



KENYATTA UNIVERSITY
UNIVERSITY EXAMINATIONS 2020/2021
FIRST SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION

BMS 844: PROJECT MONITORING AND EVALUATION

DATE: Thursday, 17th June 2021

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

INSTRUCTIONS

Answer Question ONE and any other THREE Questions.

QUESTION ONE (40 MARKS)

SenoirCare is a major national charity project which aims to provide services for elderly people living alone. However, misallocation of funds and other resources have put the charity's future at risk. One possible option which would help SenoirCare project to continue to deliver its services is to keep updated financial and resource records. The Board of SenoirCare is however unsure if this option would provide the best result for the project management to plan for funds and resource well. In connection, the board has approached you as monitoring and evaluation (M&E) officer to help the SenoirCare gain the insight needed and achieve its goals, outcome and the anticipated impact.

a) As a monitoring and evaluation officer, an evaluation must be tailored to fit the specific conditions in which it is taking place. Reveal and discuss various guidelines for an effective evaluation of SenoirCare Charity Project.

(10 marks)

b) Discuss the importance of M&E report to the management of SenoirCare Charity Project.

(6 marks)

c) Logical framework approach is a design methodology that is used to guide project design and implementation. Discuss **FIVE** components of log frame and hence, provide an appropriate example to each with respect to SenoirCare Charity Project.

(10 marks)

d) Explain types of evaluation to be conducted in order to provide regular feedback to enhance the on-going learning experience and improve the planning process and effectiveness of interventions in SenoirCare Charity Project. Furthermore, highlight two advantages and disadvantage for each type of evaluation. (6 marks)

e) Project indicators provide guidance to the project managers, other staffs and the stakeholders on the basic principles in identifying sound means of verification. Using appropriate examples from SenoirCare Charity Project, explain various types of project indicators. (8 marks)

QUESTION TWO (20 MARKS)

a) A project audit provides an opportunity to find the reasons for uncomfortable symptoms in the project, uncover the issues, concerns and challenges encountered in the execution of a project. Write down **SEVEN** questions posed by the sponsor or senior manager. (10 marks)

b) Highlight various factors that influences in depth and detailed audit. (4 marks)

c) Discuss project audit process. (6 marks)

QUESTION THREE (20 MARKS)

a) Despite the significant development of project management principles in recent years, there are still a large proportion of projects that fail, or stated differently, projects that are not classed as being a success. Discuss some common reasons for a successful and unsuccessful projects. (10 marks)

b) According to Cooke-Davies, (2002), *Success factors* are those inputs to the management system that lead directly or indirectly to the success of the project or business. Discuss **FIVE** project success factors. (6 marks)

(5 marks)

QUESTION FOUR (20 MARKS)

a) Using any project you are familiar with, prepare a simple logical framework, clearly showing the major features of this tool. (10 marks)

b) Evaluation development of M&E system depend on the type of information needed. The type, quantity and quality of information should be thought of carefully during development stage.

Discuss various steps to be followed in the M&E system development. (5 marks)

c) Enumerate the components of a good M & E design. (5 marks)

QUESTION FIVE (20 MARKS)

a) For making M&E report presentable, data collected need to be analysed and processed into meaningful information. List of suggestions that might help in making M&E report more interesting and easier to read. (10 marks)

b) Identify two type of data to be collected, discuss their basic analysis and commonly used statistics for each. (6 marks)

c) M&E report formatting is very important. Highlight suggested contents of M&E report. (4 marks)

THE END