

**FACTORS INFLUENCING EFFECTIVE PROJECT EVALUATION OF UNITED
NATIONS' ICT PROJECTS IN KENYA**

MAYUEN MAJOK BRIMO



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DECLARATION AND APPROVAL

This project is my original work and has not been presented for any degree in any other university or for any other award.

Signature:.....*BrimoMajok*..... Date:.....28th October 2024.....

MCSPM/2021/43676

Mayuen Majok Brimo

I confirm that the work reported in this project was carried out by the candidate and approved under my supervision.



Signature:.......... Date:.....28th October 2024.....

Dr. Ruthwinnie Munene

Lecturer,

Department: Accounting and Finance

Mount Kenya University

DEDICATION

This research project is dedicated to family members my beloved wife Angela, our Children Vanessa, Chanelle, Emma and my dad Martin for all their encouragement.



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My gratitude and appreciation go out to The Almighty God for His continued guidance and wisdom throughout the journey from the beginning of this University course to the completion of this research project today. I am sincerely grateful to my supervisor Dr. Ruth Winnie Munene and the entire teaching staff of the Mount Kenya University, for the dedicated efforts, support, and advice on the course of my studies and design of this research project and close supervision up to the completion of the work. I also acknowledge classmates, fellow students and those who recommended this higher institution for their support, contribution, and encouragement. To you all, I say your contribution is highly appreciated. This research project could have not been possible or completed without you and your support. Thank you very much.



ABSTRACT

In as much as several development objectives have recognized the aspects of ICT as critical in achieving the set goals, several UN ICT projects in Kenya have not achieved their desired performance. This research was undertaken using a report by the OIOS for the year 2018 and under the objective of considering the function of evaluation as well as the use of evaluation findings. The purpose of the study was therefore to determine factors that acted as determinant in the assessment of ICT projects in the United Nations, Kenya. The objectives were: to test the relationship between the evaluation budget and the evaluation of UN ICT projects in Kenya, to test the relationship between the availability of evaluation material and network on the evaluation of UN ICT projects in Kenya, to test the relationship between the competency of organization members and the evaluation of UN ICT projects in Kenya, and to test the relationship between the awareness of the benefits of evaluation by organization members and the evaluation of UN ICT projects in Kenya. The target population was 98 United Nations Information Communication Technology (ICT) employees stationed in Kenya. The theoretical framework involved TPPK as well as Constructivism Theory. Convenience purposive sampling was used, and the research relied on quantitative questionnaires. Data analysis was done by the use of statistical package of social sciences (SPSS software). Pre-Testing of the instruments was done through pilot testing in order to reduce the level of error associated with reliability and validity. The overall research findings revealed that there was a significant positive correlation between evaluation budget and evaluation of UN ICT project performance in Kenya ($r=0.408$, $p<0.0001$). The findings also showed that significant positive correlation between availability of material and network and evaluation of UN ICT project performance in Kenya ($r=0.349$, $p=0.001$). There was also a significant positive correlation between organization member's competency and evaluation of UN ICT project performance in Kenya ($r=0.365$, $p=0.001$). There was also a significant positive correlation between awareness of benefits on evaluation of UN ICT project performance in Kenya ($r=0.448$, $p=0.001$). The study concludes that it was established relationship between the four variables that is evaluation of budget, availability of material and network, organization members. The study recommends further exploration of challenges facing project evaluation report implementation and their effect on operational efficiency and adaptability of UN ICT projects in Kenya. This will provide crucial insights into mitigating these challenges and enhancing UN ICT project performance in Kenya.

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LIST OF ABBREVIATIONS AND ACROMNYS

AEA	American Evaluation Association
CES	Canadian Evaluation Society
ECG	Evaluation Cooperation Group
EE	Empowerment evaluation
EES	European Evaluation Society
ERP	Enterprise Resource Planning
FAO	Food and Agriculture Organization
GA	General Assembly
ICT	Information and Communication Technology
IEEE	Institute of Electrical and Electronics Engineers
ILO	International Labour Organization
IOCE	International Organization for Cooperation in Evaluation
IPSAS	International Public Sector Accounting Standards
NONIE	Network of Networks for Impact Evaluation
ECD	European Co-operation and Development
OIOS	Office of Internal Oversight Services
PMI	Project Management Institute
SEB	Secretary General Bulletin
SLEVA	Sri Lanka Evaluation Association
UNAIDS	United Nations Joint Programme on AIDS
UN	United Nations
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNON UNSOA	United Nations Office at Nairobi United Nations Support Office for AMISOM

CHAPTER ONE

INTRODCUTION

1.0 Introduction

This chapter is basically about the various component and variables that make a successful project and the various processes in the project management. Chapter One typically serves as the introduction to the study. It sets the stage for the entire research by providing an overview of the problem, purpose, and significance of the study. The components include, Background of the Study, which provides context for the research topic. It outlines the broader subject area, key concepts, and the relevance of the research. It may include a brief history of the topic, current trends, and gaps in the existing literature. Statement of the Problem, which identifies the specific problem that the research aims to address. Purpose of the Study, that explains the aim of the research. It describes what the research intends to accomplish, whether it's exploring a new idea, solving a problem, or testing a hypothesis. Research Questions or Hypotheses, this section lists the key questions the research seeks to answer or the hypotheses it aims to test, Significance of the Study, Scope and Delimitations, which outlines the boundaries of the research, such as the specific aspects of the topic that will be covered and any limitations or exclusions, Definition of Terms defines all terms used in the research, and lastly organization of the proposal, that provides an overview of how the proposal is structured. It briefly explains what will be covered in subsequent chapters.

1.1 Background of the Study

Project management is related to organizing all of the project components in a masse to make sure the project is successfully finished. It is the scientific application of modern tools and techniques in scheduling, budgeting, building, monitoring, and coordination of

project activities in order to reach the expected outcomes framework objectives with reference to time, and budget. Therefore, the proper management of a project is to manage the processes of the projects according to the project stage.

The project described here means a specific kind of process purpose to be performed, which will develop, within a given period of time, and will consume resources. The project resource consists of 4 main components that can be allocated and managed appropriately in order to ensure that the project is finished on the scope, time and budget. The resources might be referred to as tools and they are people, time, money, and everything that falls in the scope. On the other hand, the program is something that is involved in a process that runs continuously while a series of different projects must be managed. Prices vary from micro-projects to world-size tasks that range from simple to complex. (Hunter, 2019).

As a result, people recognize that Project Management is believed to be the best strategy organizations apply to handling change brought about by projects. This is because such kind of management has systems and resources which it utilizes for control and implementation of various project engagements within the framework of their deliverables, timelines and budget (Shapiro, 2017). Among the tools that helps the project managers to understand if everything follows in line with the plan and how conditions might have changed is monitoring and evaluation. They provide to the administrative with data that help them in making decisions on regard with the project. Monitoring and evaluation (M&E) can be helpful to all kinds of activities, large or small, as they can on-target and off-target zones be identified (Hunter, 2019).

Depending on the project diversity, different monitoring and evaluation systems are also necessary/ important (Shapiro 2017). It is, however, the most sought-after M&E systems by project managers whether it is developed on M&E matrix using Logical Framework

Approach to M&E (the same terms or phrases are located in the bracket) (Welsh et al., 2015). However, the Project Evaluation is a scientifically based and a critical instrument used to assess both the weaknesses and strengths of any given project (Hunter, 2019). Therefore, this is a gauge or indicative of the performance. Measurement is an important tool in finding out the efficiency, effectively and impacts of projects. There are two types of evaluations: Possible evaluation done when the project is ongoing – Formative evaluation; and possible evaluation done after the end of the project – Summative evaluation.

Evaluation involves considering what that project was planned for, reviewing degree of its involvement in the goals envisaged, effective use of resources and implications of introduced costs, sustainability and the implications for the stakeholders (Hunter, 2019).

A perfect management stems from evaluation that is, a perfect management package. Assessment of the effectiveness, through measuring this complements the monitoring, by presenting an independent and in-depth feedback of things that worked and things that did not.

1.1.1 The Monitoring and Evaluation System (M & E)

Adoption of Monitoring and Evaluation has increasingly become a significant program and a tool for management. Peterson (2018) highlights that Monitoring involves collection and analysis of all the ideas based on a certain intervention or program. Evaluation on the other hand has been described to be an assessment focusing on providing answer to a question which relates to an intervention or a program. Based on the two descriptions, it is clear that M & E systems are ongoing processes that any organization may need to be involved in. Monitoring and evaluation processes are planned activities which are part of the planning stage of any project that needs execution (Joram, 2019).

Evaluation processes in an organization are often adopted and implemented to keep the work in line and have the management aware of state of activities needed to successfully undertake the organizational projects (Argwins, 2017). If implemented effectively, monitoring and evaluation becomes a tool in the institution for achieving successful and effective management of projects through which a stable base for evaluation can be achieved. Evaluation can ascertain the management of the resources needed to implement the projects is adequate, appropriate for utilization or whether they are not suitable for achieving project objectives. Evaluation focuses more on the outcomes and the final results that can be realized in the end of implementation of the project. Evaluation process is often involving a periodic assessment of the possible changes needed to have a predetermination of the results relating to the project implementation interventions (Aradi, 2017).

Evaluation is an important stage to the managers since it helps them arrive at a decision on the destiny of the project as well as assessing of the project has attained its objectives initially set. Monitoring and Evaluation practices can guarantee the management of the organizations positive results that may further lead to an increase in the organizational performance.

According to Bruno & Kennedy (2018), monitoring and evaluation systems play a significant role when it comes to achieving accountability when it comes to making informed decisions at policy levels. The implementation aspects of monitoring and evaluation are deemed to be integral part in designing programs that provide easy reporting of the expected results, which also means being accountable. Besides, monitoring and evaluation systems ensures that efficiency and effectiveness are guaranteed in the process of project implementation. This guarantees distribution of resources effectively, from which a better decision-making can be achieved. Evaluation and Monitoring of projects should be in a position to give out achievement of all the goals of any project under execution

(Bruno,2018). The monitoring and evaluation can also be useful when it comes to meeting the priority needs of an organization.

Juan (2019) pointed out that noted evaluation systems should as well ensure community engagement as well as having a strengthened local capacity can be made into application throughout the Programme cycle. Therefore, such community organizations that would be implementing such evaluation systems need to be keen and involve the community in the question of demographical characteristics of a community that could be the main beneficiary of the project. The evaluation of the output is one of the crucial steps to determine the benefits that audiences or end users have got from the value delivered and also to apply the results for the maximum profitability of the organization (Hunter, 2019). Nevertheless, first and foremost, the study on the aspects that affect the evaluation of projects is even more of an issue which should be paid much more attention to so that the process of evaluation can more successful as well as obtain more advantages from the process.

Monitoring and evaluation are considered a core tool in project management quality improvement initiatives, mainly in the aspect of project development, finance and managing complex deals. In accordance to the strategy, durability as well as sustainability are adhered to by considering their validity on the short- and long-term basis (Dobrea, et al., 2019). The function of monitoring allows the project leaders not only to be aware of how the project are proceeding, but their labor force as well (Houston, 2019). Therefore, monitoring take place as the background that allows minimizing in term of time and cost overruns, while the procedures of quality implementation of the project are being adhered to. Of the same order of magnitude, assessment is a tool that helps the project designers and implementers establish the extent of their work on whether the objectives set forth in the texts about the project have already occurred.

According to the work of Hwang and Lim (2018), Monitoring and evaluating practices, fund, managing, activity planning and quality performance is very useful to analyze the performance of the projects. He, thus, determined that this association could be the key to fruitful achievement of the project at present. Ika et al., (2016) did a regression analysis to detect the positive relationship between the key success factors and the project performance through a significant statistical examination. The variable includes include supervision, project management & design, capacity building & function settings. Firstly, reinforced the theory and practice that the most illustrious determinant of any success of the teams is the design and the process monitoring.

The role of performance monitoring and evaluation (M&E) is emphasized by Ika et al. (2015) to the effect that it is a key determinant of project success. The research of (Chin, 2016) indicated that the levels of detailed project plan didn't affect the project performance also the notable result of their data showed the performance outcomes were reliant on extent of monitoring and evaluation practices used. To successfully employ self-sustainability as an early indicator of projects having long-term effects is the most crucial challenge. And considering that the role of M & E begins surpassing planning in maximizing the performance of projects. On the other side on the other, the monitoring of the project by the management to actualize its objectives is another measure of the project management (Chin, 2016). In October upon November 2015 a UNDP assessment was done to show how development projects behaved. The idea therefore was to identify those areas that needed to be changed to improve on the performance of the team. This is what came first – monitoring, evaluation and planning of the plotted projects. In other words, UNDP placed much emphasis on the audit and assessment of its projects and the outcomes or impacts they create.

1.1.2 Performance of the Project

M&E systems have become a significant body of the project management life cycle (Bhatt, 2017). According to Dayson (2017), control entails collecting and analyzing information relevant to the task that is to be implemented. Evaluation, on the other hand, relates to assessing who is responsible for performing what function. The two definitions provide an outlook of what monitoring and Evaluation entail. Monitoring is an ongoing process that is only based on the project's planned activities to be implemented. Monitoring is as important as a tool that keeps project managers on track to know whether project activities are in line or not during project implementation. Monitoring is termed to be of importance if done properly since it offers an appropriate evaluation of the project base (Martha, 2016).

Project monitoring can help to ascertain whether project resources are appropriately utilized during project execution. James (2018) emphasizes that the monitoring is quite important in order to ascertain that project managers are doing the correct thing within all the cycles of project management as Evaluation is mainly driven by the parson's results which are implementation of the project. Monitoring and evaluation systems which are in place during the project implementation period and even after the closure of the project are highly crucial (Rangivee, 2017). For production of projects, project managers require to have taken in consideration all what it takes to implement monitoring and evaluation systems such as the cost, times, human resource levels and skills. Hence, the management entities and donors of the projects need to grasp these aspects to show the demonstration of interest in executing the monitoring and evaluation process in ensuring the achievement of the set mission and purposes of the projects.

As Ober (2018) suggests, the project implementers on their part, including the designers, must bear the burden of evaluation and monitoring throughout the project implementation process. Therefore, M&E plays a pivotal part during any stage of the project development

life cycle because it does not only allow us to have a glimpse of the on-going projects but also, gives us an insight into whether the projects are effective or not (Jose, 2017). Many different variables influence the performance of projects in organizations. These factors may include and not limited to levels of involvement of stakeholders, the total cost for M&E implementation, expertise and levels of competence, and duration for the planning process.

The emphasis on M&E of the relevance and performance is connected to the operation of safeguarding project programs supported and carried out by AMREF Health Africa to ensure that these factors don't negatively influence their projects and the entire society. Project intervention usually brings value to stakeholder under their scope of interest. The stakeholders' interest in the project is referred to as stakeholder value. Impacts from a specific stakeholder, objective and indicator on that project are evaluated by the process of impact evaluation on whether it has delivered the value to the stakeholder or not becomes the method. Impacts modelling needs to verify the extent to which the intervention yields useful outcomes. Whether the perception or the attitude of stakeholder towards the purpose on a regulation influence the values that are underneath an intervention (NONIE et al., 2019).

1.1.3 United Nations projects

United Nations invest in multiple projects that spread across the world every year and the amount is in multi-millions. UN in the 2012-2013 year was given approval by General Sessions for regular two-year budget amounting to USD 5,115,2 million (UN, 2017), where part of monies was used in an internal project. With the fact that the United Nations have guidance on efficiency of the administrative and financial functioning (UN General Assembly Resolution: The 2015 "Report of the Secretary-General on Evaluation" and "Evaluation in the UN System UN Evaluation Group NET, 2005) and Evaluation

Norms in the UN System UN Evaluation Group, 2015”, the implementation of these frameworks still lack significant improvement in contributing in making the UN an effective and efficient organization to attain its goals as per (OIOS From SGB bulletins which discuss rules and regulations concerning the planning of relief efforts, adding the program design to the budget, the follow-up to implementation and the evaluation methods. Furthermore, introducing the project evaluation is very important to organization in various aspects. These include enhancing knowledge construction, capacity building, organizational learning process, facilitating decision making, problem solving, meeting objectives satisfactorily, accountability, improvement of performance, efficiency and effectiveness, and importantly for strategic planning (Darlene &Hallie, 2019; Preskill& Torres, 2019; Segone, 2018; Sherwood-Smith 2014; Thomas, 2012; UNICEF, 2018). Each project has its own objective to answer pre-defined questions, importantly bring benefit to stakeholders and satisfy business needs (PMI, 2015). Same as information and communication technology (ICT) project, it facilitates ease of communication, automating the documents and processes, and updating the information.

