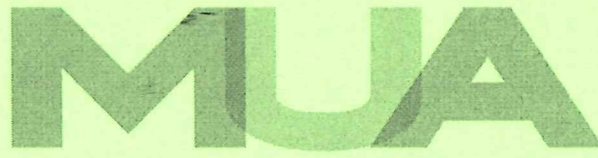


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

BDS 314 /PMT 401 : PROJECT MONITORING AND EVALUATION

DATE: 8TH APRIL 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 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:

IMPROVING HEALTHCARE INFRASTRUCTURE IN RURAL KENYA

In rural Kenya, access to quality healthcare has been a long-standing challenge due to under developed infrastructure and limited resources. In response, the Kenyan Ministry of Health initiated a program aimed at improving healthcare facilities and services in remote areas. This case study focuses on the project management, evaluation, and control efforts led by a dedicated program manager to oversee the successful execution of this ambitious healthcare infrastructure improvement program

The healthcare infrastructure improvement program, funded by international donors and the Kenyan government, aimed to upgrade and expand healthcare facilities, provide essential medical equipment, and train healthcare personnel in underserved regions of Kenya. The program encompassed multiple projects, each focused on a specific region or facility

Sarah Njeri, an experienced program manager, was appointed to oversee the entire initiative. Her role included:

Ensuring that the program aligned with Kenya's healthcare development goals and international donor expectations. Program Planning: Developing a comprehensive program plan that outlined the scope, objectives, timelines, and resource requirements for each project within the program.

Engaging with various stakeholders, including the Ministry of Health, local communities, healthcare workers, donors, and contractors, to maintain open communication and manage expectations. Allocating resources, including budgets, medical equipment, construction materials, and skilled personnel, to the different projects based on their needs.

Risk Management: Identifying, assessing, and mitigating risks associated with each project to ensure smooth execution.

Governance and Control: Establishing governance structures and control mechanisms to monitor the progress of each project, including regular reporting, performance

metrics, and decision-making protocols.

To ensure the success of the healthcare infrastructure improvement program, Sarah implemented a robust evaluation and control framework: Sarah established a change control process to assess and approve changes in project scope or objectives, ensuring that any deviations were carefully evaluated for their impact. Regular Reporting: Monthly progress reports were generated for each project within the program. These reports provided detailed updates on milestones achieved, budget adherence, and potential issues or delays. Quality control processes were implemented to ensure that healthcare facilities met the required standards. Independent quality assessments were conducted periodically.

Stakeholder Feedback: Sarah actively sought feedback from healthcare workers, community members, and project teams to gauge satisfaction levels and address concerns promptly. Continuous Improvement: Lessons learned from one project were used to enhance the management of subsequent projects. Sarah encouraged a culture of continuous improvement within the program.

Resource Monitoring: Sarah closely monitored the allocation and utilization of resources to prevent overruns or shortages.

Under Sarah's leadership, the healthcare infrastructure improvement program made significant progress. Multiple healthcare facilities were upgraded and expanded, equipped with modern medical equipment, and staffed with well-trained personnel. Access to healthcare improved for thousands of residents in rural Kenya.

Required:

- a) Discuss the limitation of Evaluation in the case study. (10 Marks)
- b) From the above case study, define the role of program manager (10 Marks)
- c) Integrated change control management system needs to be established to help project maintain control of the project from inception to completion. Clearly elucidate the activities in change management process. (5 Marks)

QUESTION TWO

- a) Project audits provide opportunity to appraise the progress made on the project, its efficiency and effectiveness and risk management activities through which the project is being implemented. Clearly outline five justifications for Project Audit.

(10 Marks)

- b) Timely monitoring and Evaluation of progress can save a project manager a lot of issues. Enumerate Five Benefits /importance of Reporting **(5 Marks)**

QUESTION THREE

- a) Why do you believe project monitoring and evaluation are essential for achieving project objectives on schedule? Suggest with examples some of the benefits that accrues from monitoring and evaluation of this process.

(10 marks)

- b) "What are the fundamental principles that underpin effective project monitoring, and discuss how do they contribute to the successful management of projects?"

(5 Marks)

QUESTION FOUR

- a) Project planning is a very crucial step before the commencement of any activity. Discuss five benefits of project planning.

(10 Marks)

- b) Enumerate Five Benefits that accrue from Project Management process **(5 Marks)**

QUESTION FIVE

- a) Distinguish between supervision and monitoring

(5 Marks)

- b) Critically discuss how process evaluation works in project evaluation **(10 Marks)**

QUESTION SIX

"How does effective project control contribute to the successful execution of a project, and analyse key techniques or tools used in project control **(15 Marks)**