



STRATHMORE BUSINESS SCHOOL
MASTER OF MANAGEMENT IN AGRIBUSINESS
END OF SEMESTER EXAMINATION
MMA8404: MONITORING AND EVALUATION OF AGRIBUSINESS PROJECTS

DATE: Monday 23rd March 2026

TIME: 3 Hours

Instructions

1. This examination consists of **FIVE** questions.
2. Answer **QUESTION ONE (COMPULSORY)** and **ANY OTHER TWO** questions.

QUESTION ONE (Compulsory)

(20 MARKS)

A ten-year donor-supported agribusiness project is due for the end-term evaluation in June 2026. You are leading a team of evaluators in the planning and conducting the project evaluation.

- a) Describe the key issues you would consider in developing the project evaluation terms of reference (ToR). **(5 Marks)**
- b) Using examples, illustrate how a project logic model would be useful in the evaluation. **(5 Marks)**
- c) The evaluation team would like to choose between either a cross-sectional design or a longitudinal design for this evaluation. Explain the differences between the two designs. **(5 Marks)**
- d) The Project Management team are planning to use the evaluation results in formulating a project phase 2 funding proposal to be submitted to the same donor. Discuss how the evaluation results would be useful in the proposal formulation. **(5 Marks)**

(5 Marks)

QUESTION TWO

(20 MARKS)

You are working as a program manager in an agricultural organization. The five-year monitoring and evaluation (M&E) plan of the organization is being reviewed, and you have been tasked to support the working team in the development of performance indicators for inclusion into the plan.

- a) Discuss the criteria you would use in selecting performance indicators. **(10 Marks)**
- b) Explain with use of examples, how the working team would use a stepwise approach in selecting performance indicators. **(10 Marks)**

QUESTION THREE**(20 MARKS)**

The Ministry of Agriculture in your country would like to develop a monitoring and evaluation (M&E) system to streamline data management for the agribusiness projects. They have invited you to participate in a stakeholders' meeting to agree on the guiding principles and key components of the envisioned M&E system.

- a) Explain the guiding principles that they would apply in developing the M&E system.

(10 Marks)

- b) Apply the key components of a M&E system in the formulation of a draft system that the ministerial team would present to the stakeholders.

(10 Marks)**QUESTION FOUR****(20 MARKS)**

In the new year plan, your agribusiness project would like to invest more in insights harvesting to enhance institutional learning and innovation. Using examples, formulate an insight harvesting framework for the project with clear indicators, drivers and restrainers, and lessons learned.

QUESTION FIVE**(20 MARKS)**

You are a monitoring and evaluation (M&E) manager for a livestock development project. In the last six months, performance of the project has been below set targets. The project management met recently and tasked you to conduct focus group discussion (FGDs) with community members to establish the cause(s) of underperformance.

Required:

Explain the considerations you would make in organizing and conducting the focus group discussions with community members.