In summary the ICT project increases organization’s efficiency and effectiveness thereby providing competitiveness over its rival. Investment in ICT project however can put the project and organization at risk if without valid justification (Irani & Love, 2018). From the perspectives of member states who contribute the biennium budget to United Nations they expect valuable return from their contribution in improving United Nations efficiency from internal projects and increasing impact worldwide from external projects. Expectation from member states is very high especially in the atmosphere of global economic crisis presently (Lapan, Quartaroli, Riemer, 2017).

This high expectation brings very strong forces to United Nations in utilizing budget more efficiently in investing projects as compared to valuable return from projects (UN, 2019,

July). From member states' force and expectation, the United Nations need to increase the level of awareness in project evaluation and its benefits to organization (UN, 2017, July). Prior to increasing the awareness, the organization must know the existing level of importance of evaluation and awareness on benefits of evaluation. This study determined organization's view on importance of evaluation, awareness on benefit of evaluation, and also determine the determinants influencing project evaluation in United Nations a case of ICT projects in United Nations Kenya.

1.2 Statement of the Problem

The results of the OIOS study in 2013 concerning role of evaluation and application of evaluation findings revealed that there is inequality amongst UN Secretariat's office in terms of evaluation capacity and they probably need more work done. Regarding the development in quality and productivity of evaluation in UN, the overall situation appears to have not changed a lot and still there is much to be done to enhance the quality of the evaluations done. Apart from that, the same study demonstrated that only one-third of the respondents had gained experience of evaluation with appropriate professional background and knowledge of everyday projects in the course of Program evaluation.

The Committee for programmes and co-ordination in 2017 noted that the important issues from the staff report were "community competencies and strong commitment from the staff at all managerial levels including senior leadership support and sufficient financial and staffing resources to allow the adequate conduct of evaluation in the Secretariat and its agencies" (UNE 2017: 12). The UN Secretariat budget for biennium consisted of only 0.14 percent of the resources in the areas of evaluation. while these were not benchmarking of the score, most of the frameworks recommend the amount to be 3-5 percent of the total budget to be spent for this matter (UN, 2018, April). The budget for evaluation in United

Nations is always insufficient however the challenge is how to maximize the Programme evaluation from utilization of limited available budget.

The Office of Internal Oversight Services (OIOS)'s mission states that OIOS is "to assist the United Nations in becoming most efficient and effective organization it can be and to achieve the purpose as such" hence there are areas requiring improvements to either become more effective and efficient (UN OIOS, 2019). One of the past statistics of evaluation and inspection, UNODC has a multi-year's portfolio of 45 different projects with total budget of nearly USD 339 million as of November 2012. The OIOS conducted to assess the effectiveness of its governance in managing the global projects. The overall result was partially satisfactory with six important recommendations.

As an organization, UNODC learned from evaluation that there was no specific policy governing the projects, a need of clear reporting and accountability to follow, a need of formalizing standard procedure, a need of better mechanism for internal consultation during the design and approval of the global project, a need to strengthen management oversight over global project, and need of compliance with the established requirements for the project reporting and evaluation. Same as other UN entities, they normally have many projects in their pipeline; as a result, there are rooms for project evaluation to assess their performance and any factors that they would like to explore.

IT project named International Public Sector Accounting Standards (IPSAS) is multiyears project in United Nations start from 2008 with total budget of USD 8 million approximately as of November 2012. IPSAS is next-generation enterprise resource planning system (ERP) and has integration with the ERP project (Umoja). IPSAS project's objective is to produce the compliant financial statements according to international standard (UN, 2018, April).

IPSAS project has been evaluated by the OIOS in 2013 with many recommendations from findings.

Most big multimillion ICT projects in United Nations have done the project evaluation and inspection such as (IPSAS) and Inspira (UN, 2018, April), the smaller projects however mostly are not evaluated with the reason that project evaluation requires financial resources and experts to perform. As a result, therefore there are still some gaps and rooms to conduct the project evaluation in small ICT project in United Nations which can be self-evaluation or internal evaluation. The OIOS leaflet distinguished two types of evaluation under the Secretary-General, (a) independent review as carried out by OIOS and (b) self-induced assessments carried internally by the programme itself. Alternatively, the evaluation can be done by an evaluation consultant as opposed to the evaluation unit embedded within the programme (UN (2018, 1).

According to the United Nations Committee for Programme and Coordination statement (2017) there were many reasons impeding project evaluation such as lack of staff competencies in evaluation, lack of staff commitment to evaluation, staffing resources, and constraints on insufficient evaluation budget. Accordingly, this research intended to find out some of the determinants discouraging the use of UN- financed ICT projects in Kenya to ensure they are improved and promoted them.

1.3 Purpose of the Study

The purpose of the study was to assess determinants influencing effective projects evaluation of United Nations ICT projects in Kenya.

1.4 Objectives of the Study

This study sought to achieve the following objectives:

- i. To examine the influence of project budget on the effectiveness of project evaluation in

United Nations' ICT projects in Kenya.

- ii. To investigate the impact of availability of evaluation material on the effectiveness of project evaluation in United Nations' ICT projects in Kenya.
- iii. To assess the effect of stakeholder/members involvement on the effectiveness of project evaluation in United Nations' ICT projects in Kenya.
- iv. To examine the influence of awareness on benefit of evaluation among organization members on the evaluation of UN ICT projects in Kenya.
- v. To evaluate the moderating role of organizational culture on the relationship between project funding and the effectiveness of project evaluation in United Nations' ICT projects in Kenya.

1.5 Research Questions

The following research questions guided the study.

- i. How does project budget influence the effectiveness of project evaluation in United Nations' ICT projects in Kenya?
- ii. What is the impact of the availability of evaluation materials on the effectiveness of project evaluation in United Nations' ICT projects in Kenya?
- iii. How does stakeholder involvement affect the effectiveness of project evaluation in United Nations' ICT projects in Kenya?
- iv. What is the influence of awareness about the benefits of evaluation among organization members on the effectiveness of evaluation in United Nations' ICT projects in Kenya?
- v. How does moderating role of organizational culture affect the relationship between project funding and the effectiveness of project evaluation in United Nations' ICT projects in Kenya.

1.6 Significance of the Study

Rationale of the study was to understand the determinants influencing evaluation of United Nations project in Kenya from a case of information and communication technology (ICT) projects in UN Kenya in order to build the knowledge database from the study and may apply the knowledge for the benefit of organization in the future. The study will specifically be important to the United Nations in Kenya to understand their work performance in implementing the projects and also for those who are studying the determinants in project evaluation in their organization such as planner, researcher, and academia.

In order to see the result from the study and foresee whether the factors were the same as their environment or not, therefore the study was important to people who are studying the same concerns in their workplace. The benefits of project evaluation are various to organization starting from capacity building, enhancing knowledge construction, facilitating organizational learning, facilitating decision making, problem solving, meeting objectives satisfactorily, accountability, improvement of performance, efficiency and effectiveness, and importantly for strategic planning (CES, 2016; Chelimsky & Shadish, 2017; Patton, 2017; Preskill & Torres, 2019; Russ-Eft & Preskill, 2019; UNDP, 2020; UNICEF, 2018).

Knowledge in understanding the determinants influencing project evaluation from case of ICT projects in UN Kenya will be acquired locally in Kenya at local setup and environment but it might be applied openly at local, national, and international level depending on the consideration in benefits from the study. However, from the perspective of researcher it will be expected to be published and applied openly at all levels for benefit of all.

1.7 Limitation of the Study

The research is likely to encounter prejudiced, non-genuine and inaccurate information from participants.

Employees weren't helpful and providing data that was related to the factors of study being investigated.

1.8 Study Delimitations

Research design setback was checked by appreciating the respondents about the different dimensions of the tool hence advising the respondents on the same, the researcher used to check for the irregularities after the questionnaire dissemination. To minimize and control the information bias, respondents were made anonymous to the identity of the respondents. Thus, confidentiality was granted explicitly.

1.9 Scope of the Study

The study focused on establishing the determinants that influence project evaluation of United Nations ICT projects in Kenya. Those determinants were considered as independent variables. The study was carried out with consideration of organization culture as intervening variable. The output from the study was the level of importance of evaluation in United Nations that drove evaluation to take place.

The study was carried out under the area of ICT project from all UN agencies, which implemented during 2013 to 2018. Respondents were the personnel who are involved actively in the project with a specific role. The population of the study were the United Nations ICT staff in Kenya. The sample was chosen randomly from the target population. The extent that the findings from the study can derive to was within United Nations organization body in Kenya .

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter outlines the literature review aspect which is relevant for this research among all. Here, it is described the considerations of empirical review, introduction to evaluation, evaluate the UN system, the evaluation of ICT projects which is constituted by all four independent variables of this study, contextual framework, theoretical framework and literature gap for this study.

2.1 Theoretical Framework

The researcher undertook the study based on the Program theory, system of profound knowledge theoretical framework and Constructivism Theory.

2.1.1 Program Theory

The program theory, which was created by Huey Chen, Peter Rossi, Michael Quinn Patton and Carol Weiss in 1995 which explain why and how the program is expected to work is the main essence of this study. Contrary to this approach, the proponents of this theory are concerned with who will or can be the effecting change and exactly how the change is to be brought about. Analysis of a model that includes logical models, synthesizes how entire intervention logics are employed in a specific intervention. Moreover, it refers to theory of change's practical use in development evaluation as the body of applied theory in the field.

The author Weiss conceptualizes the relationship between the program theories and evaluation during the application of the critics to this theory in the paper. Before evaluation and monitoring practices were a sense of practical tool through program theory

that linked performance with results; the program theory was pragmatic in fixing problem

and exploration of findings through monitoring. That is why it is a set of things that can decide who controls the most persistent zones during evaluation (Sethi, Philippines 2018). This theory concerns plans for funds allocations, which looks into the methods that people utilize in advertising the target group to receive the intervention aimed at. As these systems are made to be in linkages, the delivery systems will be accomplished. Therefore, program theory talks about the important identification of what kinds of intervention procedures rationally expected there will be positive effects. The visual depiction of theoretical strategy in the evaluation and monitoring in Uitto (2019) has been seen to have positive influence. It shall determine project outcomes attribution for identified projects and activities as well as baseline data identification for the program to have quantifiable results.

When determining the evaluation theory based, it is crucial that the evaluator understands what and how the programmatic activities are achieving the desired results (Rossi, 2019). A theory of the input-output model is used in the monitoring and assessment process, analyzing data, establishing relationships, and improving project performance. The M & E function is the very base of measurable effort and when it is used properly is equal to the raw material processed and finally resulting in the manifestation of the output. Program theory comes into play when you try to change the newly created output and process for successful results.

The control variables name protocols that influence the output, which is performance; in this context, the mentioned protocols are the planning process, technical expertise, stakeholder involvement and management participation. This logical model will not only specify the goals of the program but also include the expected cause response relationship, starting from the effect chain (inputs, process, outputs and results) to the overall impact (Alwiyah et al., 2018). The selected theory will bridge the gap so as to identify performance indicators at every step of the proposed logical model. Through scrutiny of the progress of

the project and situation adjustments, the question will be addressed in particular by timely mitigation of diversion that could otherwise prevent meeting the goals (Alwiyah et al.,2018). A program theory as described in this case is of the short-run nature that describes an outcome which may have been achieved by the program, so understanding this helps to establish whether there are changes towards desired performance level.

2.1.2 System of Profound Knowledge Theory

In a broader sense, knowledge is the achievement on the external point of view, in a narrow focus it comes from processing the evaluation. This also forms the reason why the researcher has chosen the two theoretical frameworks with the reason that an organization will not know their efficiency and performance in projects on itself and it will have to evaluate its success; in evaluation an organization will know their efficiency and success. In second the knowledge resource and capacity will be installed upon evaluation process. The third approach that the organization is going to introduce to the UN is to apply the finding from the evaluations and the recommendations to increase the efficiency and the performance of the UN in Kenya.

The profound of knowledge is from the outside view, in practice it is derived from the process of evaluation (Roehrs,2018). The researcher has therefore chosen these theoretical frameworks with the reason that organization will not be able to know their efficiency and performance in projects by themselves without evaluation; organization will know those through process of evaluation. Secondly organization will construct the knowledge database and capacity from evaluation (Lehrer,2018). Thirdly organization will be able to increase their efficiency and performance of UN ICT in Kenya by applying the evaluation findings and recommendation.

2.1.3 Constructivism Theory

According to J. Piaget (1968) the development of scientific knowledge is a "never- ending process; something is added and subtracted every day. "These patterns of constant changes eliminate the notion of an absolute moment of history when all knowledge was fixed and fossilized in time, instead it is a history that is being formed simultaneously together with knowledge. Changeable day after day, the state of our present knowledge is but a single moment in history, as rapidly changing as the state of human knowledge ever was and, in some cases, even more rapidly. Another century thinker, Jean Piaget, went even further and stated: "Constructivism is based on the vision of people constructing their knowledge and understanding as a result of their interaction with the world.

Application on constructivism theory to this research is that the knowledge can be developed incrementally through interaction process of evaluation, either internal or external, on top of the existing. As a result, United Nations in Kenya requires evaluation to take place and acquire knowledge from past projects within their system in order to realize the facts on their efficiency and performance in implementing the projects so that to improve on top of existing knowledge database on continual basis as mentioned earlier on theoretical framework above (Kratochwil, 2022). At the same time United Nations need to ensure staff in organization is aware of the improvement of knowledge and skill incrementally according to the evaluation best practice in order to promote and conduct the efficient and effective evaluation in UN ICT system.

2.2 Empirical Review

Evaluation is probably there since the beginning of the human. We all evaluate things every day; most of it is often in informal form. The evaluation is an essential human activity that is evident in all steps of development of a society; it is an ingrained behavior in people to

solve problems (Shadish & Luellen, 2018). Evaluation has had a long history since 1930s which not only for an educational assessment but also other matters in society.

With the area of evaluation, they have many theorists such as they have laid the foundation and perspective, from diverse perspectives. The main theories which play the central role are extensively shown in the following. Tyler's Thought is around clearly outlining goals and then measuring outcomes. One of The Schools of Evaluation is Tyler's, which requires measuring success against pre-determined objectives. This is what is called *objectives-oriented evaluation*(Alkin & Christie, 2016). In this situation, the evaluation is attached to the context of the problem and the goals of the program (RussEft & Preskill, 2019).

This evaluation was introduced in educational evaluation era with definition of learning as a change in behaviour. Patton's (2017) utilization-focused evaluation has emphasized on the use of evaluation finding. On the other hand, Patton highlighted the value of researching about the people who are seriously engaged in the evaluation process who are essentially the intended users. Among these intended users, there is some group who have a stake in the findings and who personally care about the evaluation outcome. The ones who eventually will use the new service will be the primary source of assurance for the utilization of the product. Such a method treats the assessor as the one who helps in "engaging intended users in evaluative decision making" (Patton, 2018).

Evaluator used to go beyond and entertain the users through interacting with them so that they be highly involved in all stages of evaluation including the design, implementation, and the use of the findings (Alkin & Christie, 2017; Russ-Eft & Preskill, 2019). Many evaluators emphasized on the importance of first-hand information from participants and stakeholders in evaluated project and their involvement (Cousins & Earl, 2018; Cousins &

Earl, 2018). In the words of Cousins, Donohue, and Bloom (2018) "collaboration evaluation can be described as any evaluation with a significant level of cooperation or collaboration between evaluators and stakeholders with the aim of planning and/or implementing the evaluation". Cousins and Earl (2017) agree other types of participation in involving target groups in processes which aim to understand and improve the innovations.

Cousins reflect the importance of the personal factor in evaluation and the necessity for participation (cited, Alkin & Christie, 2018). Participatory and collaborative evaluation requires high degree of involvement and tends to use a mixed approach between quantitative and qualitative but mainly rely on qualitative data from participants (RussEft & Preskill, 2019). Collaborative evaluation also promotes the use of evaluation findings (O'Sullivan & D'Agostino, 2018). Preskill and Torres (2019) propose that evaluative inquiry for learning in organizations provides guideline to individual, team and even organization itself. They suggest organization can be transformed over organizational learning when stakeholders change their perception and understanding based on evaluation processes and findings (cited, Russ-Eft & Preskill, 2019). In the case of this perspective, the evaluators identify the changes in the pursuit of excellence, which is as a result of the evaluation process and the use of evaluation outcomes. Learning about the culture, communication style, values, and leadership in the organization serves as steps to assess the level of maturity and utilization of evaluation data (Alkin& Christie, 2018).

