



KENYATTA UNIVERSITY
SOMALI WOMEN PROGRAM
DIGITAL SCHOOL OF VIRTUAL AND OPEN LEARNING (DSVOL)
EXAMINATION FOR THE DEGREE OF MASTER OF PROJECT MONITORING AND
EVALUATION
BBA 817: ETHICS & GOVERNANCE IN MONITORING AND EVALUATION

1ST SEMESTER 2025/2026

TIME: 3 HOURS

INSTRUCTIONS: ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS.

QUESTION ONE:

Read the following case study carefully and answer ALL the questions that follow.

"The Aamuus Agricultural Development Project — Baidoa, Bay Region, Somalia"

In 2021, a large international Non-Governmental Organization (NGO) called HopeAid International launched a three-year Agricultural Development Project called the Aamuus Project (Aamuus means 'harvest' in Somali) in Baidoa, Bay Region, Somalia. The project was funded by the European Union (EU) with a budget of USD 4.5 million. Its main goal was to improve food security for 50,000 small-scale farmers in the region by providing seeds, training, water infrastructure, and market linkages. HopeAid International hired a local M&E team of eight people, led by Mr. Farhan Ahmed, a Somali national with over ten years of experience in project management. The M&E team was required to collect data every three months and submit progress reports to both the NGO headquarters and the EU donor. The project's M&E framework included community surveys, field visits, and focus group discussions with farmers. Halfway through the project in 2022, an independent evaluator hired by the EU donor discovered several serious problems. First, there was an issue of Data Falsification where the M&E team had been reporting that 45,000 farmers had received training, but field verification found that only about 18,000 farmers had actually been reached. Mr. Farhan later admitted that there was pressure from HopeAid International's regional director, Mr. Omar Hassan, to report higher numbers to make the project look successful to the EU donor. Secondly, issues of conflict of Interest were detected as it was discovered that three of the eight M&E staff members were close relatives of Mr. Farhan. These three staff members had never been competitively hired; instead, they had been appointed directly by Mr. Farhan without following HopeAid's own recruitment rules. Furthermore, one of the seed supply companies called Dalsan Agro Supplies that the project had paid USD 600,000 to supply seeds was co-owned by Mr. Omar Hassan's wife. Lastly, a number of governance failure issues arose as the project had a Steering Committee made up of community elders, local government officials, HopeAid staff, and a representative from the EU donor. However, records showed that the Steering Committee had only met once in 18 months, instead of the required quarterly meetings. As a result, no one was providing proper oversight of how project funds and activities were being managed. Community members were never given the chance to review project reports or raise concerns. When the EU donor received the independent evaluator's report, it immediately froze the remaining USD 1.2 million in project funding. HopeAid International launched an internal investigation. Mr. Omar Hassan was suspended from work. The case attracted media attention in Somalia and led to public debate about how international aid projects are managed and monitored in the country. Many community members in Baidoa expressed

feelings of betrayal, as they had trusted that the project would genuinely help them overcome food insecurity.

- a. The M&E team, led by Mr. Farhan, reported false numbers to please the donor. Using what you have learned about Ethics in Monitoring and Evaluation, explain THREE ethical problems shown in this case study. For each problem, state the specific ethical principle that was broken and explain how it was broken. Use clear examples from the case study in your answer. **(10 marks)**
- b. The project's Steering Committee failed to carry out its oversight role. Using your knowledge of Corporate Governance and especially the roles and responsibilities of a governing body, explain THREE ways in which the governance of the Aamuus Project failed. For each failure, suggest ONE practical step that should have been taken to prevent it. **(10 marks)**
- c. The case shows a clear conflict of interest involving Mr. Farhan and Mr. Omar Hassan. Using the concept of Conflict of Interest and the principles of good corporate governance such as Transparency, Accountability, and Fairness, answer the following:
(i) Define conflict of interest and explain why it is harmful in a development project.
(ii) Describe what proper procedures HopeAid International should have had in place to prevent these conflicts of interest from happening.

(10 marks)

QUESTION TWO

- a. There are several theories that explain how organizations should be governed. Choose ANY TWO of the following theories (Agency Theory, Stewardship Theory, Stakeholder Theory, Resource Dependency Theory, Transaction Cost Theory) and, for each one:
(i) Explain the main idea of the theory in simple terms,
(ii) Identify who are the key people or groups involved, and
(iii) Give ONE example of how that theory can be applied in the monitoring and evaluation of a development project in Somalia. **(7 marks)**
- b. In your own words, explain the difference between 'Governance' and 'Management' in the context of project Monitoring and Evaluation. Why is it important for a development organization in Somalia to understand this difference? Give a practical example to support your answer. **(8 marks)**

QUESTION THREE

- a. Good corporate governance is guided by four key codes of practice: Accountability, Fairness, Transparency and Independence. Choose ANY TWO of these codes and explain:
(i) What the code means in simple terms,
(ii) Why it is important in the management of a monitoring and evaluation system, and

(iii) One practical way it can be applied in a humanitarian project operating in a fragile context like Somalia.

(7 marks)

b. Imagine you are advising a newly registered local NGO in Mogadishu on how to set up a Board of Directors.

(i) Explain TWO key roles that the Board of Directors should play in ensuring good governance and ethical M&E practices.

(ii) Describe ONE type of board committee that the NGO should establish and explain what it should do.

(8 marks)

QUESTION FOUR

a. Corporate Social Responsibility (CSR) means that an organization has a duty to benefit the community and society, not just to complete its project activities.

(i) In simple terms, explain what CSR means in the context of a development project.

(ii) Describe TWO practical benefits of CSR for a humanitarian organization working in Somalia.

(iii) Give ONE example of a CSR activity that a project organization could carry out for the local community in Baidoa or Mogadishu.

(7 marks)

b. Succession planning is the process of preparing for leadership changes in an organization before they happen.

(i) Explain why succession planning is important for ensuring good governance in a project organization.

(ii) Using the example of a Country Director of an NGO in Somalia who is leaving the organization, describe the steps that should be followed during a planned (departure-defined) leadership transition to make sure project work and M&E activities are not disrupted.

(8 marks)

QUESTION FIVE

a. Good corporate governance does not happen by itself, it requires specific conditions and people to support it.

(i) Identify and explain TWO catalysts (factors or conditions) that promote good governance in a development organization.

(ii) Explain the role of a Company Secretary (or its equivalent in an NGO, such as a Compliance Officer or Governance Officer) in supporting good M&E governance. Why is this role important?

(7 marks)

- b. The world is changing quickly, and so are the challenges in corporate governance.
- (i) Explain how the increased use of TECHNOLOGY (such as digital data collection tools, mobile phones, and online reporting systems) is changing how monitoring and evaluation is done in organizations, mention ONE benefit and ONE risk.
 - (ii) Explain what 'Diversity, Equity and Inclusion (DEI)' means in the context of project M&E teams. Why is it important that M&E teams in Somalia reflect the diversity of the communities they are monitoring?

(8 marks)