



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2018/2019

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

BBA 889: MONITORING AND EVALUATION OF SMALL ENTERPRISES

DATE: Wednesday, 27th March 2019

TIME: 5.30 p.m. - 8.30 p.m.

INSTRUCTIONS:

ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS

Question One

The Kenya Vision 2030 is implemented in five-year Medium Term Plans (MTP) - the first five years being from 2008, when the vision replaced ERS. The Vision 2030 Delivery Board provides overall guidance and strategic advice. Chaired by the Head of Public Service, Office of the President, the Board has in its membership permanent secretaries of key central ministries, advisors to Kenyan had of state and prime minister, managing directors of Kenya Investment Authority and Capital Markets Authority, Secretary of the National Economic Social Council and Governor of Central Bank. The private sector has five representatives on the Board. The Vision Delivery Secretariat (VDS) is headed by a Director General and staffed by a team of 15 people, grouped around the Vision's pillars of enablers and macro, social, economic and political. As a semi-autonomous agency, it monitors flagship projects - 'flagship' defined as high priority "national, multi-sectoral and transformative in nature and have a significant impact in the acceleration of Social Political and Economic progress of Kenya' (Performance Contracting Guidelines on Vision 2030 Project Indicators). There are 100 projects being monitored by the vision secretariat which are being undertaken by various Ministries, Departments and Agencies. The VDS works closely with the lead agency/implementer, which is a government ministry or department under whose mandate the high priority project falls. A reporting matrix indicating high priority project, target, timeframe, implementation status, is the principal monitoring toll around which VDS and ministries, departments and agencies collaborate. It is important to note that there is no mention of evaluations being undertaken related to the Vision's implementation. This an area where the MED could serve an important role by helping to understand the changes

being brought about through the projects being undertaken. the monitoring data will provide a base, but going further by asking deeper questions such as: Why? So What? and Now What? would be valuable for the ongoing adjustment of the Vision. The contrast between VDS and MED is evident. Like Performance and Contracting, as we see shortly, VDS has had prominent support from Kenya's Head of State as well as from the Prime Minister. The VDS Board is comprised of permanent secretaries of the leading ministries and other strategic national institutions as well as private sector leaders. VDS is a Semi-Autonomous Government Agency (SAGA), well-staffed and resourced, to monitor flagship projects. MED, that is charged with mainstream M&E work, remains a poor cousin to VDS.

a) Small Enterprise Development is one of the many flagship projects under Vision 2030. These projects do not have a Sound M&E system. Explain to the secretariat the importance of a good M&E system. (10 marks)

b) Develop a logical framework for the small enterprise development project in Kenya. (20 marks)

Question Two

Discuss in detail the main tools that are used in managing project evaluations. (10 marks)

Question Three

Discuss the principles and roles of a monitoring systems. (10 marks)

Question Four

Describe the process of developing indicators and tools for monitoring and evaluation of a small enterprise project. (10 marks)

Question Five

Briefly analyze the key approaches to Evaluation. (10 marks)