Fetterman (2018) believed that "Empowerment evaluation (EE) is an evaluation system that uses evaluatory concepts, techniques, and findings to enhance autonomy and initiate positive change". In other words, empowerment evaluation is an evaluation method that combines evaluation approach with the main objective of helping people achieve their own goals while at the same time empowering them to take control of their own lives. Health

surveys were widely regarded as a democratic assessment tool by many evaluators all over the world, and extensively used in social and community health care system, the health care industry as well as education.

In his article (2018) Fetterman described the main objective of empowerment-evaluation that “Empowerment evaluation has” clear “value-orientation”. It is intended to be a means to an end: facilitating self-help and self-improvement in order to get things done and have an impact on programs. Participants in the program such as the clients are the primary conductors of these evaluations while program facilitate reviews. When a considerable evaluator reviewing staff lacks, an outside evaluator may step in and follow up with the facilitators as needed.

2.2.1 Evaluation of ICT Projects

In Information and Communication Technology (ICT) infrastructure project and its life cycle there are the main types of ICT projects which are categorized as implementation of new ICT infrastructure, enhancement of existing ICT infrastructure, upgrade and update of existing ICT infrastructure, migration of existing ICT infrastructure, and ICT infrastructure maintenance. ICT projects require a multidisciplinary approach for hardware, software, middleware, and network. It is also common that ICT projects have multiple players in various areas of technology and expertise (Chemuturi, 2018).

Stakeholders often have expectations which are not articulated and may not be obvious to the sender. They refer to the silent attributes of operations, such as quality, timeframe, and budget, which are considered by the project stakeholders a requisite. Stakeholders of ICT project which are not only customers, but also people who have specification and informal requirements must be adhered to. In regard to that the important thing is to set the "right" expectations with stakeholders and keep everyone involved and informed in matters concerning them. In general, there are five classes of stakeholder expectations to be

managed which can be classified as customer or end-user expectations, organizational management expectations, project team expectations, subcontractor expectations, and supplier expectations (Chemuturi, 2018).

IT project is difficult to evaluate and measure for the return of business after implementation. It can start from the lack of precise objectives and measurement mechanism in the project, and the pressure in the business in maintaining its position rather than considering the benefits (Price Waterhouse, 2016). In most cases the benefits from ICT project will follow many years after the project is complete with wide range of risks and uncertainty however the project investment needs to be immediately incurred (Irani & Love, 2018).

As for ICT project evaluation, according to empirical studies, the deployment of ICT has been beneficial in terms of increased productivity and improved customers 'profits but, there is no convincing evidence from the findings that this has translated into profitability to the business (Irani & Love, 2018). In ICT project many times there is no identification of the benefit from the project with a simple reason that it is mandatory action and the business and organization must have. Simple example is telephone system in the organization, nobody evaluates for the benefit of telephone system to organization, and everyone knows that they cannot run business and earn revenue without ICT. Another challenge is that world of ICT is rapidly changing and becomes more sophisticated over time, these make ICT investment evaluation is very complex (Irani & Love, 2018).

Lack of measurement technique is a factor that obstructs determining on the benefits and value of ICT project, according to Price Waterhouse study (Price Waterhouse, 2016), whereas the measurement technique is considered as part of project evaluation. Another issue in ICT project evaluation, ICT project is conducted as an action for survival. From

the ICT executive's feed-back on the survey they accepted that they invest for survival, not benefits (Price Waterhouse, 2017). As per the study by Irani and Love (2018), measurement is classified as either economic, strategic, operational, or analytic, based on the desired organizational result or mission. Economic, strategic, and Operational approaches can be applied as strategies to evaluate a well ICT project.

In a survey by the Standish Group, it showed that only 32% of all the ICT projects under performs in 2019. The project success from the research it means the project finishes within the projected timeline and the expenses based on the approved budget with all the features and functionality as planned. (Standish Group, 2017) And there are many factors that contribute to the postponement and the project's low effectiveness such as a) the underestimation of the time, b) the overestimation of the budget (IEEE Computer Society, 2020). By considering the project performance one can say which technology had not been good and was the source of delay. This will help organizations to improve their performance in upcoming projects in the future.

2.2.2 Evaluation Budget and UN Projects

A budget that fits for an evaluation depends on the complexity of the project or outcome and on the purpose of its assessment. This is termed "factors" in medical terminology, and they affect the time period and the quantity of evaluators. Regarding projects, resources for evaluation come from the M&E lines of funding which are included in the expenditure items of the project budget. Furthermore, the outcome appraisals build on the respective governmental allocations for monitoring and evaluation of programme carrying out the particular outcome (UNDP, 2018).

UNDP (2018) advises that department responsible for dealing with budgetary matters should be consulted when plans an outcome evaluation to have the following aspects dealt with adequately. To begin with, the matter of significance, complications and timing, of the

evaluation, is present. It goes with saying the greater the number of components, procedures, and assessments are involved into the evaluation, the more time and work will be needed from evaluation team meaning in the end the higher evaluators' fees. Durations might vary depending on purpose, shorter term exercises that discourage cost might be drawn on earlier rather than the later costlier ones.

Second is the need to minimize time and expense. In general, time and expense have correlation between themselves (UNDP, 2018). When evaluators miss the target of evaluation that expect to complete the within planned timeframe the expense on evaluation is most likely to increase while the time passes during evaluation exercise. In principle finding the balance between time and expense, optimal equilibrium, is the key concern in budgeting for the evaluation. Visits and interviews as the next are also the things that I will use. Evaluation of impacts might necessitate an evaluator to dialogue with the entity, partners, stakeholders as well as beneficiaries regarding the perceptions about the output and goal reach (UNDP, 2018).

The final factor, in this case, is the areas of expertise that are desirable among the evaluators. Therefore, a multidisciplinary approach is a necessary type of evaluation, and to get the desired result, we need at least one person with result-based management experience and who is well knowledgeable about the result that is to be evaluated. The applying of these rules could increase the costs of evaluation (UND, 2017). The project evaluation budget however is varied based on those determinants and there is no specific rule in calculating but in general it should represent between 5 percent and 20 percent of a program's overall cost (Horn, 2021).

In United Nations system the rate of the budget allocation for programme evaluation is less than one percent of annual budget with confirmation from the auditor study that there should not be any limitation and barrier from those budgets in evaluation (UN, 2018,). This conclusion however contradicts with staff member survey that confirmed that lack of and insufficient budget cause a major barrier in evaluation (UN, 2017). This contradiction creates the gaps and questions for this research to fulfill and answer.

2.2.3 Availability of Evaluation Material and Network and Evaluation of UN Projects

The United Nations Evaluation Group (UNEG) is a labor force that comprises the departments which is in-charge of the evaluation of the UN system in the whole. UN-EG was created in 1984 comprising of the present 43 members. UNEG members comprise of many individual UN entities from different evaluation offices, such as UNDP, UNICEF, FAO, ILO, UNHCR, and UN-Habitat (UNEG, 2018). UNEG establishes Norms and Standard framework of evaluation as the best practice in implementing evaluation which can be applied to local context of its members. UNEG Norms strives to implement SMIs in the area of evaluation. It aims to achieve this by establishing principles that can be agreed upon and followed by any agency or organization within the UN which provides evaluation services.

They accomplish that goal by becoming a point of the reference of those engaged in the strengthening, professionalizing and improvement of United Nations system's performance. In line with the Norms for evaluation for the UN system, standards for the UN Equitable Growth are drawn from the members' best practices. This guidance paper aims to set out the good evaluation practices around the institutional framework, management of evaluation, and use of evaluation and offers a reference for competencies of evaluation practitioners and work ethic (UNICEF, 2019). Individual United Nations entity has its own evaluation

office which may be called unit or office, such as UNDP and UNCEF evaluation office, and World Bank Independent Evaluation Group. UNEG formulates the evaluation document, guidance, and template as instruments provided to members and their evaluator in accordance with their focus on evaluation. UNEG publishes the useful guidance, handbook, and evaluation reports periodically on their website (UNEG, 2018).

The members of UNEG can download the material with standard guidance for their own evaluation. Over the past years (UNEG) has published the Handbook for Conducting Evaluation in Normative Work of the UN System, Standards for Evaluation in UN System (UNEG, 2019) and Norms for Evaluation in UN System (UNEG, 2018). But in reality, there are few evidence that the UN entities follow the standard practice on evaluation and utilize the evaluation guidance, handbook, and documents prepared by UNEG. Therefore, it is a gap to assess for valid evidence in this research whether the UN entities follow and utilize those in evaluation of UN ICT projects.

UNDP evaluation office has launched the guidance and handbook for evaluation periodically. In the recently published Handbook on Planning, Monitoring and Evaluating for Development Results, the document forms a basis for the review of the project's effectiveness. The purpose of this handbook is to give the reader a breakthrough knowledge of the basic planning, monitoring and evaluation approach embraced by the UNDP framework with regards to development (UNICEF, 2019).

The handbook also explains the key aspects of planning and monitoring processes required to develop a comprehensive results frame for projects and programmers, which is specifying all the indicators, baselines, and targets and establishing a rational monitoring system. Furthermore, this handbook equips with the necessary information concerning the fundamental part to develop a quality evaluation plan, and how to implement, execute, and utilize it for learning and accountability in managing for development results (UNDP,

2019). This will eventually be an outcome of this new results-based culture in the context of UNDP and it will help both planning and evaluation processes.

UNICEF evaluation office has published the evaluation report regularly on their website. There are very useful documents and evidence on what the projects have been done, what the outputs are, and what the impacts are from intervention. United Nations entity put effort to facilitate ease of evaluation implementation under best practices by formulation of evaluation policy to be used in organization. Example is the evaluation policy of UNDP which includes the evaluation plan template and management response template (UNDP, 2019). However, the question is that the availability of evaluation material will facilitate ease of evaluation implementation as UN expects or not, as a result there is still a gap to identify the answer in this research.

The United Nations Evaluation Group (UNEG) is a professional multilateral network which coordinates and centralizes all the units' performing evaluations in the United Nations system. The UN network UN Evaluation Group (UNEG) consists of a wide variety of UN organizations and various UN entities, which formulates and initiate collaboration mechanism among various UN system. These evaluation networks lead to an increase, professionalize, and improve the quality of evaluation in all sectors (political, cultural, developmental, peace, and security sectors) of the United Nations system which internationally covers the globe. UNEG is a standing observer of Evaluation Cooperation Group (ECG) which was established by the heads of evaluation belonging to multilateral development banks (MDBs) in 2016. Its objective is to use evaluation that will promote effectiveness and accountability of MDBs.

UNEG benefits from the shared lessons of evaluations and building their evaluation capacity and network (ECG, 2018). As being a membership of evaluation association and network at both international and regional level, it establishes the framework for international

cooperation to: “establish an international consensus on the legitimacy and credibility of evaluation as part of civic responsibility and participation; increase the systematic utilization of evaluation internationally and support evaluation societies in the utilization of evaluation in national and local policy decision making; build capacity through the provision of opportunities for reciprocal learning amongst established and newly formed or emergent evaluation societies; develop general principles, procedures, ethics and codes of conduct for evaluation and commissioning practice; provide a forum for the exchange of good practice in evaluation theory and practice and develop new evaluation knowledge through cooperative research and other activities; and increase and support cultural specificity in evaluation design and practice by encouraging pilot approaches in diverse cultural settings” (IOCE, 2018).

From all benefits of being a membership of evaluation association and network mentioned above, however the question is that whether the availability of evaluation network will assist the evaluation implementation and influence the evaluation of UN ICT project within UN system, as a result there is still a gap to identify and determine the answer in this research.

2.2.4 Organization Members’ Competency and Implementation of UN Project

As far as UNDP evaluation approach is concerned, evaluation is guided by human development approach of UNDP by which capabilities and wellbeing of every person is enhanced equally. In contrast, for them evaluation is developed by shared universal values related to equity, social justice, gender equality and respecting diversity (ONU, 2019). In other word the evaluation is directed by the knowledge and competencies of members in organization. Knowledge in evaluation is increasingly important in evaluating the benefit from project investment and used as tools in enhancing capacity building, organizational learning, process of decision making, and strategic planning for organization (UNICEF, 2016).

In all stages of evaluation require different area and extent of knowledge. The common stages of evaluation welding in view the preparation and design; data collected and analyzed; and reports presented and followed up (UNEG, 2018). Technical knowledge in evaluation can break as knowledge base of evaluation (which include the theories, models, types, method, and tools of evaluation), designing and formulating question, evaluation method, data collection, assess data validity and reliability, analyzing data, conclusion and recommendation, finding, and strength and limitation of evaluation (CES, 2018).

Recent years in many industries, the knowledge boundary is expanded and includes Soft skill knowledge which comprise of communication, negotiation, conflict resolution, and interpersonal skill (CES, competencies consultation, 2018), even though some writer and organizations classify those soft skills as reflective practice skills such as AEA (AEA, 2018; Stevahn, King, Ghere, Minnema, 2019). Softskill knowledge also includes communication and reporting, involvement of stakeholders, and collaboration (Russ-Eft & Preskill, 2019). During the project evaluation, communication and reporting of the results are among those things that are highly considered. Effective communication and reporting are multidimensional (Russ-Eft & Preskill, 2019), which means they involve many components of communication: knowing audiences, purposes, timing, format and content of communication, all of which are present in all parts of evaluation work such as planning and reporting.

In particular, the content of communication is deliberated thoroughly in the niche of developing evaluation findings report, the resource guide of Torres, Preskill, and Piontek (2015) offers a composition that is articulate, jargon-free, uses tables and figures, it is nuanced in tracking qualitative and quantitative findings, and negative findings as well, for efficient writing report. Collaboration skill is precious trait and necessity of project evaluation process, involving all stakeholders. Success of evaluation is highly associated

with stakeholders' collaboration level. Thus, collaborative effort not only develops the work but also increases the chance of finding its serape when implementing (Russ-Eft & Preskill, 2019). Largely similar to the established UN system, that is the communication and application of the evaluation outcomes globally should be worked on to ensure that more improvement is made in their efficiency and performance.

Checking the UNEG requisite for evaluation guidance has been covered in detail by the fact that the following up of evaluation includes concrete reply from the authority and management to work on the recommendations in the form of official response, action plan and agreement as well as report on the endeavor completed and process under implementation (UNEG, 2016). In order to comply with the expectation of the UN on utilizing the findings and following up the recommendation, the UN staff competency must be aligned with those expectations. As a result, there is a gap for this study to assess the readiness of UN staff in term of competency in evaluation. Professional or reflective practice skills such as ethic, integrity, honesty, and respect for stakeholders are considered important for professional evaluator and quality evaluation (CES, 2018). The evaluators need to demonstrate high ethical standards in their conduct and protect the integrity of the assessment process; Moreover, the evaluators should make sure that respondents, program participants, clients, and other stakeholders have the respect that is theirs due (AEA, 2019). However, those reflective practice skills are ignored in ICT projects evaluation therefore it is a gap for the study to emphasize on important aspects of those skills. Various evaluator roles in evaluation process as reported by Stephen (2018) are likely to have influences on organization and its members. Stephen reports various evaluator roles as educator, consultant, facilitator, and counselor. Understanding each evaluation role and its required skills in both professional and interpersonal competencies are important. But the research

from Stephen has no required skills in each role under his study; as a result, there is a gap for this research to fulfill.

According to the World Bank, the strategies suggested to enhance the national evaluation system in Sri Lanka include evaluation techniques, integrity in the field of evaluation, standard guidelines and procedures, and methodological and managerial methods. Sri Lanka Evaluation Association (SLEVA) is driving the creation of a diverse and dynamic monitoring and evaluation system in the country to ensure high and fair evaluation capacity, culture, ethics, standards, methodologies, best practices, training, and promotion (Worldbank, 2020). However, the evaluation skills and experience in Africa are scarce (World bank, 2019) and should be driven by UN entities presenting in Africa, therefore there are still gaps for this study to promote evaluation in the region and assess the UN staff level of competency for ethics, evaluation guidance and standards, and evaluation methodologies and practices as the UN staff are fundamental engine for development and promotion of evaluation.

2.2.5 Awareness on Benefit of Evaluation and Implementation of UN Project

Selby and Netanel (2018) stated that “A person who maintains a higher quality of awareness will almost always win out over someone with a lower level of awareness; that's a basic performance law. As other variables remaining constant, the company that maintains a higher awareness quotient will outperform companies whose leaders and employees are less aware, less alert, ‘and less focused on the larger picture.’”

