

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: 15TH APRIL 2026

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:

In 2020, the Kenyan Ministry of Health, in collaboration with a local NGO, launched the Community Health Improvement Program (CHIP) to enhance healthcare access in rural areas. The project aimed to establish mobile clinics, train community health workers (CHWs), and provide essential medical supplies. To ensure project success, a structured Monitoring, Evaluation, Supervision, and Auditing (MESA) framework was implemented. Monitoring involved continuous tracking of project activities, inputs, and outputs. Key performance indicators (KPIs) were established, including:

- Number of mobile clinics established
- Number of CHWs trained
- Number of patients served per month

Implementation

- A digital dashboard was developed to track clinic visits and supply distribution.
- Monthly progress reports were submitted by field officers.
- Stakeholder meetings were held to address emerging challenges.

Outcome

By the end of the first year, **85% of targeted villages** had functioning mobile clinics, and over **500 CHWs** had been trained.

Evaluation was conducted at the midpoint (2021) and end of the project (2023) to assess outcomes and impact.

Methods Used

- Baseline and endline surveys: Collected data on health indicators before and after implementation.
- Focus group discussions: Gathered community feedback on service quality.

- Cost-benefit analysis: Assessed financial efficiency.

Findings

- Infant mortality rate decreased by 30% in target communities.
- Patient satisfaction rate was 88%, with improved access to medical care.
- Recommendations included increased funding for medical supplies and better CHW incentives.

Supervision involved regular oversight to maintain service standards and address operational challenges.

Implementation

- Quarterly field visits by project managers to assess clinic functionality.
- Performance appraisals for CHWs, ensuring adherence to medical protocols.
- Mentorship programs where experienced health workers guided new recruits.

Outcome

Supervision led to improved adherence to **treatment protocols** and reduced medication stockouts by **40%**.

Auditing involved systematic financial and operational reviews to prevent mismanagement.

Implementation

- Annual financial audits conducted by an independent body.
- Procurement audits to verify proper supply chain management.
- Compliance checks to ensure adherence to national healthcare policies.

Findings

- No significant financial mismanagement was detected.

- Minor discrepancies in supply chain records were corrected.
- Recommendations included enhanced record-keeping and additional training for procurement officers.

Required:

a) Based on the CHIP project, how would you design a monitoring framework for a new rural healthcare initiative in Kenya.

(10 marks)

b) The evaluation process revealed a 30% reduction in infant mortality. How would you attribute this success to the project's interventions, and explain additional evaluation methods that could strengthen the findings.

(10 marks)

c) If you were a project manager for CHIP, what additional measures would you implement to enhance long-term sustainability?

(5 marks)

QUESTION TWO

a) You are managing a nationwide school feeding program in Kenya to improve student nutrition and attendance. To ensure the program runs efficiently, you need to implement a structured control cycle for continuous monitoring and improvement. Describe how you would apply the steps of the control cycle to maintain quality and efficiency in the program. Provide specific examples of tools and techniques you would use at each stage to address challenges such as food shortages, distribution delays, and quality assurance. **(7 Marks)**

b) Results-Based Management (RBM) is a strategic approach that focuses on achieving measurable outcomes in organizational performance. The key dimensions of RBM include planning, monitoring, evaluation, and reporting, all of which contribute to improved decision-making and accountability. Synthesize these dimensions into a comprehensive RBM

framework that an organization in the education sector could adopt to enhance program effectiveness. How can these dimensions be integrated to ensure continuous learning, adaptation, and sustainable impact? Support your response with Kenyan real-world examples.

(8 marks)

QUESTION THREE

a) In what ways does lack of capacity or training among M&E personnel hinder the effectiveness of monitoring and evaluation systems.

(8 Marks)

b) Discuss the various benefits of effective project management in an organization and how these benefits contribute to the successful delivery of projects. Use real-Kenyan examples to support your answer

(7 Marks)

QUESTION FOUR

a) Discuss how factors like scope, time, cost, quality, and resources impact the success of a project, and strategies project managers use to balance these parameters effectively. Use relevant examples to illustrate your points. **(10 Marks)**

b) Imagine you are the project manager for a new software development project in your company. The project aims to develop a mobile application for a client, with specific features requested. The client has given you a tight deadline of 6 months to complete the project, with a fixed budget. However, the project scope involves multiple integrations with third-party APIs, and the quality standards must meet both the client's expectations and regulatory compliance requirements. Considering the constraints, how would you manage the resources

effectively, and what tools or methods would you apply to avoid resource bottlenecks. **(5 Marks)**

QUESTION FIVE

a) Explain how you would provide a high-level overview of the project to senior leadership, ensuring that they understand the project's goals, timelines, and key deliverables.

(10 marks)

b) If the project starts deviating from its planned course, what steps would you take to get it back on track and how would you communicate these adjustments to the stakeholders

(5 marks)

QUESTION SIX

a) Discuss how you would conduct the final project evaluation indicating key elements you review to ensure the project was successful and met its goals. **(10 marks)**

b) You have successfully completed a major project, and the team has worked hard to deliver the product on time and within budget. As the project manager, you want to celebrate the team's accomplishments to boost morale and foster a positive working culture. Discuss how you would celebrate the team's accomplishments and the specific actions or activities you would organize to acknowledge their hard work and achievements. **(5 marks)**