



MAASAI MARA UNIVERSITY

**REGULAR UNIVERSITY EXAMINATIONS
2023/2024 ACADEMIC YEAR
FIRST YEAR SECOND SEMESTER**

**SCHOOL OF ARTS, HUMANITIES, SOCIAL AND
CREATIVE ARTS
BACHELOR OF ARTS IN COMMUNITY
DEVELOPMENT**

**COURSE CODE: CMD 1209-1
COURSE TITLE : INTRODUCTION TO PROJECT
MANGEMENT**

DATE: 20/5/ 2024

TIME: 1430-1630 HRS

INSTRUCTIONS TO CANDIDATES

- *Answer question ONE (compulsory) and any other TWO questions.*
- *Question one carries 20 marks*
- *All other questions carry 15*

QUESTION ONE (20 Marks)

Read the following case study and answer the questions that follow.

EXODUS YOUTH DEVELOPMENT ASSOCIATION

In the previous decade, many development researchers reported very dismal performance in many African economies, Kenya included. Poverty, especially in the rural areas, had risen to alarming levels and governments had to come up with radical measures to contain the situation. Due to shrinking economies and collapsing businesses unemployment increased. The population became extremely needy.

Among the most vulnerable groups identified for quick intervention was the youth. The government of Kenya established the Youth fund (YF). This was a special budgetary allocation geared towards funding development projects initiated by the youths formed Exodus Youth Development Association (EYDA). Without adequate knowledge and skills in project management, EYDA decided to initiate various projects to generate income and redeem themselves from unemployment and object poverty. The projects included poultry rearing, horticulture and small retail enterprises. The viability and sustainability of the projects had to be demonstrated for successful application for the YF. As a result the first application, which went through the area member of parliament, was successful. EYDA was allocated ksh. 50000 for poultry production. Subsequently, the group received more funding from both YF and other donor organization.

In the recent past, however, due to high completion and increasingly difficult for EYDA to access funding for their projects. A one time donor recently intimidated to the groups' project report. The donor advised the youth organization to develop an elaborate monitoring and evaluation plan with a clear methodology, evaluation indicators, method of data collection and analysis and the corresponding report in order to attract funding. EYDA needed professional project management advice on the new demand and got word that you are an expert in the area. The group's leadership approached you to offer the consultancy services on the same.

Required

a) Advice EYDA on sustainability strategies to adopt for the:

- i. Poultry rearing project

- ii. Horticulture project
- iii. Small retail enterprises **(4 marks)**
 - b) Briefly explain to EYDA the consequences of over-relying on donor organization for funding. **(4 marks)**
 - c) One time a donor advised EYDA to develop an elaborate monitoring and evaluation plan with a clear methodology, evaluation indicators and corresponding reports. As an expert, explain to the group what the three entail. **(4 marks)**
 - d) Explain to EYDA the benefits of carrying out the M&E exercise. **(4 marks)**
 - e) Explain two uses of the evaluation reports to EYDA. **(4 marks)**

QUESTION TWO

- a). A project manager must perform certain functions to run successful projects. Explain. **(9 marks)**
- b). Explain what is meant by stakeholder management and describe how the project manager ensures stakeholder co-operation. **(6 marks)**

QUESTION THREE

- a) Explain the Tetrad principle and highlight how it impacts project implementation. **(7 marks).**
- b) The problem tree is used to undertake problem analysis during problem analysis and preparation. Identify a community problem and design its problem tree. **(8 marks).**

QUESTION FOUR

A logical framework facilitates effective project planning, implementation, monitoring and evaluation. Using a specific project, discuss the logical framework approach. **(15 marks)**

QUESTION FIVE

Risk monitoring and control is an active process that requires participation from the project manager, the project team, key stakeholders, and, in particular, risk owners within the project. Explain why such a multi-pronged approach was necessary

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