects on the local community;
- Develop recommendations to improve the implementation and the monitoring of future projects;
- Ensure that funds allocated to the various projects are used efficiently and within the initial identified scope.

### **IV. FINDINGS AND CONCLUSIONS**

All the major activities of the project have been performed. However the report failed to point some important information as the risks encountered by the project and the archiving system in place. But, the great potential of impact on development is one of the major advantages of this project and that should be capitalized.

### **V. KEY RECOMMENDATIONS**

This project has great potentials of success and a long-term social impact. Nevertheless, it appears important that the quality of the report does not reflect a well-done job. In addition, the risks encountered by the project have not been identified in both reports submitted by the project team. Overall, even the project seems to have been well implemented, the project team should pay attention to the quality of information disseminated to the main stakeholders.

# **THE EVALUATION**

## **1. BACKGROUND INFORMATION**

### **1.1. PURPOSE**

AFRINIC required this evaluation in order to confirm that the project is run in accordance with the following criteria:

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- Effectiveness
- Efficiency of implementation
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- Replicability

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- The project meets identified objectives;
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- Develop recommendations to improve the implementation and the monitoring of future projects;
- Ensure that funds allocated to the various projects are used efficiently and within the initial identified scope.

This evaluation is also required by AFRINIC in order to help the project in its implementation in accordance with the Memorandum of Grant Conditions.

### **1.2. AUDIENCE AND USE**

The stakeholders who will make use of the evaluation reports are:

1. FIRE programme – AFRINIC
2. International Development Research Center (IDRC)
3. Swedish International Development Agency (SIDA)
4. The grantees
5. Prospective applicants to FIRE program

### 1.3. OBJECTIVES

AFRINIC requires this evaluation to ensure of the following:

- The project meets identified objectives;
- Enhance the Design and the implementation of FIRE programme;
- Demonstrate and Improve the impact of the various projects on the local community;
- Develop recommendations to improve the implementation and the monitoring of future projects;
- Ensure that funds allocated to the various projects are used efficiently and within the initial identified scope.

### 1.4. METHODOLOGY

The evaluation methodology is linked with the objectives, the evaluation questions and the type of evaluation.

<b>Evaluation criteria</b>	<b>Key Results Areas</b>	<b>Evaluation questions</b>	<b>Data sources</b>
<b>Design</b>	Assess the extent to which the project responds to priority issues and identified objectives.	<ul style="list-style-type: none"> <li>• Are the project objectives still valid?</li> <li>• Has the project team put in place the appropriate strategies?</li> <li>• Are there major risks that have not been taken into account?</li> </ul>	<ul style="list-style-type: none"> <li>• Design documentation.</li> <li>• Project objectives.</li> <li>• Interim and final technical reports.</li> </ul>
<b>Effectiveness</b>	Assess the project major key results.	<ul style="list-style-type: none"> <li>• Are the obtained results aligned with planned objectives?</li> <li>• Are the results in acceptable both in terms of the quantity and their quality?</li> </ul>	<ul style="list-style-type: none"> <li>• Interim and final technical reports.</li> <li>• Project management plan.</li> <li>• Result monitoring report.</li> </ul>
<b>Efficiency</b>	Assess the extent to which: - Project plan has been	<ul style="list-style-type: none"> <li>• To which percentage has project plan been achieved to date?</li> </ul>	<ul style="list-style-type: none"> <li>• Project management plan.</li> </ul>

	<p>followed;</p> <ul style="list-style-type: none"> <li>- Project reports are up to date.</li> </ul>	<ul style="list-style-type: none"> <li>• Are expenses aligned with established budget?</li> <li>• Have data collected archived for future use?</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring and control reports.</li> <li>• Financial reports.</li> <li>• Interim and final technical reports.</li> </ul>
<b>Impact</b>	<p>Assess to which extent the project will have a long-term positive impact on local community.</p>	<p>To which extent has the project's general objectives and final goals been achieved?</p>	<ul style="list-style-type: none"> <li>• Project objectives</li> <li>• Interim and final technical reports.</li> <li>• FIRE programme objectives</li> </ul>
<b>Sustainability</b>	<p>Assess to which extent the project has been socially and politically adopted by the local community.</p>	<ul style="list-style-type: none"> <li>• Will the project contribute to long-term benefits?</li> <li>• Would the long-term benefits be materialized by the implementation of an organization?</li> <li>• What are the costs implications for scaling up impact?</li> <li>• Are there savings that could be made without compromising delivery?</li> </ul>	<ul style="list-style-type: none"> <li>• Project benefits report.</li> <li>• Project cost report.</li> <li>• Project monitoring report.</li> </ul>



### **1.5. TEAM**

**M. Kenneth SANVI, PMP**, is a Canadian Consultant in International Development, specialized in all areas of project management. M. SANVI is a seasoned expert with many audits and evaluations projects in several countries in Africa. He is also a trainer in many areas among which, monitoring and evaluation.

