



POST GRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF MASTER OF ARTS IN DEVELOPMENT
STUDIES

MDP 515: PROJECT MONITORING AND EVALUATION

DATE: 2ND APRIL 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory.**
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.

7. Write all your answers in the Examination answer booklet provided

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

MEDTECH OUTREACH LIMITED

MedTech Outreach Ltd is a Canadian non-profit health organization. It partnered with the Kenyan Ministry of Health to deploy Mobile Health Units (MHUs) aimed at extending healthcare access to remote rural communities. The project was designed to deliver maternal and child health services, emergency care, and basic diagnostics to the 48 Counties. M&E was integrated as a core pillar to guide implementation, track progress, and demonstrate impact to stakeholders and donors.

M&E activities were embedded throughout the project cycle. During initiation, baseline assessments were conducted to identify health gaps and inform planning. In the planning phase, clear indicators and M&E tools were developed. During execution, regular monitoring was conducted using digital data entry systems. In closure, final evaluations measured impact, sustainability potential, and lessons learned.

The logical framework (logframe) was used to align inputs, activities, outputs, outcomes, and impacts. Indicators included number of patients served, immunization coverage, referral rates, and maternal mortality reduction. Data collection tools included mobile surveys, patient logs, and stakeholder interviews. Weekly internal reports supported operational decision-making. Quarterly M&E reports were submitted to donors and government bodies. An external audit team reviewed data quality, financial integrity, and project compliance annually. Lessons were documented and incorporated into updated implementation guides.

Adaptation was key due to changes in community needs, policy shifts, and logistical barriers. M&E data triggered mid-project changes, such as expanding service coverage and revising training content. A structured change management process ensured alignment with project goals and stakeholder consultation. Midterm and final evaluations were coordinated by an evaluation manager supported by field M&E officers. Results were disseminated via policy briefs, town hall meetings, and donor webinars. Feedback mechanisms enabled two-way communication with communities and partners. Exit strategies included capacity building for local health teams, data handover to government systems, and decommissioning of mobile units. A terminal evaluation reviewed achievement of outcomes, community satisfaction, and sustainability prospects. Final reports were submitted to all stakeholders including donors and the Ministry of Health.

Required:

- a) Analyze the role of M&E across the project life cycle in ensuring success of Mobile Health Units project

(5 Marks)

- b) Evaluate how the logframe approach strengthened performance monitoring for Mobile Health Units project.

(5 Marks)

- c) Propose strategies to improve change management at Mobile Health Units project based on M&E insights.

(10 Marks)

- d) Justify the importance of integrating communication and evaluation management in the project such as Mobile Health Units project.

(10 Marks)

QUESTION TWO

a) You have been appointed as the Monitoring and Evaluation (M&E) officer for a community-based clean water supply project. The donor requires an evaluation plan and a reporting framework to measure whether the project objectives are being achieved. Giving examples in each case, describe the key steps you would take in preparing the evaluation plan for this project. **(9 Marks)**

b) You are tasked with evaluating a rural agricultural development project that aimed to improve food security and household incomes using the Resource-Based Management (RBM) approach. Using real examples explain how you would apply the principles of RBM in evaluating the project's performance.

(6 Marks)

QUESTION THREE

You are the project manager of a donor-funded ICT integration project in a university that has reached its final phase. The donor requires a clear termination strategy, including how project scope and acceptance deliverables will be addressed.

a) Explain the key project termination strategies available to you and state which one would be most appropriate in this case.

(8 Marks)

b) Describe how you would ensure that project scope and deliverables are fully accepted by the client/institution during termination.

(7 Marks)

QUESTION FOUR

- a) Explain the essential components that should be included in the evaluation report to ensure it meets donor expectations and supports learning. **(7 Marks)**
- b) You have been hired as an external evaluator for a youth entrepreneurship training project funded by an international NGO. The donor has emphasized the importance of adhering to project evaluation standards. Using examples in each case, explain how you would apply any four standards when evaluating the project. **(8 Marks)**