



UNIVERSITY OF ESWATINI
Faculty of Health Sciences
Department of Environmental Health Science

DEGREE IN ENVIRONMENTAL HEALTH SCIENCE

RE-SIT EXAMINATION PAPER 2019

TITLE OF PAPER : ENVIRONMENTAL HEALTH PROJECT DESIGN
AND MANAGEMENT

COURSE CODE : EHS405

DURATION : 2 HOURS

MARKS : 100

INSTRUCTIONS :

READ THE QUESTIONS & INSTRUCTIONS
CAREFULLY

: **QUESTION ONE IS COMPULSORY THEN
ANSWER ANY OTHER THREE QUESTIONS**

: EACH QUESTION **CARRIES 25** MARKS.

: WRITE NEATLY & CLEARLY

: NO PAPER SHOULD BE BROUGHT INTO THE
EXAMINATION ROOM.

: BEGIN EACH QUESTION ON A SEPARATE
SHEET OF PAPER.

: **INDICATE YOUR PROGRAMME OF STUDY**

DO NOT OPEN THIS QUESTION PAPER UNTIL PERMISSION IS GRANTED BY THE
INVIGILATOR.

QUESTION 1

The World Health Organization (WHO) has a mandate of improving the life of populations especially in the developing countries. Under this mandate, WHO has a portfolio that aims at assisting countries' health ministries technically and financially. In the Kingdom of Eswatini, WHO provides technical and financial assistance under the curative program and work with projects like procurement of commodities within their five year fiscal plan. There is therefore a need for WHO to manage its portfolio in an effective way so to achieve the countries goals or vision.

- a) What is meant by portfolio management? [3]
- b) What is the relationship between portfolio, program and project management? [6]
- c) The government of Eswatini is comparative to an organization. Explain this statement stating what entails an organization. [5]
- d) For the success of the Ministry in contributing towards the country's vision of being a first world country by the year 2022, the ministry needs to have an up to date project governance structure. Explain what is meant by project governance. [6]
- e) It has been said that the Ministry of Health uses the paternalistic management style in conducting its day to day activities. Discuss this management style in depth. [5]

Total=25 marks

QUESTION 2

The story of the famous Cape Town Bridges has been a lesson to many countries in explaining why projects fail. As a new manager it is important to consider all the project success and failure factors. A project aimed at promoting health, preventing diseases and prolonging life can only be successful if such factors are considered.

- a) Explain 5 factors responsible for the success of health projects giving appropriate examples. [15]
- b) It is important for managers to analyse the management environment from time to time to ensure that their projects don't fail.

- i) What is meant by management environment? [1]
- ii) Explain the different types of management environment. [3]
- iii) What are the characteristics of the management environment? Explain them. [6]

Total=25 marks

QUESTION 3

Countries have adopted community oriented primary care (COPC) as a cornerstone for the success of health projects especially in developing countries. The concept of the COPC began in the Republic of South Africa by the Kark family in 1942 in a community called Phobela in Kwazulu Natal. Ever since that, it has been used by countries including developed countries in promoting health interventions.

- a) Explain this concept in detail in terms of the following:
 - i) Definition. [2]
 - ii) Components (explain each component briefly). [7]
 - iii) Principles. [3]
- b) The concept mainly emphasizes the community aspect.
 - i) What is meant by a community in terms of this concept? [2]
 - ii) Explain the role of a community in health projects. [5]
- c) The COPC implementation concept is based on the primary health care (PHC) principle.
 - i) What is meant by primary health care? [3]
 - iv) What are the benefits of PHC? [3]

Total=25 marks

QUESTION 4

A newly established company is looking for a project manager. As part of the recruitment criteria, the potential candidates are expected to be well versed with the basic documents essential for project preparation.

- a) Explain the role of the project manager. [5]
- b) Explain 5 attributes of a project manager. [5]
- c) Discuss the skills managers need to undertake their responsibilities. [6]
- d) Discuss the three documents essential for project preparation stating the objective and importance of each. [9]

Total= 25 marks

QUESTION 5

Planning is key in implementation of community interventions.

- a) What are the four steps important in the planning and implementation of health interventions? [4]
- b) Discuss the importance of planning in the implementation of health interventions or projects. [4]
- c) Discuss 4 key issues or factors to consider in the planning process. [8]
- d) Most organizations use the high risk approach in implementing their interventions. Discuss this approach using the following:
 - i) Definition. [2]
 - ii) 4 advantages. [4]
 - iii) 3 disadvantages. [3]

Total=25 marks