



**STRATHMORE BUSINESS SCHOOL**  
**MASTER OF MANAGEMENT IN AGRIBUSINESS**  
**END OF SEMESTER EXAMINATION**

**MMA 8404: MONITORING AND EVALUATION OF AGRIBUSINESS PROJECTS**

**DATE:** Tuesday, March 18, 2025

**TIME:** 9:00 am – 12 noon

**INSTRUCTIONS**

Answer Questions **ONE** and **TWO**, and any **OTHER TWO** – in total **FOUR** Questions

**QUESTION ONE**

**(20 MARKS – 1 Mark Each)**

Select only one answer per question, or your answer will be counted as incorrect.

1. Which of the following is an example of an outcome indicator?
  - A. Number of training sessions conducted
  - B. Percentage of participants satisfied with the training
  - C. Number of training materials distributed
  - D. Increase in participants' knowledge after the training
  - E. Resources used in training and production of training materials
2. At what stage of many projects should monitoring normally take place?
  - A. At the beginning of the program
  - B. At the mid point of the program
  - C. At the end of the program
  - D. Throughout the life of the program
  - E. Quarterly
3. The primary purpose of monitoring and evaluation is to:
  - A. Allocate resources to different projects
  - B. Collect data for reporting purposes
  - C. Ensure that both inputs and outputs are on track and are being realized
  - D. Ensure compliance with organizational policies
  - E. Assess the impact and effectiveness of projects
4. Which of the following best describes an impact evaluation?
  - A. Assessing the efficiency of project implementation
  - B. Measuring the long-term effects of a project on its beneficiaries
  - C. Measuring the long-term outputs of a project
  - D. Evaluating the quality of project outputs
  - E. Determining the cost-effectiveness of project activities
5. Monitoring and evaluation are:
  - A. Different - monitoring is the routine collection of information to track progress, evaluation is used to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability
  - B. The same

- C. Different - monitoring systems are determined during the planning phase while evaluation is determined at the end of the project or program
  - D. The same - only evaluation suffices in result based management
  - E. Monitoring measures outcomes and impact of a project's activities, whereas evaluation looks at the number of people trained and tracks the number of brochures disseminated
6. The purpose of a logical framework (logic model) in project evaluation is to:
    - A. Identify the target population for the project
    - B. Allocate financial resources to project activities
    - C. Summarize the key project activities, inputs and outputs
    - D. Analyze the social and economic context of the project
    - E. Summarize the key project activities and outputs
  7. Which of the following is an example of a process indicator?
    - A. Percentage of funds spent on project activities
    - B. Number of beneficiaries reached
    - C. Number of project sites established
    - D. Increase in participants' skills after training
    - E. All the above
  8. The purpose of a data quality assessment in monitoring and evaluation is to:
    - A. Identify potential risks and challenges in project implementation
    - B. Determine the target population for the project
    - C. Ensure the accuracy, reliability, and completeness of data
    - D. Estimate the cost-effectiveness of project activities
    - E. Inform the development of risk management strategy
  9. The purpose of a data collection plan in monitoring and evaluation is to:
    - A. Determine the sample size for data collection
    - B. Inform the data analysis for doing monitoring and evaluation
    - C. Allocate financial resources for data collection activities
    - D. Assess the impact and effectiveness of project
    - E. Outline the specific data collection methods and tools to be used
  10. The purpose of an evaluation framework is to:
    - A. Assign staff with responsibilities
    - B. Allocate financial resources for the evaluation
    - C. Assess the impact and effectiveness of project
    - D. Outline the specific evaluation methods and techniques to be used
    - E. Ensure that mid-term and end of project evaluation is done
  11. The purpose of baseline data is to:
    - A. Mitigate risk
    - B. Benchmark
    - C. Support planning
    - D. Source for funds
    - E. Monitor project progress
  12. At what stage of a project should evaluation take place?
    - A. At the beginning of the project
    - B. At the mid point of the project
    - C. At the end of the project
    - D. At both mid-point and end of the project
    - E. Throughout the life of the project
  13. How often should reports be made?
    - A. Yearly

