



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2016/2017

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION

BMS 844: PROJECT MONITORING AND EVALUATION

DATE: Tuesday, 16th May 2017

TIME: 2.00 p.m. - 5.00 p.m.

INSTRUCTIONS:

Attempt questions ONE and any other THREE questions

QUESTION ONE

Project Okoa is an NGO - run Poverty eradication project operating within 3 Counties in Kenya. The project aims to improve the livelihoods, income generations and economic empowerments in these Counties. It provides training to staff in small and medium enterprises with a view to improve the quality of lives. Due to limited availability of Private sector enterprises training services in these areas, most people use public sector services which are equally not well developed. The project undertakes community mobilization through industrial training workers and local radio stations to create and promote investment ideas. Based on the available Monitoring and Evaluation data, the project management will be required to report its performance to the donor annually and also at the end of the project on its overall results.

Required:

You have been asked to advise the project Okoa management team on drafting its monitoring and evaluation plan. (40 marks)

- (a) Identify the potential data sources that you might explore to provide the information for the M&E plan. (8 marks)
- (b) Detail the factors that you will consider as you assess the suitability of different data sources. (4 marks)
- (c) Describe two strengths and two limitations of each data source identified. (8 marks)
- (d) Give a detailed analysis of what a written logical, and complete project document should entail (give relevant examples in all cases). (20 marks)

QUESTION TWO

For evaluation to be useful, it should meet certain minimum standards of quality. The international community of evaluators has established standards for sound and fair evaluation, which can be applied while planning an evaluation and throughout its implementation.

Required:

Discuss the above statement detailing various evaluation standards in use while clearly stating their relevance in Project management. (20 marks)

QUESTION THREE

A well functioning monitoring and evaluation system is quite integral in reflection, communication and supporting of the project implementation. It should therefore be planned for and managed throughout a project's life.

Required:

- (a) Explain how monitoring and evaluation links to project strategy and operations. (10 marks)
- (b) Outline factors to be considered when setting up an M&E system and discuss at least two models that can be used in setting up an M&E system. (10 marks)

QUESTION FOUR

Indicators are very important in project monitoring and evaluation in many ways and can be compared to a road sign that shows whether you are on the right road, how far you have travelled and the distance remaining to your destination.

Required:

- (a) While giving examples, explain the importance of indicators as used in monitoring and evaluation. (5 marks)
- (b) Outline the categories of indicators. (5 marks)
- (c) Discuss giving relevant examples how indicators are integrated in monitoring and evaluation through the logical framework. (10 marks)

QUESTION FIVE

An Evaluation Plan is a blue print showing how the evaluation will be conducted from the start to the close of the project. It indicates the strategies that the evaluator intends to use in the evaluation exercise.

Required:

Identify and explain important aspects that a project manager requires to focus on when planning a monitoring and evaluation exercise. (20 marks)