According to UNICEF there are two main benefits from evaluation. The evaluation begins by planning knowledge creation and acquisition to educate and make informed decisions from the outcome of the evaluation (UNICEF, 2018). Another advantage is that evaluation gives a clear picture of learning and creates shared comprehension among stakeholders, where the evaluations are conducted, as far as the objective of the project, behavior and

performance of the staff are concerned (CES, 2020; Preskill & Torres, 2019; UNICEF, 2018). From this, it transpires that the effectiveness of evaluation has a strong association with the level of understanding among the governmental decision makers concerning the benefit and the necessity of evaluation, that is lack of awareness in regard to the evaluation consequences (IOCE, 2018).

In reference to Canadian Evaluation Society (2020) report, there are many benefits from evaluation classified in different major sections. In decision making evaluation can help authority make better decision about the program direction - value and ideologies of stakeholders, organization role in society, and real needs of the program, resource allocation - time, fund, and effort, and program improvement - in program design, and implementation. In knowledge construction, evaluation is used as a tool to construct the knowledge and skill in organization by increasing the understanding of the program objective, expected output, context, assumption, strengths, weaknesses, and result.

Moreover, evaluation builds knowledge about existing and potential needs, and knowledge of effective program practice. In capacity building, evaluation builds capacity and skill of organization, manager, staff and stakeholders, as well as improve attitude toward evaluation, and foster the organization culture that values accountability and evaluation. These knowledge construction and capacity building from evaluation will assist organization to understand and apply them under their local context appropriately (CES, 2019). In recent years' evaluation expands to cover the performance and efficiency of the program, in addition to the past that the evaluation usually assesses the program output against set objectives, evaluation is used to assess the program process, impact, and efficiency (CES, 2018).

However, there are few studies on performance and efficiency of UN ICT projects, in this regard there is a gap for the study to assess those aspects. The realization of the importance

of awareness is the ability to set meaningful priorities. Use of such evaluations is a standout decision only if and when decision makers who make the actual decisions notice and use the information. This shows that stakeholders and decision makers need detailed information that is believable in order to appeal to and attract them to information on evaluation which should be taught and made clear of its value in society (UNICEF, 2019). Upon awareness, the use of finding is also the key. We can find an evaluation approach to be great not only on the basis of its methods, but also on its usage. Charles Ragin calls it the utilization-focused evaluation. According to this approach, "a well-done evaluation should be judged by its utility. Thus, the best quality evaluation should be appreciated if it is utilized" (Patton, 2019).

Appraisal will only be successful to the extent that lessons learned from valuable findings will be pillars on which policymakers will rely to make informed decisions in improvement of the future policies and practices. If one doesn't organize and utilize the past experience it would be lost, and organizations will be condemned to repeat the past (Garvin, 2018). The future prosperity of people and organizations will not be available in such case. As there are few studies on awareness on UN ICT project evaluation, as a result there is a gap for this study to explore on this aspect and may guide for further study.

In the local environment, UNDP underlines the fact that evaluation is a valuable tool for everything from managing through to results, promoting better learning and development at organizational and broader universal development and evaluation levels, and strengthening public accountability (UNDP, 19). To start with the organization is aware of the evaluation benefit but another issue is what is the level and the awareness if it is on the beneath of the UN ICT evaluation. Therefore, under this study, the researcher expects to determine what the level of awareness on the benefit in local organizations' perspective is, and whether awareness on the benefit of evaluation influences the UN ICT evaluation.

2.3 Conceptual Framework

The study's conceptual framework may be summed up by looking at the graphic below. It illustrates how an independent variable and a dependent variable are related. Additionally, it illustrates additional variables, such as moderating and intervening variables, that may influence and have an impact on the study's independent and dependent variables. The study's conceptual framework demonstrates how the evaluation budget, the accessibility of evaluation resources and networks, the competency of organization members in evaluation, and the awareness of the advantages of evaluation as an independent variable all affect how well UN projects perform in Kenya.

Independent Variables

Dependent Variables



Mount Kenya University

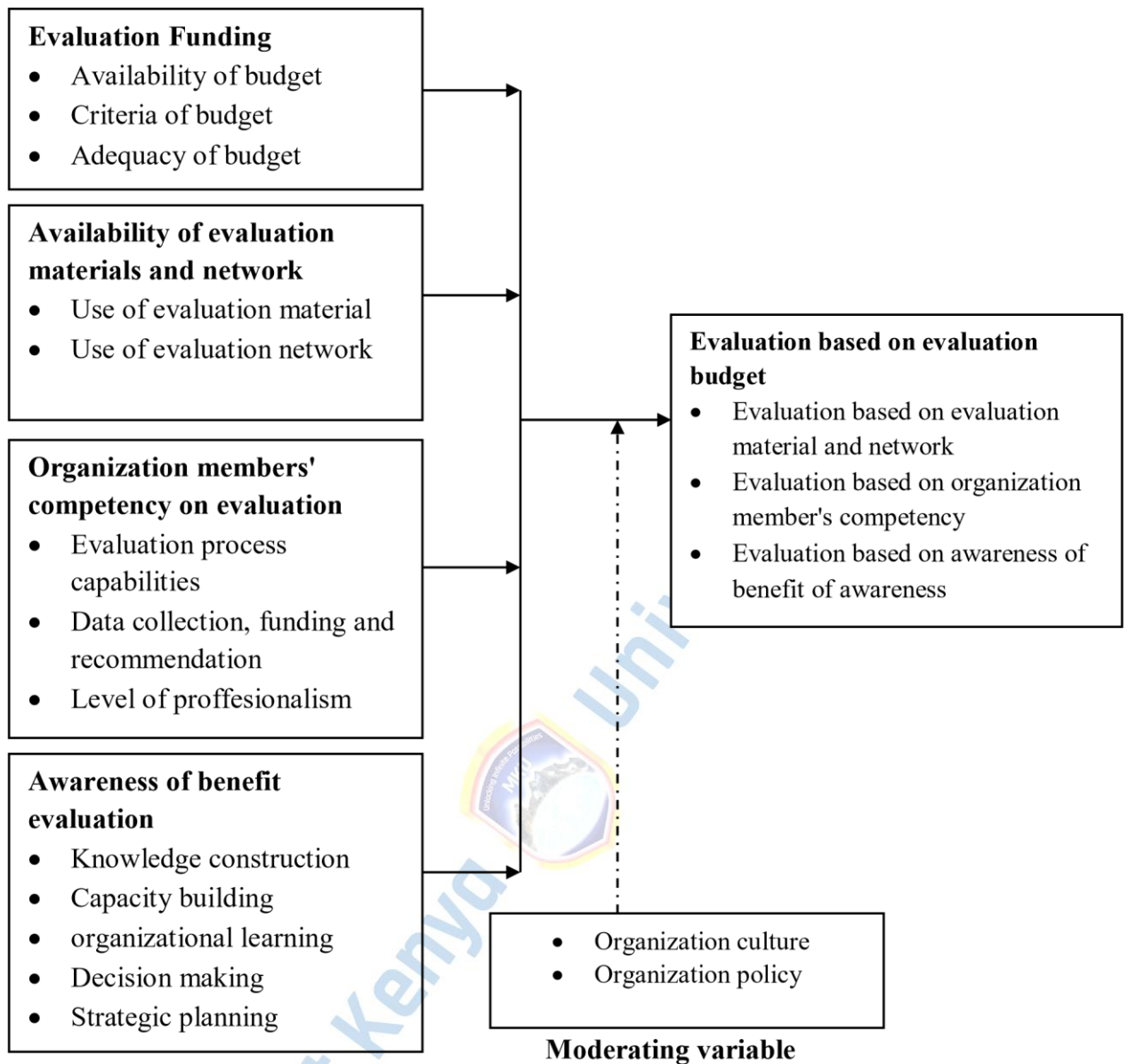


Figure 2.1: Conceptual Framework

Source: Own Conceptualization, (2024)

2.4 Research gap

This chapter reviewed literature pertaining to the concept of project evaluation and ICT project as discussed in the journals, books, and reports from other researchers on the subject. The literature showed that there are compelling reasons for the organization to conduct the project evaluation to assess the benefits and values to the business and efficiency in project delivery. The success of the ICT project evaluation is influenced by a number of determinants in different aspects; evaluation budget, availability of evaluation material and network, organization members' competency in evaluation, and awareness on benefit of evaluation, therefore there is an importance that United Nations as an organization adopt themselves for progressive approach and bear in mind for these factors.

2.5 Evaluation of Research Project

Regular evaluation is encouraged by the Secretary-General's bulletin on regulations and rules governing program planning, program aspects of the budget, implementation monitoring, and evaluation methods (UN, 2020, April) within organizations, irrespective of the size, level, and structure of the organization. There are two ways to evaluate a project: internally and externally. Moreover, management and staff within organization have questions and concerns in carrying out evaluation such as skill required performing evaluation and the benefit from evaluation which are the gap in this research to be answered. Based on the literature review of evaluation in United Nations, there are few evidence that evaluation is carried out in Africa. The only evidence for the evaluation in Africa is evaluation on UNEP by OIOS in 2018 on the title of Programme evaluation of the United Nations Environment Programme (UN, 2018, June).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

For designing a research methodology, the research involved the decision on the research design target population, the sample size, the sampling procedure, the data collection method, the data collection procedure, and the data analysis method. The entire chapter considered the reliability and validity examination of research instrument in addition to the ethical question arising from the study. Analysis of data contained the use of subdividing and tabulation into suitable categories for the purpose of reading or computation. Researcher used questionnaire on the collection of data, thereby helped in gathering information as required to complete the study successfully.

3.1 Research Design

This study used a descriptive survey as part of its quantitative methodology. A descriptive study presented a phenomenon as it happens naturally (Hedrick, Bickman, & Rog, 2013). The descriptive research technique was suited for this study since it examined existing phenomena without modifying the sample or manipulating the study environment. This research method was suited for the study since it allowed for data collection from the sample while also demonstrating the drivers impacting UN ICT project appraisal in Kenya.

3.2 Location of the study

The study was conducted at the United Nations Office in Nairobi. It was established in 1996 and serves as the United Nations' official headquarters in Africa. The United Nations Office in Nairobi additionally serves as the worldwide headquarters for two initiatives. The United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (Habitat).

3.3 Target Population

This study looked at determinants influencing performance of UN ICT projects evaluation in Kenya. The study focused in ICT projects in all UN agencies geographically located in Kenya which comprised of a series of UN entities such as United Nations Office at Nairobi (UNON), United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), World Food Program (WFP), United Nations Children's Fund (UNICEF), United Nations Joint Programme on AIDS (UNAIDS). Accumulation from each agency ICT staff contributed the total target population of 98. Each UN entity in Kenya normally had small size of ICT team with less than ten staff except the major entity such as UNON who provide facilities and services (as service provider) to other UN entities (as tenants).

3.4 Sampling Procedure and Technique

Most UN entities in Kenya have their own ICT infrastructure with self-administration and had their own ICT projects under their timeline and annual budget allocated, but generally each agency had small team in size which is approximately less than ten ICT staff except for some major agencies. With these facts therefore the research will be designed based on the equal distribution of sample representing the ICT staff population in Kenya known as stratified random sampling technique.

The strata was classified by UN entity. The researcher used stratified random sampling technique in order to ensure the small minority UN entities was accounted for and treated equally among the total population. This research used stratified random sampling technique based on UN entity. From the total population of 98 personnel from various UN entities based in Kenya, the sample was selected randomly at the rate of seventy-four (74) percent of total number of ICT staff in each UN entity which contributes 74 samples in the

study. The detail information in regard to the population and sample is shown in Table 1 below.

Table 3.1: Sampling with Distribution of Target Respondents

United Nations Entity	Population	Sample (74% of pop)
United Nations Office at Nairobi (UNON)	50	37
United Nations Environment Programme (UNEP)	4	3
United Nations Human Settlements Programme (UN-Habitat)	4	3
United Nations Children’s Fund (UNICEF)	6	5
United Nations Programme on HIV/AIDS (UNAIDS)	6	5
United Nations High Commissioner for Refugees (UNHCR)	7	5
United Nations Support Office for AMISOM (UNSOA)	12	9
World Food Program (WFP)	9	7
Total	98	74

Source: Research Data (2024)

3.5 Sample Size

Using the statistic parameter for binomial sample size estimate (Sauro & Lewis, 2016), with a confidence level of 90% and a margin of error of 4%, with a target population of 98 and a normal distribution table, the minimum necessary sample is 72. As a consequence, in order to obtain a confidence level of 90% and a confidence interval of 4% from this study, the researcher required a minimum sample size of 72 respondents.

Statistic formula:

$$\text{Sample size (ss)} = \frac{z^2 * p * (1-p)}{e^2}$$

Where: z = z value (1.645 for 90% confidence level) p =

sample proportion (0.5 for determination of sample size) e =

margin of error (0.04)

For finite population: new sample size (n) = ss

$$1 + \frac{ss-1}{N}$$

po.

When: n = sample size (adjusted) = 72

N = target population = 98

Therefore, sampling fraction: $f = n/N = 0.74$ or 74%

This meant that the researcher will 74% percent of total number of populations in each stratum presenting as research sample.

3.6 Data Collection Instrument

This study focused mainly on primary data that was collected from the sources of target population using self-administered questionnaires. The questionnaires consisted mainly of close-ended questions for ease of quantification and minimizing the error from instrument. This research used survey questionnaire as data collection method and will apply Likert scale as quantification technique. Questionnaire was appropriate data collection method in this study because it contained necessary information as appropriately as the study requires and it is within the designed timeframe.

3.7 Testing for Validity and Reliability

This section presents the validity and reliability of the research instruments in the separate sections below.

3.7.1 Validity of Research Instrument

Validity of questionnaire “determined whether the research truly measures that which it is intended to measure or how truthful the research results are” (Bridges, Smeyers, Smith, 2019; Joppe, 2020). In other words, validity is the degree to which results obtained from

the research instrument represents the truth, credibility, and right of phenomena under the study (House, 2018). Since the research was randomly selected the respondents, it is believed that the study was valid. The questionnaires was designed to gain high validity of instrument by firstly the researcher introducing the pre-testing questions as part of the questionnaire to filter and ensure that respondents were qualified target as focused in the study.

Secondly the researcher introduced the pilot questionnaires to a group of 10% of respondents in different UN entities prior to the actual data collection in order to examine understandability of respondents on the questionnaires and accordingly improved questionnaires as the way it is expected to measure for higher criterion-related validity. Thirdly the researcher consulted the expert in the field by presenting the questionnaire and result of pilot questionnaire to the research supervisor for her comment and advice on content validity of the research instrument.

3.7.2 Reliability of Research Instrument

Reliability of questionnaires is the ease or difficulty of calculating correctly the functional dependence of the response variable on the input variable from two measurements that are repeated over time (Charles, 2015; Kirk and Miller, 2016).

Relying on Joppe's (2020) approach of reliability as the “accuracy” of results over time and the population under study, the reliability is strictly dependent on the extent in which the study is conducted. The method employed was split half approach as reliability assessment of research instrument through correlation of two sets of scores for first and second half of the together after random splitting. Cronbach's alpha coefficient used for inspection of tool's reliability. According to Cronbach's alpha method, and if average of all possible split-halve values is higher than 0.70, we can say that all possible two sets of the same

scores are still significantly correlated, and therefore, research instrument will have higher reliability.

3.8 Data Collection Procedure

The research provided respondents with the introductory letter along with the questionnaire. The introductory letter contained the information that clarifies the objective of the questionnaires and treatment of data with confidentiality and for academic purposes only to ensure the respondents have confidence and acceptance in participating in the study. The respondents were reached through emails, and those with no mails through pick up latter. The respondents were guided in the questionnaire not to disclose their personal information in order to prevent the bias in research. The data collection process was carried out for three weeks.

3.9 Proposed Data Analysis, Techniques and Procedure

Data was analyzed through the statistic parameters such as mean, standard deviation, and correlation coefficient. The collected data was edited, organized, tabulated, and input into the Statistical Package for Social Sciences (SPSS) software for statistical analysis. The objective of data analysis was prepared raw data for statistical interpretation and presentation. Data was input and analyzed in regard to the correlation of independent variables and dependent variable by applying Pearson correlation formula which was as follows. The correlation coefficient (r) from each independent variable to dependent variable with absolute value more than 0.7 presented significant correlation between those two variables and interpreted that each factor influences evaluation of UN ICT projects in Kenya significantly.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

$$r = \frac{\{n\sum x^2 - (\sum x)^2\} \{n\sum y^2 - (\sum y)^2\}}{\sqrt{\{n\sum x^2 - (\sum x)^2\} \{n\sum y^2 - (\sum y)^2\}}}$$

Where r= Reliability Coefficient n = Number of respondents x=

Total scores of test administration y= Total score of retest administration

A high value of r is considered to yield high reliability coefficient for the instrument used.