**Ms. Rebecca GIDEON, CISA** will perform the evaluation of Information Technology aspects of the reports. Ms. Gideon is an experienced Information Technology professional with over seven years of diversified experience.

## **2. THE PROJECT**

### **2.1. CONTEXT**

The Kenya Agricultural Information Network (KAINet) was officially launched on 14 May 2009. The project's overall objective was to establish a pilot implementation of an electronic repository as part of the Kenyan national agricultural sciences and technology information system in relation to the Strategy for Revitalizing Agriculture (SRA). The pilot project was also responding to the need for a platform that would support information management, exchange and impact on food security and development within the sector agricultural in Kenya and the global need for coherence in the management of agricultural information to enhance information exchange and access.

KAINet was set up to foster improved archiving, dissemination and sharing of agricultural content between researchers and other stakeholder groups. KAINet's vision is to make public domain agricultural information and knowledge accessible to all. Its mission is to build a common and freely accessible information system through partnership in the generation, collection, processing archival, and dissemination of agricultural information. Providing access to metadata and their associated full-text documents is one way of working towards achieving the network's vision.

The proposed project is aimed at addressing the above problem and contributing to making public domain agricultural information and knowledge generated in Kenya accessible to all.

The founding partners of KAINet are:

- Kenya Agriculture Research Institute (KARI)
- Kenya Forestry Research Institute (KEFRI)
- Ministry of Agriculture.

### **2.2. UNDERLYNG RATIONALE**

While the KAINet e-Repository has over 38,000 metadata the number of full-text documents available in the repository is around 500 (0.013%). This means that almost all the documents in the repository, except for their metadata, are not accessible to online users. The documents are held KAINet stakeholder institutions and most of them are in physical/print format. KAINet member institutions have the basic digital ICT (hardware and software) including staff and workflows to develop and manage digital repositories. However, they lack resources to carry out

retrospective digitization of information materials to populate the e-repository and ultimately provide access to these resources through the KAINet e-Repository.

KAINet's vision is to make public domain agricultural information and knowledge accessible to all. Providing access to metadata and their associated full-text documents is one way of working towards achieving the network's vision. The proposed project is aimed at addressing the above problem and contributing to making public domain agricultural information and knowledge generated in Kenya accessible to all.

The specific objectives of the project are:

1. To digitize and process (based on agreed standards, tools and mechanism for information exchange and long-term preservation) agricultural sciences and technology information documents in the KAINet member institutions and include them in institutional e-repositories;
2. To establish a mechanism for harvesting metadata and associated full-text digital documents for the KAINet e-Repository;
3. To promote KAINet e-Repository and services in Kenya and international level.

### **2.3. STAKEHOLDERS AND BENEFICIARIES**

#### **2.3.1. Stakeholders**

- a. FIRE programme – AFRINIC
- b. International Development Research Center (IDRC)
- c. Swedish International Development Agency (SIDA)
- d. Kenya Agricultural Research Institute
- e. Kenya Forestry Research Institute
- f. Ministry of Agriculture
- g. Research scientists
- h. Lecturers
- i. Students
- j. Member of the public

### 2.3.2. Users & Beneficiaries

- a. Farming committee
- b. Agricultural scientists
- c. Policy makers
- d. ICT professionals
- e. Academicians
- f. Business partners

## 2.4. CONCEPTUAL MODEL

### 2.4.1. Resources and activities

The founding partners of KAINet are:

- a. Kenya Agriculture Research institute (KARI)
- b. Kenya Forestry Research Institute (KEFRI)
- c. Ministry of Agriculture.

The project team is made of the following members:

- a. KAINet Coordinator who is responsible for managing and administering the project;
- b. KAINet System Administrator.

The main project's activities are as follow:

### 1. **Digitize and process agricultural sciences and technology information documents for the institutional e-repositories, based on agreed standards, tools and mechanism for information exchange.**

#### Sub-Activities

- Obtain copyright clearance for the documents, where this is required (i.e. for documents co-produced with another institution, articles published in journals, etc), to be digitized and included in the e-repositories;
- Link already digitized documents to their associated metadata;
- Digitize the documents following the established institutional document workflows;
- Create metadata, based on agreed standards and methodologies for information exchange adopted by KAINet;
- Conduct quality control of both the digital documents and metadata.

**2. Enhance the visibility of AS&T content in the institutional and KAINet e-Repositories on the Internet**

Sub-Activities

- Review the existing technical infrastructure supporting institutional repositories in KAINet member institutions;
- Migrate from WebAGRIS tools to AgriDrupal and AgriOceanDspace “suite of solutions” for agricultural information management and dissemination;
- Develop mechanism and guidelines for the exchange of metadata and full-text documents between institutional repositories and KAINet e-Repository, based on AgriDrupal and AgriOceanDspace.

