



**Strathmore**  
UNIVERSITY

**SCHOOL OF HUMANITIES & SOCIAL SCIENCES**

**BACHELOR OF INTERNATIONAL STUDIES/  
BACHELOR OF DEVELOPMENT STUDIES AND PHILOSOPHY  
END OF SEMESTER EXAMINATION  
BIS 3102 / BDP 3105: PROJECT MANAGEMENT**

**DATE: 12<sup>th</sup> October 2023**

**TIME: 15:30-15:30**

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**Instructions**

1. This examination consists of **FIVE** questions.
  2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.
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**Question one**

- a) Describe Log Frame Analysis (LFA) and briefly discuss the 9 steps of LFA as applied development projects (10 MARKS)
- b) Discuss three reasons for the multiple LFA steps. (5 Marks)
- c) Decades of civil conflict and resulting marginalization, the fragile post conflict economy and weak governance capacity, limited physical and social infrastructure, widespread prevalence of floods, drought, conflict and endemic diseases (human and livestock) have meant that communities' vulnerability to hazards and disasters is high throughout Southern Sudan. Given the weak response capacity and vulnerability, the occurrence of disasters has a devastating impact on communities' livelihoods. The cumulative adverse effects of hazards result in the loss of lives and livelihoods, population displacement, destruction of property, damage to social and physical infrastructure, reduced access to livelihood resources and basic services, increased food insecurity and malnutrition, erosion of community coping mechanisms, and dismantling of communities through displacement in many parts of Southern Sudan.

Critical acute food insecurity was forecast for 2009 and beyond owing to the failure of the main seasons' rains in most areas. Additionally, over 250 000 IDPs were affected by the widespread ethnic conflict and LRA attacks. The situation was worsened by the increased price of basic food commodities and lower livestock prices. This requires appropriate

measures to address critical food gaps in order to protect the lives and livelihoods of vulnerable communities.

The project approach will include directing several interventions (distribution of seeds and tools, access to cash-for-work opportunities and training in community-based disaster risk mitigation) to increase income diversification and stabilize access for poor households to the minimum food basket. The target beneficiaries are poor returnee, IDP or resident community households in poor wealth groups (i.e., owning no cattle or a few sheep/ goats).

Source: [https://www.fao.org/fileadmin/templates/tc/tce/pdf/SSudan\\_PoA.pdf](https://www.fao.org/fileadmin/templates/tc/tce/pdf/SSudan_PoA.pdf)

Assuming an overall project goal of supporting community food security through the transfer of livelihood resources:

- i. Identify a possible outcome (1 mark)
- ii. Identify three expected outputs (6 marks)
- iii. Identify four possible project activities (8 Marks)

### **Question Two**

- a) Define International Development project and briefly discuss any five characteristics of International Development Projects (6 Marks)
- b) Outline any three challenges faced in implementation of International Development Projects (3 Marks).
- c) Outline any three approaches applied to achieve successful management of International Development projects (6 Marks).

### **QUESTION THREE**

- a) Briefly describe the five phases of the project life cycle. (10 Marks)
- b) Explain the five characteristics of a project (5 Marks)

### **QUESTION FOUR**

- a) Briefly discuss the importance of monitoring and evaluation in Project Management (5 Marks)
- b) Define risk and briefly describe the three key steps of risk management. (5 Marks).
- c) A project can be defined as a series of activities aimed at bringing about clearly specified objectives within a defined time period and with a defined budget. Citing relevant examples, describe five factors that contribute towards successful implementation of a project (5 Marks)

### **QUESTION FIVE**

**a)** A Baseline Assessment is an activity conducted to collect data on a community/focus population before or at the beginning of a project/intervention.

Discuss five reasons why a baseline assessment is important to Project Management and Evaluation (5 marks)

**b)** Project Impact Evaluation (PIE) is a systematic determination of a project's merit (impact) using predetermined criteria. It provides information about the impacts produced by an intervention.

Discuss five criteria that are used in undertaking a project impact evaluation (10 marks).