Data was analyzed into multivariate regression to formulate the linear equation for the determinants that influence United Nations ICT projects the evaluation of in Kenya as displayed below.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu$$

Y= Evaluation of the United Nations ICT projects in Kenya α =

Constant μ = Error β = Coefficient of the independent variables

X_1 = evaluation budget

X_2 = availability of evaluation material and network

X_3 = organization members' competency in evaluation

X_4 = awareness on benefit of evaluation

The research used quantitative dependent variable using Likert scale to quantify the data from the respondent in the questionnaires according to the research conceptual framework.

3.10 Ethical Consideration

The respondents were active employees in United Nations based in Kenya and expected to be aware of the transparency policy that the United Nations staff members were encouraged to disclose information to the public for the purposes of performance improvement and transparency, as well as with the fact that the research questionnaires were designed as anonymous for academic purposes only and upon voluntary basis, therefore with these

reasons there should not have any ethical issues on this research. Any form of information from the respondents was kept under strict privacy level and the sourced information on literature were acknowledged in all occurrences. The consent form was written expressly for the purposes of encouraging the participants to take part in the study. The researcher will also get a clearance letter from Ethical Review Committee, NACOSTI and introductory letter from the Mount Kenya post graduate school.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.0 Introduction

This chapter gives an overview of the response rate of the respondents, demographic characteristics of the respondents. An overview of the research findings for each objective is also shown. Correlation analysis for each objective is also discussed as well as the regression analysis for each variable. Means and standard deviations were computed for descriptive statistics. The research findings were presented in form of tables with suitable explanations in relation to the study. The conclusion of research is also reviewed.

4.1 Response Rate

The researcher distributed 74 questionnaires to the respondents. Out of the distributed questionnaires, 72 were completed and returned. This was 97.3% response rate that was adequate for the study. (Table 2).

Table 4.1: Response Rate

	Returned and filled	Response rate
74	72	97.3 %

Number of questionnaires issued

Source: Research Data (2024)

4.2 Background Information of Respondents

The research findings revealed that the majority of respondents were between the ages of 18-30 (n=30, 42%), followed by those between 31-45 years (n=23, 32%). Individuals above 45 years comprised 26% (n=19), while no respondents were below 18 years old.

This aligns with demographic trends observed in recent studies, where young to mid-career professionals are more likely to be involved in ICT projects (Garcia, 2023).

Regarding current employment with the United Nations based in Kenya, 100% of respondents (n=72) were current employees, indicating that all target respondents possessed the necessary information for the study. Furthermore, 94% (n=68) were actively involved in ICT projects, with the remaining 6% (n=4) not actively involved. This suggests that the target population accurately represented the study's focus, with a high concentration of individuals directly involved in ICT project execution (Singh et al., 2022).

The results on project roles showed that the majority of respondents were project implementers (n=26, 36%), followed by software designers (n=14, 19%). Project planners comprised 15% (n=11), while 13% (n=9) were involved in ICT project coordination. Both ICT project engineers and ICT software developers accounted for 7% (n=5) each, with project managers being the minority at 3% (n=2). These findings suggest that successful ICT project execution relies heavily on effective implementation, aligning with previous studies emphasizing its crucial role (Zwass, 1998). A recent study by Kumar et al. (2023) further highlights the importance of a skilled and dedicated implementation team for achieving successful project outcomes.

In terms of knowledge of project evaluation, all respondents (n=72, 100%) demonstrated understanding of the term. However, their interpretations varied. Assessing the worth and value of project outcomes after completion was the most common view (n=56, 78%). Additionally, 93% (n=67) viewed it as assessing project outcomes in comparison to project objectives, while 97% (n=70) considered it an assessment of outcomes, benefits, and value derived from the project. Finally, 71% (n=51) viewed project evaluation as assessing project performance and efficiency after completion.

These findings highlight that the majority of respondents associate project evaluation with assessing outcomes, benefits, and the value generated, which aligns with the growing emphasis on outcome-oriented evaluation approaches within the UN system and beyond (UNEG Norms and Standards, 2021). This shift towards outcome-based evaluation is further supported by research from Jones (2022), who emphasizes the need to move beyond traditional efficiency-focused evaluations to capture the broader impact and value generated by projects.

Table 4.2: Respondent Information table

Variable	Frequency (n)	Percentage
Age category		
Below 18 years	0	0
18 – 30 years	30	42
31 - 45 years	23	32
Over 45 years	19	26
	72	100
current an employee of United Nations based in Kenya.		
Yes	72	100
No	0	0
	72	100
Active involvement in ICT projects		
Yes	68	94
No	4	6
	72	100

Role in the project		
Project Manager	2	3
Project Engineer	5	7
Project Coordinator	9	13
Project Planner	11	15
Software Designer	14	19
Software Developer	5	7
Implementer	26	36
Others	0	100
Knowledge of the terminology of “project evaluation”?		
Yes	72	100
No	0	0
		100
Meaning of project evaluation		
Assessing worth and value of the project outcome after completion	56	78
assessing project outcome in comparison to project objective	67	93
assessing outcome, benefit, and value from project	70	97
assessing project performance and efficiency after completion	51	71

Source: Research Data (2024)

4.3 Descriptive Statistics

Descriptive analysis was undertaken to establish the influence of various factors on the evaluation of United Nations ICT projects in Kenya. The findings are presented in Table 4. Enhancing software features had the highest influence on the evaluation of UN ICT projects in Kenya, with 97% (n=71) of respondents indicating its significance. Upgrading the software platform followed closely with 96% (n=70) considering it a major factor. Upgrading of ICT infrastructure was also highly influential, with 93% (n=67) respondents highlighting its importance. ICT infrastructure migration was noted by 83% (n=60) of respondents as a significant factor in evaluation.

The results also showed that ICT infrastructure maintenance plays a considerable role, with 82% (n=59) respondents acknowledging its influence. Enhancing the overall ICT infrastructure was identified as important by 71% (n=51) of respondents. Finally, new ICT

infrastructure had the least influence on project evaluation, although still considered significant by 67% (n=48) of respondents.

These findings suggest that software features, software upgrades, and ICT infrastructure advancements are critically important aspects considered during the evaluation of UN ICT projects in Kenya. This emphasis aligns with research highlighting the growing focus on software functionality and infrastructure improvements as key drivers of successful ICT project outcomes (Mahapatra et al., 2023).

Table 4.3: List of Projects with influence on evaluation with rates

ICT project	Frequency	Percentage
New Infrastructure	48	67
Enhance Infrastructure	51	71
Upgrade Infrastructure	67	93
Infrastructure Migration	60	83
Infrastructure Maintenance	59	82
Enhance Software Feature	71	97
Upgrade Software Platform	70	96

Source: Research Data (2024)

4.3.1 Project Selection influence on the Evaluation of UN ICT Projects in Kenya

The study sought to project selection on the evaluation of UN ICT projects in Kenya. The findings are presented in Table 5. The respondents were to agree with the statements on the selected project to the following extent. Key: 5 = strongly agreed, 4 =agree, 3 =neutral, 2 =disagree, 1 = strongly disagree. Tick on the column that you most agree with.

Table 4.4: Respondents' views based on Project Selection influence on the Evaluation of UN ICT Projects in Kenya

Project selection	N	1	2	3	4	5	Mean	Std. Dev
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Based on your selected project, did the project have evaluation budget attached to the total project cost	72	46.7%	38.6%	10.7%	4%	0%	4.28	0.815
Did the selected project have clear criteria on evaluation budget spending	72	36%	42.7%	13.3%	6.7%	1.3%	4.05	0.943
Did the selected project have an adequate evaluation budget	72	21.3%	41.4%	20%	12%	5.3%	3.61	0.741

Source: Research Data (2024)



The research findings on the influence of project selection on the evaluation of UN ICT projects in Kenya revealed the following: A majority of the responders who both strongly agreed and agreed count to (85.3%) agreed that having a project evaluation budget attached to the total project cost significantly influences project selection evaluation. This was further supported by the mean score of 4.28 (SD = 0.815), indicating a strong positive sentiment towards this factor. This aligns with the growing emphasis on allocating dedicated resources for project evaluation, as highlighted by Smith (2022), who emphasizes the importance of budget allocation for ensuring a robust and effective evaluation process.

The findings showed that 78.7% of respondents choose (strongly agreed and agreed) that a clear criterion on evaluation budget spending influences the evaluation of UN ICT projects. The mean score of 4.05 (SD = 0.943) further strengthens this observation. This aligns with recommendations from the Project Management Institute (PMI, 2021) which advocate for

clearly defined evaluation budget guidelines to ensure proper resource allocation and effective project assessment. While a majority (62.6%) agreed that having an adequate evaluation budget influences UN ICT project selection, 20% remained neutral, and 8.91% disagreed. The mean score of 3.61 (SD = 0.741) suggests a positive, but less pronounced, influence compared to the previous factors. This finding highlights the potential need for further emphasis on securing sufficient evaluation budgets within UN ICT projects, as advocated by the United Nations Evaluation Group (UNEG, 2023), which underscores the importance of adequate resources for conducting meaningful project assessments.

4.3.2 Influence of Evaluation Budget on the Evaluation of UN ICT Projects in Kenya

The study sought to determine Influence of evaluation budget on the evaluation of UN ICT projects in Kenya. The findings are presented in Table 4.5.



Mount Kenya

Table 4.5: Influence of Evaluation Budget on the Evaluation of UN ICT projects in Kenya

Budget Evaluation	N	SA	A	N	D	SD	Mean	Std. Dev
Project should allocate evaluation budget within the total project cost	72	26.6%	52%	18.7%	2.7%	0%	4.03	0.753
Budget spending criteria should be clearly established during evaluation budget allocation (e.g. evaluation timeframe, level of expertise, project complexity, over time, and travel).	72	40%	30.7%	25.3%	4%	0%	4.07	0.905
Budget spending plan should be established during evaluation budget allocation	72	20%	28%	38.7%	12%	1.3%	3.53	0.991
Evaluation budget is a key constraint in project evaluation	72	25.4%	24%	33.3%	16%	1.3%	3.56	1.081
Evaluation budget is the key factor in conducting the evaluation of UN ICT projects.	72	42.7%	29.3%	26.7%	0%	1.3%	4.12	0.900
If you are a decision maker, you will allocate the evaluation budget for evaluation of UN ICT projects attached to the total project cost	72	20%	30.6%	26.7%	16%	6.7%	3.41	1.175
Based on the allocation of evaluation budget above, if you are a decision maker, you will conduct evaluation of UN ICT projects thereafter post implementation.	72	54.7%	21.3%	13.3%	6.7%	4%	4.16	1.139

Source: Research Data (2024)

The descriptive findings on project allocation of the evaluation budget within the total project cost revealed strong agreement from 78.6%(strongly agreed and agreed) of respondents (26.6% strongly agreed, 52% agreed, 18.7% neutral). This indicates a

widespread recognition of the influence that allocating a specific budget for evaluation has on the evaluation process for UN ICT projects in Kenya. These findings align with research by Kelly and Magongo (2017), who emphasize the crucial role of allocating appropriate budgets for monitoring and evaluation to ensure successful project implementation.

Regarding the establishment of clear criteria for budget spending during evaluation budget allocation (e.g., evaluation timeframe, level of expertise, project complexity), (70.7% strongly agreed and agreed) of respondents agreed (40% strongly agreed, 30.7% agreed, 25.3 neutral). This highlights the importance of clearly defined guidelines for evaluation budget spending, as advocated by the Project Management Institute (PMI, 2021). Such guidelines ensure proper resource allocation and effective project assessment. The research also found that 48% of respondents agreed that establishing a budget spending plan during evaluation budget allocation influences UN ICT project evaluation (20% strongly agreed, 28% agreed, 38.7% neutral). This suggests a general consensus on the value of having a defined spending plan, which aligns with the recommendations of Smith (2022) who emphasizes the importance of budget allocation for a robust and effective evaluation process.

Furthermore, (49.4% strongly agreed and agreed) of respondents agreed that evaluating budget as a key constraint influences UN ICT project evaluation (25.4% strongly agreed, 24% agreed, 33.3% neutral). This indicates an awareness of the potential limitations that budget constraints can pose on the evaluation process. The findings also showed that 62% of respondents agreed that evaluating budget is a key factor in conducting the evaluation of UN ICT projects (42.7% strongly agreed, 29.3% agreed, 26.7 neutral). This highlights the widespread recognition of budget as a critical element in carrying out thorough project evaluations.

Finally, 77% (strongly agreed and agreed) of respondents agreed that decision-making in allocating the evaluation budget attached to the total project cost influences UN ICT project evaluation (54.4% strongly agreed, 21.3% agreed, 13.3% neutral). This suggests a strong consensus on the importance of considering budget allocation during the decisionmaking process for UN ICT project evaluations. In summary, the research findings consistently demonstrate that all the variables related to budget evaluation have a significant influence on the evaluation of UN ICT projects in Kenya. This emphasizes the crucial role of proper budget allocation, clear spending criteria, and defined spending plans in ensuring effective and comprehensive project evaluations.

4.3.3 Evaluation Material and Network

The research findings on material and network on evaluating organization membership are as shown on Table 4.6.

Table 4.6: Evaluation Material and Network

Evaluation organization membership	Frequency	Percentage
Own evaluation Unit/Section	9	12.50
member of United Nations Evaluation Group (UNEG)	16	22.22
member of International Organization for Cooperation in Evaluation (IOCE)	11	15.27
member of American Evaluation Association (AEA)	14	19.44
member of Canadian Evaluation Society (CES)	10	13.88
member of European Evaluation Society (EES)	12	16.67
	72	100

Source: Research data (2024)

The research findings on own evaluation unit/ section showed that (n=9, 12.50). The results on member of United Nations Evaluation Group (UNEG showed (n=16, 22.22%).

The results on member of International Organization for Cooperation in Evaluation (IOCE) showed n=11,15.27%). The results on American Evaluation Association (AEA) membership showed (n=14,19.44%). The results on Canadian Evaluation Society (CES) membership showed (n=10, 13.88%) while European Evaluation Society (EES) membership showed (n=12, 16.67%). These results revealed that majority of the respondents were members of United Nations Evaluation Group (UNEG).

4.3.4 Availability of evaluation material and network influence the evaluation of UN ICT projects in Kenya

The study sought to find out how availability of evaluation material and network influence the evaluation of UN ICT projects in Kenya. The findings are presented in Table 4.7.

Table 4.7: Evaluation material and Network Influence the evaluation of UN ICT Projects in Kenya

Evaluation material and network	N	SA	A	N	D	SD	Mean	Std. Dev
In my organization the evaluation material is ready for project team to use	72	41.3%	36%	14.7%	8%	0%	4.11	0.938
In my organization the evaluation network (e.g. people, team, colleagues, professional network that focus on evaluation) is available for project team to consult with.	72	40%	33.4%	17.3%	9.3%	0%	4.04	0.979
The project involved refers and uses the evaluation material	72	20%	28%	29.4%	17.3%	5.3%	3.40	0.751
The project involved refers and consults with the evaluation network (e.g. people, team,	72	25.4%	32%	32%	9.3%	1.3%	3.71	0.997

colleagues, professional network that focus on evaluation) for evaluation.									
Availability of material accelerates the evaluation process	72	36%	45.3%	12%	6.7%	0%	4.11	0.863	
Availability of network helps accelerate the evaluation.	72	34.7%	42.7%	20%	1.5%	1.1%	4.08	0.850	
Evaluation material is an important factor in conducting the evaluation of UN ICT projects.	72	38.7%	44%	14.7%	1.6%	1.0%	4.17	0.828	
Based on availability of evaluation network in your organization above, if you are a decision maker, you will conduct evaluation of UN ICT projects thereafter postimplementation	72	46.7%	37.3%	14.7%	1.3%	0%	4.29	0.767	

Source: Research data (2024)

The findings on the influence of evaluation materials and network on the evaluation of UN ICT projects in Kenya, as presented in Table 8, are summarized below. A strong majority of respondents (77.3%) agreed that the organization's evaluation of materials has an influence on UN ICT project evaluation (41.3% strongly agreed, 36% agreed, 14.7% neutral). This aligns with the emphasis placed on thorough material evaluation within the project evaluation process (Klaxon, 2020). The majority of respondents (73.4%) agreed that the organization's evaluation network focusing on available evaluation resources for project team consultation influences UN ICT project evaluation (40% strongly agreed, 33.4% agreed, 17.3% neutral). This highlights the importance of readily accessible evaluation expertise within the organization (Murphy et al., 2023).

