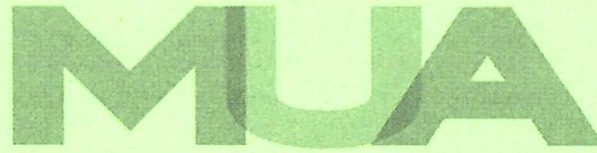


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES**

**PMT 401/BDS 314: PROJECT MONITORING AND EVALUATION**

**DATE: 2<sup>ND</sup> AUGUST 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:

**MONITORING AND EVALUATION CHALLENGES AND APPROACHES BY NON-GOVERNMENTAL ORGANIZATIONS IN DEVELOPING NATIONS**

Monitoring and Evaluation (M & E) represent a critical element in achieving the intended outcomes of any project. In Africa, an ineffective approach to monitoring and evaluation is one of the factors contributing to failure of many projects' sustainability. In Non-Governmental Organizations, monitoring and evaluation activities are considered as routine activities, they are not allocated as autonomous sections. Therefore, they are not given the resources they deserve to ensure their effectiveness. In most developing countries, monitoring and evaluation are given lower priority during project initiation. This could be attributed to various challenges including limited resources. Studies show that most NGOs perceive M&E activities as extra work; hence their implementation is conducted by staff with no sufficient knowledge. Funding for M&E activities is limited and there is poor support from the organization's management. Various organizations have been carrying out monitoring and evaluation activities as a routine, simply because it is one of the requirements to receive funds from the donors. The organizations are likely to experience difficulties in implementing their projects if monitoring and evaluation systems are not taken care of and this may result in failure of the projects

There are several approaches to ensure effective implementation of projects, including statistical analysis, performance appraisals, financial auditing and rapid evaluation. However, many approaches are poorly utilized or are not utilized due to lack of M & E experts and poor allocation of resources for M & E activities. Several studies highlight the efforts that have been put forward to ensure effective utilization of appropriate approaches and the significance of monitoring and evaluation in project implementation. For instance, it has been highlighted that there is significance in integrating the result based approach and other methods in monitoring and evaluation in each section and phase of projects as part of effective monitoring. Some have recommended the utilization of effective M&E systems, building capacity in organization and ensuring the allocation of adequate funds to

support the project monitoring activities. Addressing and removing barriers to M&E activities during the initiation phase of the project life cycle has been shown to contribute to the organization's success (Mathayo and Kinyina, 2022).

**Required:**

- a) Assess **seven** causes of ineffective project monitoring and evaluation in your country. (15 Marks)
- b) From the case study, **analyze five approaches of ensuring** effective implementation of projects. (10 Marks)

**QUESTION TWO**

- a) Describe **five** components of a comprehensive project performance report. (10 marks)
- b) Examine **two** advantages of Logical Framework Approach in relation to monitoring and evaluation. (5 marks)

**QUESTION THREE**

- a) Evaluate **five** roles of monitoring in relation to project management (10 marks)
- b) Discuss **five** elements of a project management plan as an input in monitoring and control (5 Marks)

**QUESTION FOUR**

- a) Assess **five** ways in which a project could be terminated. (10 marks)
- b) Discuss **two** functions of impact indicators in relation to project evaluation. (5 marks)

**QUESTION FIVE**

- a) Managing communication flow seeks to ensure that the information being communicated to project stakeholders has been appropriately generated, as well as received and understood. Examine **five** factors to consider in effective communications management **(10 Marks)**
- b) Discuss **five** elements of results monitoring in relation to project monitoring and evaluation **(5 Marks)**

**QUESTION SIX**

- a) Assess **five** roles of the project manager during the planning stage of evaluation **(10 marks)**
- b) The evaluation standards are meant to contribute to the professionalization of evaluation. Enumerate **five** groups of stakeholders to be considered in the context of evaluation. **(5 marks)**