**3. Capacity Development in Agricultural Information Management and Dissemination**

- Train information professionals and IT support staff in KAINet member institutions on AgriDrupal “suite of solutions” for agricultural information management and dissemination.

**4. Promote KAINet e-Repository and Services in Kenya and the International Level**

Sub-Activities

- Hold KAINet introductory seminars/presentations in agricultural research institutes and universities of agriculture
- Design and print KAINet brochures and posters
- Register the KAINet e-Repository with DOAR
- Develop and print promotional materials

**2.4.2. Expected results**

Expected immediate outputs of the project are as follow:

- a. Digitize 10,000 documents and include them in the institutional repository for easy access on the KAINet e-Repository;
- b. Implement a mechanism for harvesting automatically metadata and full-text documents from institutional repositories into the KAINet portal;
- c. Train 20 staff using AgriDrupal.

## **2.5. RESULT CHAIN AND LOGICAL FRAMEWORK**

The implementation of this project started with an inception workshop bringing together the three participating institutions. During that workshop, members were briefed of the objectives of the project and modalities and framework to follow were agreed upon. In addition, training was organised and attendees were coached on the institutional repository information management platforms. A team of librarians and ICT personnel from each institution were trained to manage the information and the system. Moreover, technical follow-up exercise is on going to ensure that each organization have a functional institutional repository.

## **2.6. PROJECT MONITORING SYSTEM**

It is to be noted that project team has elaborated a very thorough monitoring and evaluation plan. In effect, each objective is listed with activities to be carried out to achieve the objective, resources required and measuring process.

Though we can conclusively state that data archiving is performed, the report does not highlight the system in place to ensure the same.

The interim report had recommended that in the final report, project team clearly describes archiving strategy, but this hasn't been performed.

## **2.7. EVALUATION FINDINGS**

### **2.7.1. DESIGN**

#### ➤ Valid objectives

The project objectives remained valid throughout the project lifecycle. However, most of the project's outputs have not been delivered. A technical follow-up exercise is on-going to ensure that each institution have a functional institutional repository.

#### ➤ Appropriate strategies

To ensure a good success, project team worked in close collaboration with the three institutions. Various trainings were organized to ensure proper adoption of the system and enable stakeholders to better manage the information and the system. In addition, various technical support activities have been identified to ensure that the system is properly maintained.

In view of the above, it appears that project team has a well-defined strategy laid out. Nevertheless, we would like to point out that said strategy was not clearly stated in the report as pointed out in the interim report.

- Major risks not accounted for

This report has not identified any major challenge or risk encountered by the team. Despite having a good implementation plan, we believe that project team has surely faced some challenges. Even recommended in the interim report, the risks have not been pointed out in this report.

### **2.7.2. EFFECTIVENESS**

- Results aligned with planned objectives

Based on this report, results obtained are aligned with planned objectives, even there are on-going activities.

- Results acceptability

As previously stated, a clear monitoring and evaluation strategy has been articulated thus enabling the team to properly measure results obtained.

### **2.7.3. EFFICIENCY OF PLANNING AND IMPLEMENTATION**

- Percentage of achieved project plan

Based on this report, all the major activities have been performed. However, some activities are on-going. For example, a technical follow-up exercise is on-going to ensure that each institution have a functional institutional repository. We recommend that these on-going activities should be well followed by the project team to ensure the achievement of all the planned objectives.

- Expenses aligned with budget

On the basis of report submitted, we can point out the emergence of a non-budgeted expenditure, though quite minor. Overall, we can ascertain that expenses are aligned with budget. However, it is important to put an important accent on the quality of the report to avoid errors of calculation as it appears in the financial report submitted.

- Archive of collected data

The archiving process has not been defined in this report. Though we can assume that some form of archiving is being performed, we recommend that project team clearly articulate which data are being collected and how the archiving is being performed.

### **2.7.3. IMPACT**

- General objectives and final goals achieved

The project main objective is to meet the needs of disseminating agricultural information to the farming committee while enhancing collaboration among scientist and providing policy makers with a decision making tool. Based on the report, we can assume that the final goals are achieved according to the defined plan.

- Long-term benefits contribution

Undeniably, this project will lead to positive long-term impact. Agriculture in Kenya is the largest contributor to GDP. Farming is the most important economic sector in Kenya and just as it is the case in many other African countries, agricultural research are only available in the form of grey literature hence not easily accessible and visible for review and updates.

### **2.8. RECOMMENDATIONS**

This project has great potentials of success and a long-term social impact. Nevertheless, it appears important that the quality of the report does not reflect a well-done job. In addition, the risks encountered by the project have not been identified in both reports submitted by the project team. Overall, even the project seems to have been well implemented, the project team should pay attention to the quality of information disseminated to the main stakeholders.