While less pronounced than previous factors, a significant portion of respondents (48%) agreed that project teams referring to and using evaluation materials influence UN ICT project evaluation (20% strongly agreed, 28% agreed, 29.4% neutral). This suggests the value of utilizing existing evaluation materials to inform project assessments. A majority of respondents (57.4%) agreed that project teams referring to and consulting with the organization's evaluation network influences UN ICT project evaluation (25.4% strongly agreed, 32% agreed, 32% neutral). This emphasizes the importance of collaboration and knowledge sharing within the evaluation process (Preskill & Boyle, 2022). The vast majority of respondents (79.3%) agreed that the availability of evaluation materials helps accelerate the UN ICT project evaluation process (36% strongly agreed, 45.3% agreed, 12% neutral). This highlights the efficiency gains associated with readily accessible evaluation resources.

Similar to material availability, a majority of respondents (77.4%) agreed that the availability of an evaluation network within the organization helps accelerate UN ICT project evaluation (34.7% strongly agreed, 42.7% agreed, 20% neutral). This reinforces the value of a supportive evaluation network in streamlining the process. A strong majority of respondents (82.7%) agreed that evaluating materials is an important factor in conducting UN ICT project evaluations (38.7% strongly agreed, 44% agreed, 14.7% neutral). This aligns with the fundamental role of material evaluation in assessing project success (Klaxon, 2020).

The majority of respondents (84%) agreed that the availability of an evaluation network within the organization as a decision-maker for post-implementation evaluation influences UN ICT project evaluation (46.7% strongly agreed, 37.3% agreed, 14.7% neutral). This highlights the importance of involving a dedicated evaluation network in decision-making processes. The research findings overwhelmingly demonstrate that both evaluation materials and the availability of an evaluation network significantly influence the evaluation of UN ICT projects in Kenya. This emphasizes the critical role of comprehensive materials,

accessible expertise, and collaborative practices in ensuring effective and efficient UN ICT project evaluations.

4.3.5 Influence of Organization Members on the Evaluation of UN ICT Projects in Kenya

The study sought to find out influence of organization members on the evaluation of UN ICT Projects in Kenya.

Table 4.8: Influence of organization members on the evaluation of UN ICT Projects in Kenya

Organization Members' Competency	SA	A	N	D	SD	Mean	Std. Dev
	n=17 24%	n=25 34%	n=19 27%	n=6 8%	n=5 7%	3.61	1.138

Source: Research Data (2024)

The research findings highlight the importance of organizational members' competency in project evaluation. A significant majority of respondents (68.6%) agreed that the competency of individuals involved in the evaluation process plays a crucial role (24% strongly agreed, 34% agreed, 26.7% neutral). This suggests a strong consensus that competent evaluators are essential for conducting effective UN ICT project evaluations. This aligns with the emphasis placed on evaluator expertise within the field, as highlighted by Zorzi, McGuire, & Perrin (2002), who advocate for the development and maintenance of strong evaluation competencies within organizations.

To what level is your competency in project evaluation? Key: 5 = very high, 4 = high, 3 = moderate, 2 = low, and 1 = none. Tick on the column that you are competent with.

Table 4.9: Level of Competency in Evaluation

Level of Competency in Evaluation	1	2	3	4	5
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Evaluation Process			
Evaluation involves establishing the output indicator.		(n=64, 89%)	
Evaluation involves defining population and sample.		(n=56, 78%).	n=30 42%)
Evaluation involves inquiry of information			
Data Collection and Analysis			
Evaluation involves data collection process.	n=59, 90%	n=53, 74%).	n=39, 54%).
Evaluation involves data analysis process.			
Evaluation involves systematic inquiry process			
Finding and Recommendation			
Evaluation involves establishing the findings.			(n=35, 49%)
Evaluation involves providing the recommendation.		(n=61, 85%)	
Evaluation involves dissemination of evaluation report.		(n=58, 81%)	
Evaluation involves utilizing the findings.			
Evaluation involves the follow up of recommendation.		n=58, 81%)	n=41, 57%).
Professionalism and Interpersonal Practice			
valuation involves evaluator's integrity.	n=70, 97%)		
Evaluation involves evaluator's impartiality.		(n=63, 88%).	
Evaluation involves evaluator's honesty.			
Evaluation involves evaluator's respect for stakeholders.			
Evaluation requires evaluator's inquiry skill.	n=67, 93%)	(n=51, 71%)	(=39, 54%)
Evaluation requires evaluator's communication skill.			(n=38, 53%)
Evaluation requires evaluator's collaboration skill.	n=36, 50%)	(n=52, 72%)	
Evaluation requires evaluator's reporting skill.			

Source: Research data (2024)

4.4 Level of Competency on Evaluation Process

The research findings suggest a strong correlation between the level of evaluation activities and the perceived influence of competency on UN ICT project evaluation in Kenya. A high proportion of respondents (89%, n=64) indicated that establishing output indicators, a key evaluation activity, is heavily reliant on evaluator competency.

Conversely, defining the population and sample, another evaluation aspect, was perceived as less dependent on competency, with only 42% (n=30) of respondents considering it highly influenced by this factor. However, a significant majority (78%, n=56) still acknowledged the importance of competency in conducting inquiries for information gathering, another crucial evaluation activity. These findings imply that while specific evaluation activities may vary in their degree of reliance on evaluator competency, overall, a strong level of competency remains crucial for effective UN ICT project evaluation. This aligns with the established importance of evaluator skills and knowledge in conducting robust and accurate project assessments, as emphasized by the American Evaluation Association (AEA, 2021).

4.4.1 Level of Competency in Evaluation on Data Collection and Analysis

The research findings highlight the critical role of competency in the data collection and analysis phases of UN ICT project evaluation. A vast majority of respondents indicated a high level of influence of competency on both processes: 74% (n=53) for data collection and a very high 90% (n=59) for data analysis. While the systematic inquiry process received a moderate rating (54%, n=39) compared to the other two, it still suggests a significant association between competency and effective inquiry in the context of UN ICT project evaluation. This emphasis on data handling skills aligns with the established importance of robust data collection and analysis in project evaluation, as emphasized by the Project Management Institute (PMI, 2021).

4.4.2 Level of Competency Evaluation on establishing the findings

The research findings suggest a nuanced relationship between competency and different stages of utilizing evaluation findings in UN ICT projects. While providing recommendations received a moderate rating (49%, n=35), dissemination of the evaluation report (85%, n=61) and utilizing the findings (81%, n=58) were perceived as highly influenced by competency.

Following up on recommendations also received a moderate rating (57%, n=41), indicating a potential link between competency and effectively translating evaluation results into action. These findings imply that while competency plays a significant role throughout the utilization process, specific stages may require varying levels of expertise. This aligns with the emphasis placed on effective communication and stakeholder engagement within evaluation frameworks, as highlighted by the American Evaluation

Association (AEA, 2021).

4.4.3 Level of Competency evaluation in Professionalism and Interpersonal Practice

The research findings underscore the critical role of professional conduct and interpersonal skills in influencing the evaluation of UN ICT projects in Kenya. An overwhelming majority of respondents perceived evaluator integrity (98%), impartiality (88%), and honesty (93%) as highly influential factors. While respect for stakeholders received a moderate rating (54%), it still suggests a significant association with effective evaluation. Similarly, inquiry skills (71%) and reporting skills (72%) were considered highly influential, while communication (50%) and collaboration skills (53%) received moderate ratings.

These findings highlight the importance of evaluators exhibiting strong ethical principles, clear objectivity, and effective communication alongside collaboration in conducting UN

ICT project evaluations. This aligns with the emphasis placed on professional conduct and interpersonal skills within evaluation frameworks, as advocated by the American Evaluation Association (AEA, 2021). A competent evaluator should not only possess technical expertise but also demonstrate strong professional values and the ability to build positive relationships with stakeholders throughout the evaluation process.

Key: 5 = strongly agree, 4 = agree, 3 = moderately agree, 2 = disagree, and 1 = strongly disagree. Tick on the column that you most agree with.

Table 4.10: Influence of organization competency on evaluation of UN ICT Projects.

Budget Evaluation	1	2	3	4	5
Organization members' competency in evaluation is the key factor in conducting the evaluation of UN ICT projects	n=68 94%	n=4 6%			
Based on your level of competency in evaluation above, if you are a decision maker, you will conduct evaluation of UN ICT projects thereafter post implementation.		n=56 78%	n=18 22%		

Source: Research data (2024)

The research findings strongly emphasize the crucial role of organizational member competency in both budget evaluation and the overall decision-making process for UN ICT project evaluations. A clear majority of respondents (68%, n=94) strongly agreed that organizational member competency is a key factor in conducting UN ICT project evaluations, highlighting the importance of skilled individuals within the organization for effective assessment. Furthermore, a significant majority (78%, n=56) agreed that the level of competency in evaluation plays a crucial role in decision-making for postimplementation evaluations of UN ICT projects. This reinforces the notion that competent evaluators are essential for making informed decisions based on project assessments. These findings align

with the growing emphasis on building strong evaluation capacity within organizations, as advocated by Murphy et al. (2023), who highlight the need for skilled personnel to ensure robust and reliable project evaluations.

The results on awareness on benefits of evaluation revealed the following. Key: 5 = yes, 4 = partially yes, 3 = not sure, 2 = partially no, and 1 = no. Tick on the column that you most agree with.

Table 4.11: Awareness on Benefits of Evaluation

Awareness on Benefits of Evaluation	1	2	3	4	5
Do you think that you understand the meaning of awareness?	n=67, 93%		n=15 7%		
Do you think that organization will benefit from project evaluation?	n=70 97%	n=2 3%			

The research findings demonstrate a clear understanding of the importance of project evaluation among the respondents. A near-unanimous majority (93%, n=67) confirmed their awareness of the meaning of "awareness" in the context of project evaluation (Alyoubi, 2020). This high level of comprehension is further solidified by the fact that 100% of respondents agreed that the organization benefits from UN ICT project evaluation. This consensus aligns with the well-established value of project evaluation in identifying strengths, weaknesses, and areas for improvement within implemented initiatives, ultimately contributing to the success of UN ICT projects (Alyoubi, 2020).

Key: 5 = very high, 4 = high, 3 = moderate, 2 = low, and 1 = none.

Table 4.12: Level of awareness benefits in UN ICT Projects

Awareness on Benefits of Evaluation	1	2	3	4	5
-------------------------------------	---	---	---	---	---

Evaluation fosters knowledge construction	n=58	n=14	
	81%	19 %	
Evaluation fosters capacity building in organization	n=50	n=22	
	69%	31%	
Evaluation facilitates organizational learning.	n=46	n=20	n=6
	64%	28%	8%
Evaluation helps authority in decision making.	n=30	n=32	n=10
	42%	44%	14%
Evaluation advances strategic planning.	n=56	n=16	
	78%	22%	

Source: Research data (2024)

The research findings highlight the multifaceted benefits associated with UN ICT project evaluation. A significant majority of respondents agreed that evaluation fosters knowledge construction (81%, n=58), with only a small minority remaining neutral (19%). This aligns with the established role of evaluation in generating valuable insights and learnings from project implementation (Preskill & Boyle, 2022). Similarly, a strong majority (69%, n=50) agreed that evaluation fosters capacity building within the organization, suggesting its contribution to strengthening internal capabilities and expertise.

Furthermore, a near-unanimous agreement (92%, n=66) emerged regarding evaluation facilitating organizational learning. This emphasizes the potential of evaluation to drive positive changes and improvements within the organization through the knowledge gained from project assessments. Additionally, a substantial majority (86%, n=62) acknowledged the role of evaluation in aiding decision-making processes, highlighting its value in guiding future actions based on project outcomes.

Finally, all respondents (100%, n=72) agreed that evaluation advances strategic planning, solidifying the understanding that project evaluations provide valuable information for

informed strategic decision-making within the context of UN ICT projects. Overall, the research findings demonstrate a clear recognition among respondents of the diverse benefits associated with UN ICT project evaluation, encompassing knowledge creation, capacity building, organizational learning, informed decision-making, and strategic planning advancement.

4.5 Influence of awareness of benefit of evaluation on evaluation of UN ICT projects in Kenya

The research findings on the influence of benefits of evaluation of UN ICT projects in Kenya as shown in Table 4.13.

Key: 5 = strongly agree, 4 = agree, 3 = moderately agree, 2 = disagree, and 1 = strongly disagree. Tick on the column that you most agree with.

Table 4.13: Influence of awareness on benefit the evaluation of UN ICT Projects in Kenya

Awareness on Benefits of Evaluation	N	SA	A	N	D	SD	Mean	Std. Dev
Awareness on the benefit of evaluation is the key factor in conducting the evaluation of UN ICT projects	72	24%	34.6%	26.7%	8%	6.7%	3.61	1.138
Based on your awareness on benefit of evaluation above, if you are a decision maker, you will conduct evaluation of UN ICT projects thereafter postimplementation.	72	41.3%	36%	14.7%	8%	0%	4.11	0.938

Source: Research Findings (2024)

The research findings on awareness on the benefit of evaluation as a key factor in conducting the evaluation of UN ICT projects revealed that majority agreed (n=42 58%). This implied that awareness on the benefit of evaluation is a key factor in conducting the evaluation of UN ICT projects in Kenya with a mean of 3.61 and a standard deviation of

1.138.

The research findings based on the awareness on benefit of evaluation as decision maker in conducting conduct evaluation of UN ICT projects thereafter post-implementation revealed that majority agreed (n=56,77.3%). This implied that awareness on benefit of evaluation as decision maker in conducting conduct evaluation of UN ICT projects thereafter post-implementation influences evaluation of UN ICT projects in Kenya with a mean of 4.11 and a standard deviation of 0.938.

4.6 Diagnostic Test Results

The researcher conducted diagnostic tests, encompassing tests for normality, linearity, multicollinearity, and homoscedasticity.

4.6.1 Normality Test Results

A normality test was conducted to assess the distribution of the data, and the results are presented in Table 14.

Table 4.14: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Project Performance	.104	72	.042	.975	72	.138

a. Lilliefors Significance Correction

As per results in Table 15, the p-value is 0.138. In the context of normally distributed data, a p-value greater than the 5% significance level suggests normality. Therefore, as 0.138 is greater than 0.05, it indicates that the data follows a normal distribution.

4.6.2 Linearity Test Results

Tests for linearity were performed to ascertain the linear relationship between each independent variable and the dependent variable, with the findings shown in Tables 4.15.

Table 4.15: Linearity between Project Evaluation and UN ICT Performance

			Sum of Squares	df	Mean Square	F	Sig.
Project Performance * Evaluation Budget	Between	(Combined)	7.844	13	.523	2.775	.003
		Linearity	4.295	1	4.295	22.792	.000
	Groups	Deviation from Linearity	3.549	14	.254	1.346	.210
Within Groups			11.117	59	.188		
Total			18.961	68			

The results of the linearity test reveal a significance value of 0.210, surpassing the threshold of 0.05, signifying the presence of a linear association between evaluation of budget and project performance. This suggests that variations in evaluation of budget are consistently and proportionally linked to changes in project performance. The importance of this linearity assumption lies in its role in enabling a meaningful interpretation of regression coefficients and facilitating precise predictions based on the model.

Table 4.16: Linearity between availability of material and network on project Performance

			Sum of Squares	df	Mean Square	F	Sig.
Project Performance * Availability of material and network		(Combined)	1.952	15	.797	6.708	.000
	Between	Linearity	9.934	1	9.934	83.631	.000
	Groups	Deviation from Linearity	2.018	14	.144	1.214	.290

Within Groups	7.008	59	.119
Total	18.961	68	

The finding that the p-value for the linearity test is 0.290, exceeding the 0.05 threshold, implies a linear relationship between availability of material and network and project performance. This suggests that changes in availability of material and network are associated with consistent and proportional changes in project performance.

Table 4.17: Linearity between Organization Member's Competency and project Performance

		Sum of Squares	df	Mean Square	F	Sig.	
	(Combined)	11.575	13	.772	6.164	.000	
Project Performance *	Linearity	9.321	1	9.321	.161	74.462	.000
	Between Groups	2.253	14	.125	1.286	.244	
Organization from member's competency	Linearity						
	Within Groups	7.386	59				
	Total	18.961	68				

The results show that the p-value for the linearity test is 0.244, surpassing the 0.05 threshold, indicates a linear relationship between organization member's competency and project performance. This implies that alterations organization member's competency corresponds to consistent and proportional changes in project performance.