- B. Half yearly
  - C. Quarterly
  - D. Monthly
  - E. Weekly
14. Project's impact evaluation assesses:
- A. Outputs
  - B. Effects
  - C. Inputs
  - D. Outcomes
  - E. Sustainability
15. Data quality can be ensured through:
- A. Triangulation
  - B. Sampling
  - C. Cross validation
  - D. Training
  - E. Surveys
16. The purpose of an indicator in monitoring and evaluation is to:
- A. Measure the inputs
  - B. Assess the impact
  - C. Measure the outcomes
  - D. Track the performance
  - E. Measure the outputs
17. The first step in developing a monitoring and evaluation system is to:
- A. Baseline data collection
  - B. Setting the objectives
  - C. Budgeting
  - D. Defining the inputs
  - E. Developing risk management plan
18. Results based management includes:
- A. Planning, implementing and monitoring
  - B. Planning, monitoring and evaluation
  - C. Monitoring and evaluation phase only
  - D. Planning phase only
  - E. Project design, financing, monitoring and evaluation
19. The different steps of project cycle are:
- A. Planning, financing, implementing, monitoring, and evaluating
  - B. Initial assessment, planning, implementation, evaluate
  - C. Initial assessment, planning, implement, monitor, evaluate
  - D. Planning, implementing, monitoring, and evaluating
  - E. Planning, financing, monitoring, evaluation, learning and reporting
20. Which tools are useful for a situational analysis prior to planning a project/
- A. Stakeholder analysis
  - B. Strengths, weaknesses, opportunities, and threats analysis
  - C. Problem tree analysis
  - D. Political, economic, social, technological, environmental, and legal analysis
  - E. All of the above

## QUESTION TWO (CASE STUDY - 20 Marks)

### Relationships Between a National and a Project Unit

Ng'ang'a and Adbirahman Consulting (NAC), a national monitoring and evaluation agency was charged with the long-term evaluation of a national food plan. But the same agency, with its high-level skills in survey design, data collection, and analysis, was also responsible for supporting the monitoring and evaluation units in each of several county agricultural projects. Given its broad mandate and concentration of resources, NAC assumed a dominant role in determining the thrust of the monitoring and evaluation program in each county project, which therefore tended to focus on the data needs for evaluating the national food plan.

The NAC developed a work program for project monitoring and evaluation units which included annual agronomic surveys based on probability samples of farmers designed to provide statewide aggregate estimates of crop areas and production for use at the national level. These surveys demanded considerable staff resources and field time from each project monitoring and evaluation unit. Project management, although willing to provide staff resources to carry out these surveys, increasingly felt that the work program was dominated by long-term evaluation requirements at the expense of their internal monitoring requirements, which focused on the delivery of services in certain areas within the county.

From the outset, a loosely defined administrative framework obscured NAC's authority within the monitoring and evaluation system. For example, the project document that established NAC's terms of reference implied that NAC would hold a large measure of control over the project monitoring and evaluation units. The documents that established the agricultural projects, however, described the reverse situation that monitoring and evaluation activities were to be determined by project management with technical assistance from NAC. These varying descriptions of the administrative arrangements prevented a consensus among NAC and project staffs as to who should lead monitoring and evaluation activities. Furthermore, NAC's standardized survey provided neither the flexibility nor the focus required by the multicomponent projects. For example, the broad sweep of the sampling technique used in the agronomic survey provided only national level estimates; it did not allow for the data to be broken down to the county level. A project developing local farm service centers could not use the survey to analyze local beneficiaries' initial reactions.

The project monitoring and evaluation units seemed unable to meet project management demands for ad hoc investigations, at least in part because NAC required them to concentrate on the survey program. Some project managers felt that the monitoring and evaluation units were more allied to this NAC than to their own project. The necessarily close links between monitoring and evaluation units at county level and NAC during normal management of the survey added to this suspicion.

#### **Task**

Discuss **NOT** explain, the above case within the context of relationships between a national and a project unit vis-à-vis monitoring and evaluation.

### QUESTION THREE (20 MARKS)

- (a) In their book *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector* (1992), Osborne & Gaebler subtitle a portion of chapter 5, “What Gets Measured Gets Done” and quotes former director of Massachusetts’ welfare department, John Pratt, in 1979 as saying, “All you have to do is measure something and people will respond” (p. 146).

**Required**

Explain, the statement “**What Gets Measured Gets Done**” in the context of monitoring and evaluation. **(5 Marks)**

- (b) In project management, monitoring of projects can benefit from the logic behind the working of traffic lights.

**Required**

Explain the above statement. **(5 Marks)**

- (c) In most medium to large projects, monitoring is done quarterly.

