



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA

YEAR/SEM: YEAR 2/SEMESTER 1

COURSE CODE: MBA 840

NAME: PROJECT MONITORING AND EVALUATION

DATE: 2025-04-14

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A Answer all questions in Section A. Write clearly and legibly. Illegible handwriting cannot be marked Number the questions you have attempted 7 Use of appropriate workplace examples to illustrate your answers will earn you bonus marks Any examination malpractice detected will lead to automatic disqualification.

Question 1:

Economic Development for Poor Families in Berbera and Lower Shabbelle ADPs

The Economic Development project has been implemented since 1st October 2024 and will end by 30th September 2026. The project is located in Lower Shabbelle district of Somalia and Berbera district of Somaliland state.

Lower Shabbelle district is mountainous area located in the North-Eastern part of Somalia Province, about 400 km from Mogadishu. The district population is 44,912 people, and the ethnic minority group is of 98%. The district is extremely poor, and the poverty rate is above 60 %. The malnutrition rate of under five children is 32%.

Lower Shabbelle ADP, which is co-funded by WV Australia and WV Malaysia, is in the first year of phase 2. The ED project has run across phase 1 and phase 2 of the ADP. The ADP had 4 projects including Nutrition, Education, Capacity Building and Sponsorship management. And it has 5 projects, including Education, Livelihood, Health, Capacity Building, and Sponsorship in phase 2. Lower Shabbelle ADP has been focused on strengthening agriculture production to improve food security in order to support the reduction of malnutrition. However, there are many obstacles for agriculture development in this area such as land shortage, unfavorable natural condition, lack of market access, etc. Therefore, ADP has been encouraged income diversification as an alternative strategy to strengthen poor HHs capacity to provide well for their children..

Berbera is a mountainous and poorest district in Hoa Binh province. It is 60 km away from Somaliland state city and 130 km from Ha Noi. The population of the district is 140,500 people of which 90% is ethnic minority groups. The poverty rate is very high. 40% of population lives below the poverty line. The malnutrition rate of under five children is high (24.4 %). Berbera ADP is funded by WV USA and started its first phase in 2012. The ADP is consist of 5 projects such as Health, Education, Livelihood Development, Capacity Building and Sponsorship.

- i) Identify and explain the composition of the ADP program in the case above **(5 Marks)**
- ii) Using the problem analysis or problem tree knowledge that you have studied, mention the problems that have led to the program **(5 Marks)**
- iii) Using the knowledge about problem and context analysis, explain the causes of the problems in ii) above **(7 Marks)**
- iv) Identify and explain at least 5 outputs from the above program **(5 Marks)**
- v) Identify and explain at least 5 beneficiaries of this program (Direct and indirect) **(5 Marks)**
- vi) Formulate at least 5 indicators at the output and outcome levels in the case above **(5 Marks)**
- vii) Mention and explain the evaluation stakeholders from whom evaluation data will be collected in the case above **(8 Marks)**

Section B Choose any THREE questions from Section B

Question 1:

Two former students of IUEA who studied Project Monitoring and Evaluation were employed by an international development institution based in Mogadishu with constant travel to the field. In their work, they failed to agree on the design of the evaluation and evaluation criteria of a recent project.

- a) As an expert in Monitoring and Evaluation remind and explain to the two friends the criteria used in the evaluation of the project **(5 Marks)**
- b) As an expert of monitoring and evaluation, explain the key steps which the two friends will follow in designing and implementing an Evaluation **(15 Marks)**

Question 2:

Inception reports are quite different from evaluation reports in so many ways.

As a student of monitoring and evaluation explain the components of an inception report **(20 Marks)**

Question 3:

The project of reducing poverty among the youth and women in Lower Shabelle was done through establishing income generating activities (IGAs) leading to increased savings and investment. There are several consultancies that have applied to carry out baseline and ex-post evaluation. The ToR has not been given yet and the Inception report may be unclear.

As a student of Monitoring and evaluation explain to the company the structure or the components of the inception report that is expected from the consultancy company which is successful **(20 Marks)**

Question 4:

Mohammed and Hassan graduated in 2025 in monitoring and evaluation. They decided to work for the UNCTAD office in Mogadishu. They applied for the jobs but they were asked to write about the quality of indicators in M and E showing that the indicators must be **SPICED** and **CREAM**.

As a student of monitoring and evaluation explain with examples what **SPICED** and **CREAM** indicators represent in monitoring and evaluation **(20 Marks)**.

Question 5:

The project of reducing abject poverty among the middle aged and women in Northern Uganda was implemented through establishing savings and investment mechanisms. The beneficiaries of the project were asked if they participated in monitoring and evaluation of the project because this would have led to sustainability.

- a) What criteria was used in the evaluation of the project? **(6 Marks)**
- b) Explain to the beneficiaries the clear differences that they will experience between monitoring and evaluation of the project **(6 Marks)**
- c) What tools will be used by the evaluators and beneficiaries in the collection of monitoring and evaluation data in the project **(8 Marks)**

Question 6:

A small number of East Africans have grown Beet root for juice making but the market for such juice is very big. Three IUEA students have decided to embark on this project but two of the friends have never studied the Logical framework approach as a tool of planning a project.

As a student of M and E, explain in detail the steps followed in the logical framework approach that will be used by the three friends in the jackfruit juice project **(20 Marks)**