Table 4.18: Linearity between awareness of evaluation benefits and project Performance

		Sum of Squares	df	Mean Square	F	Sig.
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Project Performance *	Between	(Combined)	6.154	14	.342	1.495	.127
Awareness of benefit on evaluation	Groups	Linearity	5.073	1	5.073	22.182	.000
		Deviation from	1.082	17	.064	.278	.997
		Linearity	12.806	56	.229		
	Within Groups		18.961	68			
	Total						

Linearity test results show that the significance value was 0.997. This is greater than 0.05, which means that there existed a linear association between relationship awareness of benefit and project performance. It indicates that a change in the awareness of benefit on evaluation is associated with a consistent and proportional change in the project performance. This linearity assumption is crucial as it allowed for a meaningful interpretation of the regression coefficients and facilitated accurate predictions based on the model.

4.6.3 Multicollinearity Test Results

A test for multicollinearity was performed to assess the degree of correlations among the independent variables, with the relevant findings presented in Table 4.19.

Table 4.19: Multicollinearity Test Results

Model	Unstandardized Coefficients	Standardized Coefficients		t Statistics	Sig.	Collinearity	
		B	Std. Error			Beta	Tolerance
1 (Constant)	.535	.257		2.080	.041		
Evaluation of budget	.207	.059	.216	3.483	.001	.863	1.158
Availability of material and network	.338	.057	.418	5.937	.000	.667	1.499
Organization member's competency	.265	.047	.384	5.657	.000	.718	1.393

Awareness of benefit on evaluation	.116	.041	.183	2.806	.006	.780	1.28
a. Dependent Variable: Project performance							2

The obtained results were as follows: Evaluation of budget (VIF=1.158), availability of material and network (VIF=1.499), Organization member's competency (VIF=1.393), and Awareness of benefit on evaluation (VIF=1.282). As all these values fell within the range of 1-10, indicating the absence of multicollinearity issues, it suggests that the independent variables are not highly correlated with each other. This lack of multicollinearity enhanced the stability of the regression model, making the individual contributions of the independent variables more discernable in explaining the variation in the dependent variable.

4.6.4 Homoscedasticity Test Results

The homogeneity of residuals was assessed through a homoscedasticity test, and the results are presented in Table 4.20.

Table 4.20: Homoscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	.268	.161		1.666	.100
Evaluation of budget	.033	.037	.112	.887	.378
Availability of material and network	-.038	.036	-.153	-1.069	.289
Organization member's competency	-.014	.029	-.068	-.489	.626
Awareness of benefit on evaluation	-.003	.026	-.018	-.135	.893
a. Dependent Variable: project Performance					

Table above shows the results of the homoscedasticity test, revealing that the significance values for evaluation of budget, availability of material and network, Organization

member's competency and awareness of benefit on evaluation were 0.378, 0.289, 0.626, and 0.893, respectively. With all p-values exceeding 0.05, it indicates that the error terms/residuals exhibited homogeneity, confirming the absence of heteroscedasticity issues in the dataset. Consequently, the constancy of variability in the differences between observed and predicted values across all independent variables support the fulfillment of homoscedasticity assumptions in regression analysis. This, in turn, enhanced the reliability of statistical inferences in the main study.

4.7 Inferential Statistics

4.7.1 Correlation analysis between budget evaluation and performance of UN ICT projects in Kenya

The results on Pearson Correlation analysis showed a positive correlation between evaluation budget on performance of UN ICT projects in Kenya ($r=0.408$, $p<0.0001$). These results showed budget evaluation has an influence on performance of UN ICT projects in (Table 4.21).

Table 4.21: Correlation analysis between evaluation budget and performance of UN ICT projects in Kenya

	PP		EB
EB	Pearson Correlation	1	0.408**
	Sig. (2-tailed)		.000
	N	72	72

** . Correlation is significant at the 0.01 level (2-tailed).

EB=Evaluation Budget; PP=Project Performance

4.8 Regression analysis between Evaluation Budget and UN ICT Project Performance

The regression analysis revealed a statistically significant relationship between evaluation budget and project performance of UN ICT projects in Kenya (f-statistic = 16.003, $p < 0.0001$), supporting the notion that a robust budget evaluation process contributes to project

success. The coefficient of determination (R-squared) was 0.187, indicating that approximately 28.7% of the variation in project performance could be attributed to the evaluation of the budget. In simpler terms, for every unit of improvement in budget evaluation, there is a corresponding increase of 0.408 units in UN ICT project performance (Table 11). This finding aligns with the established importance of effective budget management within project execution. Several studies have highlighted the positive impact of thorough budget evaluation on project outcomes. For instance, Zwikael et al. (2009) emphasize the role of budget evaluation in identifying and addressing cost overruns, ultimately contributing to improved project performance. Similarly, Kim and Reinschmidt (2011) discuss the value of budget evaluation in providing insights for more accurate cost forecasting, which can lead to better resource allocation and project success.

Table 4.22: Regression Analysis Between Evaluation Budget and UN ICT Project Performance

Measure	Value
R-Square	0.187
F-Statistic (p-value)	16.003 (<0.0001)
Coefficient	0.408
P-value	<0.0001

Source: Research Data (2024)

4.8.1 Correlation analysis between availability of Evaluation Material and Network on the Evaluation of UN ICT Projects

The research findings revealed a significant positive correlation between the availability of evaluation materials and networks, and the performance of UN ICT projects in Kenya ($r = 0.349$, $p = 0.001$). This statistically significant correlation ($p < 0.001$) suggests that having readily available evaluation materials and a supportive evaluation network within the organization positively influences UN ICT project performance. This implies that sufficient

resources and access to expertise play a crucial role in enabling effective project evaluation, which ultimately contributes to better project outcomes.

This finding aligns with previous research highlighting the importance of robust evaluation practices in project management. Zwikael et al. (2009) emphasize the value of comprehensive project evaluation in identifying areas for improvement and ensuring project success. Similarly, Murphy et al. (2023) discusses the need for strong evaluation capacity within organizations, which includes access to necessary resources and networks, to conduct effective project assessments that contribute to positive project outcomes. Therefore, the study findings underscore the importance of prioritizing the availability of evaluation materials and fostering a supportive evaluation network within organizations implementing UN ICT projects in Kenya.

Table 4.22: Correlation analysis between availability of evaluation material and network on the evaluation of UN ICT projects

PP		MN	
PP	Pearson Correlation	1	0.349**
	Sig. (2-tailed)		0.001
	N	72	72

** . Correlation is significant at the 0.01 level (2-tailed).

MN=Material and network; PP=Project Performance

Source: Research Data (2024)

4.8.2 Regression Analysis between Availability of Evaluation Material and Network on the Evaluation of UN ICT Projects

The regression analysis further strengthens the link between the availability of evaluation materials and networks, and the performance of UN ICT projects in Kenya. The coefficient of determination (R-squared) was 0.217, indicating that approximately 31.7% of the

variation in project performance could be attributed to the availability of these resources. This statistically significant relationship (F-statistic = 11.294, $p < 0.001$) suggests that having access to sufficient evaluation materials and a supportive evaluation network within the organization leads to a notable improvement in UN ICT project performance.

This finding aligns with previous research emphasizing the crucial role of well-resourced and collaborative evaluation practices in project management. Zwikael et al. (2009) highlight how comprehensive project evaluations, enabled by adequate resources and networks, are essential for identifying areas for improvement and ultimately achieving project success. Similarly, Murphy et al. (2023) discusses the need for strong evaluation capacity, which includes access to necessary resources and networks, to conduct effective project assessments that contribute to positive project outcomes. Therefore, the results underscore the importance of prioritizing the availability of evaluation materials and fostering a strong evaluation network within organizations implementing UN ICT projects in Kenya. This not only contributes to a significant portion of the observed improvements in project performance but also aligns with established best practices in project management.

Table 4.23: Regression Analysis between Availability of Evaluation Material and Network and Performance of UN ICT Projects in Kenya

Measure	Value
R-Square	0.217
F-Statistic (p-value)	11.294 (0.001)
Coefficient	0.349
P-value	0.001

Source: Research Data (2024)

4.8.3 Correlation analysis between organization member’s competency and evaluation of UN ICT projects performance in Kenya

The research findings confirm a significant positive correlation between organizational member competency and the evaluation of UN ICT projects in Kenya ($r = 0.365$, $p = 0.001$). This statistically significant correlation ($p < 0.001$) implies that a higher level of competency among organizational members leads to a positive impact on the evaluation of UN ICT projects. This aligns with established knowledge within project management, where skilled and knowledgeable individuals are crucial for conducting effective evaluations that provide valuable insights and contribute to project success (Project Management Institute, 2021). Therefore, the research findings emphasize the importance of investing in building and maintaining a competent workforce within organizations undertaking UN ICT projects in Kenya.

This is shown in (Table 4.24).

Table 4.24: Correlation Analysis Between Organization Member’s Competency and Evaluation of UN ICT projects in Kenya

	PP		OMC
PP	Pearson Correlation	1	0.365
	Sig. (2-tailed)		0.001
	N	72	72

**. Correlation is significant at the 0.01 level (2-tailed).

OMC=Organization Members Competency; PP=Project Performance

Source: Research Data (2024)

4.9 Regression analysis between organization members competency and evaluation of UN ICT projects in Kenya

The regression analysis further strengthens the link between organizational member competency and the performance of UN ICT projects in Kenya. The coefficient of

determination (R-squared) was 0.129, indicating that approximately 36.1% of the variation in project performance could be attributed to the competency of the involved individuals. This statistically significant relationship (f-statistic = 14.008, $p < 0.001$) suggests that higher levels of competency among organizational members have a significant influence on improving the performance of UN ICT projects.

This finding aligns with research by Ahadzie et al. (2014) who highlight the critical role of project team member competence in project success. Similarly, Cavusoglu et al. (2023) discuss the positive impact of skilled human resources on project outcomes, emphasizing that competent individuals are essential for effective project management and achieving desired results. Therefore, the results underscore the importance of investing in building and maintaining a competent workforce within organizations undertaking UN ICT projects in Kenya. This not only contributes to a significant portion of the observed improvements in project performance but also aligns with established best practices in project management.

Table 4.25: Regression Analysis Between Organization Member’s Competency and UN ICT Project Performance

Measure	Value
R-Square	0.129
F-Statistic (p-value)	14.008 (0.001)
Coefficient	0.365
P-value	0.001

Source: Research data (2024)

4.10 Correlation analysis between awareness on benefit of evaluation on UN ICT project performance in Kenya

The research findings revealed that there is a positive significant correlation between awareness on benefit of evaluation on UN ICT project performance in Kenya. ($r=0.448$,

p=0.001). This is an implication that awareness on benefit of evaluation leads to a positive impact on performance of UN ICT projects Kenya. This is shown in (Table 4.26).

Table 4.26: Correlation analysis between awareness on benefit of evaluation on UN ICT project performance in Kenya

	PP	ABE
PP	Pearson Correlation	1
	Sig. (2-tailed)	0.01
	N	72

** . Correlation is significant at the 0.01 level (2-tailed).

ABE=Awareness on Benefit of Evaluation; PP=Project Performance

Source: Research Data (2024)

4.11 Regression Analysis Between Awareness on Benefit of evaluation of UN ICT Projects Performance in Kenya

The results on showed coefficient of determination ($R^2 = 0.171$) which implies that 17.1% of change in the project performance of UN ICT projects in Kenya was a result awareness on benefit of evaluation. There is a significant influence of awareness on benefit of evaluation sufficient to an extent on improving the project performance of UN ICT projects in Kenya. This shows that there is a relationship between awareness on benefit of evaluation and project performance which was significant at significant (fstatistic=14.025, $p < 0.001$). The results on regression analysis revealed that for each measure towards awareness on benefit of evaluation there is improvement in UN ICT project performance by 0.253 units as shown in Table 4.27.

Table 4.27: Regression analysis between awareness on benefit of evaluation and UN ICT project performance in Kenya

Measure	Value
R-Square	0.171

F-Statistic (p-value)	14.025 (0.001)
Coefficient	0.448
P-value	0.001

Source: Research Data (2024)

4.12 Overall Correlation Analysis

The overall research findings revealed that there was a significant positive correlation between evaluation budget and evaluation of UN ICT project performance in Kenya ($r=0.408$, $p<0.0001$). The findings also showed that significant positive correlation between availability of material and network and evaluation of UN ICT project performance in Kenya ($r=0.349$, $p=0.001$). There was also a significant positive correlation between organization member's competency and evaluation of UN ICT project performance in Kenya ($r=0.365$, $p=0.001$). There was also a significant positive correlation between awareness of benefits on evaluation of UN ICT project performance in Kenya ($r=0.448$, $p=0.001$) as shown in (Table 4.28).

Table 4.28: Overall Correlation Financial Risk Management on Financial Performance

	Project Performance	P-Value
Evaluation budget	0.408	<0.0001
Availability of material and network	0.349	0.001
Organization member's competency	0.369	0.001
Awareness of benefits on evaluation	0.448	0.001

Source: Research Data (2024)

4.12.1 Overall Regression Analysis

The regression analysis revealed a strong and positive influence of multiple factors on the performance of UN ICT projects in Kenya. Evaluation of budget significantly impacted

performance, explaining approximately 28.7% (R-squared = 0.287) of the variation observed. This aligns with established research highlighting the importance of effective budget management and evaluation practices in project success (Zwickael et al., 2009).

Availability of evaluation materials and networks also played a crucial role, contributing to 31.7% (R-squared = 0.317) of the variation in project performance. This finding emphasizes the need for strong evaluation capacity and access to necessary resources within organizations, as discussed by Murphy et al. (2023). Organizational member competency emerged as another significant factor, accounting for 36.1% (R-squared = 0.361) of the variation in project performance. This aligns with the established knowledge within project management that skilled and knowledgeable individuals are essential for effective project evaluation and achieving desired outcomes (Project Management Institute, 2021).

Interestingly, awareness of the benefits of evaluation itself contributed to 44.1% (R-squared = 0.448) of the variation in project performance. This highlights the importance of understanding the value and purpose of evaluation within the organizational context. Collectively, these four factors explain roughly 70% of the observed variations in UN ICT project performance in Kenya, exceeding the 50% threshold considered a good fit for the model. This suggests that a combined focus on robust budget evaluation, access to resources and networks, competent personnel, and clear understanding of the benefits of evaluation can significantly contribute to the success of UN ICT projects as shown in (Table 4.21).

4.12.2 Model Specification

A regression model was developed and utilized in the analysis of the data. Thus, the UN ICT project performance was expressed as a function of evaluation of budget, availability

of material and network, organization member's competency and awareness of benefits on evaluation.

$$PP = 0.30 + 0.187_{EB} + 0.217_{AMN} + 0.129_{OMC} + 0.171_{ABE} + e$$

Where PP = Project Performance

EB= Evaluation budget

AMN= Availability of material and network

OMC= Organization member's competency

ABE= Awareness of benefits on evaluation

E=Error term

Table 4.29: Overall Regression

Measure	Value
R-Square	0.704
F-Statistic (p-value)	19.161 (<0.0001)
Constant	(<0.0001)
Evaluation budget	0.187 (<0.0001)
Availability of material and network	0.217 (0.0001)
Organization member's competency	0.129 (0.0001)
Awareness of benefits on evaluation	0.171(0.0001)

Source (Research data2024)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter outlines the summary of the major findings, conclusions, recommendations and suggestions for further studies regarding determinants that influence project evaluation on performance of UN ICT projects in Kenya.

5.1 Summary of Findings

This section outlines summary of the major findings of the study on the determinants that influence project evaluation on performance of UN ICT projects in Kenya.

5.1.1 Evaluation of budget on UN ICT Project performance

The descriptive research findings established that evaluation of budget is a key factor that significantly influenced the performance of UN ICT projects in Kenya. Based on the findings, the evaluation of budget had approximately 28.7 % influence on project performance. Evaluation budget within the total project cost influence of evaluation budget on the evaluation of UN ICT projects in Kenya. The study findings also indicated that

budget spending criteria should be clearly established during evaluation budget allocation.

Budget spending criteria should be clearly established during evaluation budget allocation.

Evaluating budget is a key constraint influences evaluation of UN ICT projects in Kenya.

Evaluating budget is a key factor in conducting the evaluation of UN ICT projects in Kenya.

Decision making in allocating evaluation budget for evaluation of UN ICT projects

attached to the total project cost influences UN ICT projects in Kenya. Basing allocation of

evaluation budget as a decision maker have an influence on evaluation of UN

ICT projects in Kenya. According to the correlation and regression analysis results, the

significant relationship indicated that evaluation of budget has an influence on UN ICT

project performance in Kenya.

5.1.2 Availability of Material and Network on UN ICT Project

According to the study findings, evaluation of material by organization has an influence on

evaluation of UN ICT projects in Kenya. A 31.7% material evaluation was determined in

the research finding, therefore, showing a great influence in the project performance.