**Required**

Explain the logic behind quarterly monitoring. **(5 Marks)**

- (d) You have been appointed by your County Government as the lead external evaluator to give a report on implementation of county projects.

**Required**

Using your monitoring and evaluation skills, discuss some of the challenges you are likely to experience. **(5 Marks)**

### QUESTION FOUR

**(20 MARKS)**

- (a) With financial support from both the People’s Republic of China, the African Development Bank (AfDB), and the Government of Kenya (GoK) works started in 2009 and was completed in 2012 to construct Thika Superhighway. Thirteen years on, Thika Superhighway has emerged as a resilient infrastructure that drives the country's economic development and fosters regional integration. Unfortunately, the baseline data was not collected after initial needs assessment, project design and exactly before the project started. The GoK would like, 13 years later, to quantitatively evaluate the benefits of Thika Superhighway. After competitive bidding, Ntekerei, Wangui, and Mihigo (NW&M) consulting firm has been awarded a contract by GoK to undertake the evaluation of Thika Superhighway.

**Required**

As NW&M consulting firm, explain how you would do the evaluation report of Thika Superhighway 13 years later. **(8 Marks)**

- (b) Government of Uganda (GoU) with support from World Bank, European Commission, Danish International Development Agency (DANIDA) and the International Fund for Agricultural Development (IFAD) has been implementing National Agricultural Advisory Services (NAADs) Programme for the last 23 years through Ministry of Agriculture Animal Industry and Fisheries. The programme provides a stepping-stone for farmers' groups and associations that enables them to move into commercial production and become part of the commodity value chain. The goal is to make rural livelihoods more secure, and to achieve sustainable improvements in agricultural

productivity and household incomes. The programme has come to an end and GoU and the other development partners would like to carry out an impact evaluation of this programme. The GoU has contracted Kasozi and Cheptoo Development Associates (KCDA) to offer technical support in drafting the Terms of Reference for this assignment.

**Required**

- (i) As the project manager at KCDA, guide your team on the structure of the terms of reference for this evaluation. **(7 Marks)**
  
- (ii) Igosangwa and Raid Consultancy (IRC) has been awarded this contract and the preliminary deliverable is an inception report. Explain the importance of developing an inception report and provide a format on how it will be structured. **(5 Marks)**

**QUESTION FIVE**

**(20 MARKS)**

In 2023, the Ministry of Treasury and Planning in Kenya issued the guidelines for preparation of new fifth generation strategic plans for Ministries, Departments, Agencies, Counties, Constitutional Commissions and Independent Offices, which can be downloaded from the website: [www.planning.go.ke/strategic-plan/](http://www.planning.go.ke/strategic-plan/).

Chapter eight of the guidelines is on monitoring, evaluation, and reporting framework and section 8.4 is specifically on reporting framework and feedback mechanisms. Under section 8.4, Tables 8.2, 8.3, and 8.4 below (reproduced here below as per the guidelines) describes how quarterly progress reporting; annual progress reporting; and evaluation reporting, will be done to track the implementation of the strategic plans within Government of Kenya.

**Required**

- (a) Should the Ministry of Treasury and Planning have included learning? If yes, why and if no why? **(5 Marks)**
  
- (b) Explain the importance of including monitoring, evaluation, reporting, and learning framework when developing a strategic plan. **(5 Marks)**
  
- (c) Using an agriculture related example, explain the purpose **NOT DETAILS** of Tables 8.2, 8.3, and 8.4 shown below. **(10 Marks)**

**Table 8.2 Quarterly Progress Reporting Format**

QUARTERLY PROGRESS REPORT

QUARTER ENDING .....

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year ....			Cumulative to Date			Remarks	Correction Intervention
			Target (B)	Actual (C)	Variance D= (C-B)	Target (E)	Actual (F)	Variance (F-E)		

**Table 8.3 Annual Progress Reporting Format**

ANNUAL PROGRESS REPORT

YEAR ENDING .....

Expected Output	Output Indicator	Annual Target (A)	Achievement for Year ....			Cumulative to Date (Years)			Remarks	Correction Intervention
			Target (A)	Actual (B)	Variance C = (B-A)	Target (D)	Actual (E)	Variance F = (F-E)		

**Table 8.4 Evaluation Reporting Format**

Key Result Area (KRA)	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Correction Intervention
			Value	Year	Target	Achievement	Target (E)	Actual (F)		
KRA 1:										
KRA 2:										
KRA 3:										
KRA 4:										
KRA 5:										