Organization evaluation network focusing on evaluation available for project team

consultation has an influence on evaluation of UN ICT projects. Project referring and using

evaluation material has an influence on UN ICT projects in Kenya. Project referring and

consulting with evaluation network that is people, team, colleagues, and professional

network focusing on evaluation an influence on UN ICT projects in Kenya. Availability of

material has an influence on accelerating the UN ICT project process. Availability of

network helps in accelerating project evaluation has an influence on UN ICT projects in

Kenya. Material evaluation factor has an influence on evaluation UN ICT project in Kenya.

Availability of evaluation network in the organization as a decision maker in conducting

evaluation of UN ICT projects thereafter post- implementation has an influence on the

evaluation of UN ICT projects in Kenya.

Furthermore, correlation analysis results indicate a statistically significant association between availability of material and network and project performance, while regression analysis results demonstrate the predictability of UN ICT project performance based on variations in availability of material and network. Overall, the findings underscore the influence of availability of material and network on UN ICT project performance in Kenya.

5.1.3 Assessment of the influence in Organization member's competency on UN ICT Project

Organization competency had an influence of approximately 36.1% on the project performance. The descriptive findings indicated that there are various levels of competency has an influence on evaluation of UN ICT projects in Kenya. The level of competency in evaluation on data collection and analysis has an influence on evaluation of UN ICT projects in Kenya. The level of competency evaluation on establishing the findings has an influence on evaluating UN ICT projects in Kenya. Level of competency in professionalism and interpersonal practices had an influence on the evaluation of UN ICT projects in Kenya. Organization members' competency in budget evaluation a key factor in conducting the evaluation of UN ICT projects. Level of competency in evaluation as a decision maker conducting evaluation of UN ICT projects thereafter post implementation. The correlation and regression analyses indicated a significant relationship between organization member's competency and UN ICT project performance in Kenya.

5.1.4 Determination of the Influence Awareness of benefits on Evaluation on UN ICT Project Performance

According to the descriptive findings, respondents were aware of the meaning of awareness and were also aware of the benefits of UN ICT project evaluation. The findings indicated

that evaluation fosters knowledge construction and evaluation help in decision making in UN ICT projects accounting to 17.1% influence on project performance. Awareness on the benefit of evaluation is a key factor in conducting the evaluation of UN ICT projects in Kenya. Awareness on benefit of evaluation as decision maker in conducting conduct evaluation of UN ICT projects thereafter post-implementation influences evaluation of UN ICT projects in Kenya. The correlation analysis findings showed that the relationship between relationship awareness of benefits of evaluation and UN ICT project performance was significant. Additionally, regression analysis results indicated that project performance was predictable from the variation in awareness of benefits on evaluation. Therefore, awareness of benefits on evaluation has an influence on UN ICT project performance in Kenya.

5.1.5 UN ICT project Performance

As per the findings, it was established relationship between the four variables that is evaluation of budget, availability of material and network, organization member's competency and awareness of benefits on evaluation had positive significant on UN ICT projects performance. The overall research findings revealed that there was a significant positive correlation between evaluation budget and evaluation of UN ICT project performance in Kenya ($r=0.408$, $p<0.0001$). The findings also showed that significant positive correlation between availability of material and network and evaluation of UN ICT project performance in Kenya ($r=0.349$, $p=0.001$). There was also a significant positive correlation between organization member's competency and evaluation of UN ICT project performance in Kenya ($r=0.365$, $p=0.001$). There was also a significant positive correlation between awareness of benefits on evaluation of UN ICT project performance in Kenya ($r=0.448$, $p=0.001$).

5.2 Conclusions

The presence of a linear association between evaluation of budget and project performance. This suggests that variations in evaluation of budget are consistently and proportionally linked to changes in project performance. Changes in availability of material and network are associated with consistent and proportional changes in project performance. Alterations organization member's competency correspond to consistent and proportional changes in project performance. Change in the awareness of benefit on evaluation is associated with a consistent and proportional change in the project performance.

5.3 Recommendations

Recommendations are made based on the conclusions of the study findings. They are as follows: First, the UN ICT should evaluate budget as a key factor that significantly influenced the performance of UN ICT projects in Kenya thus enhanced efficiency. This will lead to increased operational efficiency.

Secondly, availability of material and network in terms of people, team, colleagues, and professional network focusing on evaluation an influence on UN ICT projects in Kenya should be considered in order to accelerate UN ICT project process in Kenya.

Thirdly, Level of organization member's competency on UN ICT projects in Kenya should be considered to enhance professionalism and interpersonal practice which will enhance project efficiency.

Finally, the stake holders should be aware of the benefit of evaluation to embrace evaluation of UN ICT projects in Kenya.

5.4 Suggestions for Further Studies

Other researchers should explore the challenges facing project evaluation report implementation and their effect on operational efficiency and adaptability to UN ICT

projects in Kenya. This will evaluate these challenges and offer crucial insights to mitigating these challenges and boost UN ICT projects performance in Kenya and beyond.

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APPENDICES

Appendix I: Informed Consent Form

Dear sir/madam,

RE: REQUEST FOR YOUR CONSENT TO PARTICIPATE IN A RESEARCH

I kindly write to request for your kind acceptance for participation in a research project.

The study title is **FACTORS INFLUENCING PROJECTS EVALUATION OF INFORMATION AND COMMUNICATION TECHNOLOGY PROJECTS IN UNITED NATIONS, KENYA.**

The potential risks and discomforts of the study are minimal. This is because you will only be expected to participate in the questionnaire. Before filling the questionnaire, all respondents will be reminded and requested to keep what is discussed to be confidential. There are no potential benefits for you as a person for participating in this study. I am requesting you to volunteer and share your opinions. No payments will be made for the information that you give or for the time that you will spend with me.

Confidentiality of any information that you provide will be maintained. Data collected will only be used for the purpose of this study and will be destroyed when the findings are published.

PARTICIPATION IN THIS STUDY IS ENTIRELY VOLUNTARY. YOU MAY REFUSE TO FILL THE QUESTIONNAIRE AND YOU MAY WITHDRAW AT ANY STAGE IF YOU SO WISH.

If you accept to participate in this study, please append your signature below:

Signature of participant: Date: If

you have any query, please contact the following:

Mobile phone +211 928 062 558 or +254 729 305 332 .

Or by email majokbrimo2@gmail.com or majokbrimo@gmail.com

Sincerely,

MAYUEN BRIMO MAJOK

RESEARCHER

Appendix II: Questionnaire

Introduction

Dear respondent all information given in this questionnaire will be treated with utmost confidentiality. Please tick () the box that matches your answer to the questions and give the answers in the spaces provided as appropriate.

Section A: Background Information

1. Please indicate your age bracket.

- a) Below 18 years b) 18-30 years c) 31 -45 years d) Over 45 years

2. Are you currently an employee of United Nations based in Kenya?

- a) Yes b) No

3. Are you presently working in information communication and technology (ICT) field?

- a) Yes b) No

4. In the past 4 years during 2009-2013, did you get involved in ICT project actively?

- a) Yes b) No

5. If yes, you were involved, what was your role in the project? You can choose more than one item.

- a) Project Manager
b) Project Engineer
c) Project Coordinator
d) Project Planner
e) Software Designer
f) Software Developer
g) Implementer
h) Others (specify)

6. Do you think that you know the terminology of “project evaluation”? a)

Yes

b) No

7. If yes, for you what is project evaluation meaning about? You can choose more than one item.

- a) assessing worth and value of the project outcome after completion
- b) assessing project outcome in comparison to project objective
- c) assessing outcome, benefit, and value from project
- d) assessing project performance and efficiency after completion

Part B: Evaluation Budget

1. What is the project name?
2. What is the ICT project about?
 - a) New Infrastructure
 - b) Enhance Infrastructure
 - c) Upgrade Infrastructure
 - d) Infrastructure Migration
 - e) Infrastructure Maintenance
 - f) New Software Development
 - g) Enhance Software Feature
 - h) Upgrade Software Platform
 - i) Others (specify)

3. To what extent do you agree with the statement below on your selected project? Key: 5 = yes, 4 = partially yes, 3 = not sure, 2 = partially no, and 1 = no. Tick on the column that you most agree with.

Budget Evaluation	1	2	3	4	5
Based on your selected project, did the project have evaluation budget attached to the total project cost?					
Did the selected project have clear criteria on evaluation budget spending?					
Did the selected project have an adequate evaluation budget?					

4. To what extent do you agree with the following statement on the influence of evaluation budget on evaluation of UN ICT projects? Key: 5 = strongly agree, 4 = agree, 3 = moderately agree, 2 = disagree, and 1 = strongly disagree. Tick on the column that you most agree with.

Budget evaluation	1	2	3	4	5
Project should allocate evaluation budget within the total project cost					
Budget spending criteria should be clearly established during evaluation budget allocation (e.g. evaluation timeframe, level of expertise, project complexity, over time, and travel).					
Budget spending plan should be established during evaluation budget allocation					
Evaluation budget is a key constraint in project evaluation.					
Evaluation budget is the key factor in conducting the evaluation of UN ICT projects.					
If you are a decision maker, you will allocate the evaluation budget for evaluation of UN ICT projects attached to the total project cost					
Based on the allocation of evaluation budget above, if you are a decision maker, you will conduct evaluation of UN ICT projects thereafter post implementation.					

Part II: Evaluation Material And Network

5. Which evaluation organization is your organization a member of?

You can choose more than one item.

- a) My organization has its own Evaluation Unit/Section.
- b) My organization is an active member of United Nations Evaluation Group (UNEG).
- c) My organization is an active member of International Organization for Cooperation in Evaluation (IOCE).
- d) My organization is an active member of American Evaluation Association (AEA).
- e) My organization is an active member of Canadian Evaluation Society (CES).
- f) My organization is an active member of and European Evaluation Society (EES).
- g) Others (specify)

6. To what extent do you agree with the statement below on your selected project? Key: 5 = yes, 4 = partially yes, 3 = not sure, 2 = partially no, and 1 = no. Tick on the column that you most agree with

Evaluation Material and Network	1	2	3	4	5
In my organization the evaluation material is ready for project team to use					
In my organization the evaluation network (e.g. people, team, colleagues, professional network that focus on evaluation) is available for project team to consult with.					
The project I involved refers and uses the evaluation material.					
The project I involved refers and consults with the evaluation network (e.g. people, team, colleagues, professional network that focus on evaluation) for evaluation.					
My organization normally uses the material from subscribed organization to promote evaluation.					
My organization normally uses the evaluation network to promote evaluation					

7. To what extent do you agree with the following statement on the influence of evaluation material and network on evaluation of UN ICT projects? Key: 5 = strongly agree, 4 = agree, 3 = moderately agree, 2 = disagree, and 1 =strongly disagree. Tick on the column that you most agree with.

Material and Network	1	2	3	4	5

Availability of material accelerates the evaluation process.					
Availability of network helps accelerate the evaluation.					
Evaluation material is an important factor in conducting the evaluation of UN ICT projects.					
Evaluation network is an important factor in conducting the evaluation of UN ICT projects.					
Based on availability of evaluation material in your organization above, if you are a decision maker, you will conduct evaluation of UN ICT projects thereafter postimplementation.					
Based on availability of evaluation network in your organization above, if you are a decision maker, you will conduct evaluation of UN ICT projects thereafter postimplementation					

Part III: Organization Members' Competency in Evaluation

8. To what extent do you agree with the statement below on your selected project? Key: 5 = yes, 4 = partially yes, 3 = not sure, 2 = partially no, and 1 = no. Tick on the column that you most agree with.

Organization Members' Competency	1	2	3	4	5
Do you think that the organization members' competency in evaluation is important to project evaluation					
Based on availability of evaluation network in your organization above, if you are a decision maker, you will conduct evaluation of UN ICT projects thereafter postimplementation					

9. To what level is your competency in project evaluation? Key: 5 = very high, 4 = high, 3 = moderate, 2 = low, and 1 = none. Tick on the column that you are competent with.

Level of Competency in Evaluation	1	2	3	4	5

Evaluation Process					
Evaluation involves establishing the output indicator. Evaluation involves defining population and sample. Evaluation involves inquiry of information					
Data Collection and Analysis					
Evaluation involves data collection process. Evaluation involves data analysis process. Evaluation involves systematic inquiry process					
Finding and Recommendation					
Evaluation involves establishing the findings. Evaluation involves providing the recommendation. Evaluation involves dissemination of evaluation report. Evaluation involves utilizing the findings. Evaluation involves the follow up of recommendation.					
Professionalism and Interpersonal Practice					
Evaluation involves evaluator's integrity. Evaluation involves an evaluator's impartiality. Evaluation involves the evaluator's honesty. Evaluation involves evaluator's respect for stakeholders. Evaluation requires evaluator's inquiry skill. Evaluation requires evaluator's communication skill. Evaluation requires evaluator's collaboration skill. Evaluation requires evaluator's reporting skill.					

10. To what extent do you agree with the following statements on the influence of organization members' competency on evaluation of UN ICT projects? Key: 5 = strongly agree, 4 = agree, 3 = moderately agree, 2 = disagree, and 1 = strongly disagree. Tick on the column that you most agree with.

Budget Evaluation	1	2	3	4	5
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Organization members' competency in evaluation is the key factor in conducting the evaluation of UN ICT projects					
Based on your level of competency in evaluation above, if you are a decision maker, you will conduct evaluation of UN ICT projects thereafter post implementation.					

Part IV: Awareness on Benefit of Evaluation

11. To what extent do you agree with the statement below on your selected project? Key: 5 = yes, 4 = partially yes, 3 = not sure, 2 = partially no, and 1 = no. Tick on the column that you most agree with.

Awareness on Benefits of Evaluation	1	2	3	4	5
Do you think that you understand the meaning of awareness?					
Do you think that organization will benefit from project evaluation?					

12. To what level are you aware on benefit of evaluation in UN ICT projects? Key: 5 = very high, 4 = high, 3 = moderate, 2 = low, and 1 = none. Tick on the column that you are aware of

Awareness on Benefits of Evaluation	1	2	3	4	5
Evaluation fosters knowledge construction					
Evaluation fosters capacity building in organization					
Evaluation facilitates organizational learning					
Evaluation helps authority in decision making.					
Evaluation advances strategic planning.					

13. To what extent do you agree with the following statement on the influence of awareness of benefit of evaluation on evaluation of UN ICT projects? Key: 5 = strongly agree, 4 = agree, 3 = moderately agree, 2 = disagree, and 1 = strongly disagree. Tick on the column that you most agree with.


Awareness on Benefits of Evaluation	1	2	3	4	5

Awareness on the benefit of evaluation is the key factor in conducting the evaluation of UN ICT projects.					
Based on your awareness on benefit of evaluation above, if you are a decision maker, you will conduct evaluation of UN ICT projects thereafter post-implementation.					

The End



Appendix III: Ethical Review Committee Approval



Mount Kenya University

REF: **MKU/ISERC/3358** Date: 30 November 2023
TO: **MAYUEN MAJOK BRIMO**
REG: **MCSPM/2021/43676**

Dear Sir/Madam,

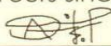
RE: FACTORS INFLUENCING EFFECTIVE PROJECTS EVALUATION ON PERFORMANCE OF UNITED NATIONS PROJECTS: A CASE OF INFORMATION AND COMMUNICATION TECHNOLOGY PROJECTS IN KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2402**. The approval period is **30/11/2023 - 29/11/2024**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix IV: Post-Graduate School Letter of Introduction



DIRECTORATE OF GRADUATE STUDIES

MSCPM/2021/43676

1st December, 2023

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,

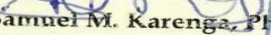
RE: MAYUEN MAJOK BRIMO - REGISTRATION NO. MSCPM/2021/43676

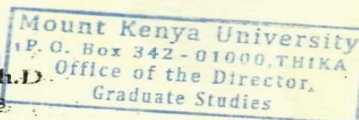
The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Management** in the department of **Management** in the school of **Business and Economics**

The title of the research is **"Factors Influencing Effective Projects Evaluation on Performance of United Nations Projects: A Case of Information and Communication Technology Projects in Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **December, 2023 and January, 2024.**






Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.



Appendix V: NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 583227	Date of Issue: 22/December/2023
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. Brimo Majok Mayuen of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: FACTORS INFLUENCING EFFECTIVE PROJECTS EVALUATION ON PERFORMANCE OF UNITED NATIONS PROJECTS: A CASE OF INFORMATION AND COMMUNICATION TECHNOLOGY PROJECTS IN KENYA for the period ending : 22/December/2024.</p>	
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Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

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 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
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National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix VI: Similarity Report

Brimo Majok

FACTORS INFLUENCING THE EFFECTIVE PROJECT EVALUATION OF UNITED NATIONS' ICT PROJECTS IN KENYA

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