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PROJECT MANAGEMENT LEVEL 6

BUS/OS/PM/CR/02/6

Manage Project Financing

Nov/Dec 2025 Date: 24.11.2025 10:51 AM

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TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION COUNCIL (TVET CDACC)

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WRITTEN ASSESSMENT

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TIME: 3 HOURS

INSTRUCTIONS TO CANDIDATE

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1. This paper consists of **TWO** sections: **A** and **B**.
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2. Attempt **ALL** questions in section A.
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3. Attempt question **ELEVEN** (11) and any other **TWO** (2) questions in section B.
4. Marks for each question are indicated in the brackets.
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5. Candidates are provided with a separate answer booklet
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6. Do not write on the question paper.

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This paper consists of THREE (3) printed pages

Candidate should check the question paper to ascertain that all pages are printed as indicated and that no questions are missing.

SECTION A (40 MARKS)

Attempt all questions in this section.

1. The first step in mobilizing funds is to develop a finance mobilization plan. List FOUR elements that should be included in a project's finance mobilization plan. (4 Marks)
2. A project manager must identify various financing options for project funding. State FOUR financing options available for project funding. (4 Marks)
3. Seeking approval for a financing method is a crucial step in project management. List FOUR pieces of information included in a proposal to secure this approval. (4 Marks)
4. Selecting a financing method requires careful analysis. State FOUR criteria an organization should use to select the most suitable project financing method. (4 Marks)
5. Identifying financing stakeholders is crucial for managing relationships. State FOUR types of financing stakeholders that are involved in a project. (4 Marks)
6. Evaluating financing risks is a critical activity in project management. List FOUR risks associated with project financing. (4 Marks)
7. A risk management plan is prepared based on the evaluation report. State FOUR components of a financing risk management plan. (4 Marks)
8. Preparing a procurement plan is essential for aligning spending with the project budget. State FOUR factors that influence the development of a project procurement plan. (4 Marks)
9. Tracking fund utilization ensures financial control during project management. List FOUR tools used to track the utilization of project funds against the procurement plan. (4 Marks)
10. Internal controls are necessary to safeguard project funds. State FOUR fund utilization controls that should be implemented in project management. (4 Marks)

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SECTION B (60 MARKS)**Attempt question 11 and any other TWO in this section.**

11. Green Future Solutions Ltd. is planning a 50 Mega Watts solar power plant project with an estimated cost of 80 million shillings. The Chief Finance Officer has tasked the project team with developing a finance mobilization plan. The plan must identify a mix of financing options, seek necessary internal approvals and outline the processes for selecting the final financing method. The team must ensure the selected method aligns with the company's policy of maintaining a low debt-to-equity ratio and complies with all standard operating procedures for large-scale investments.

Using the above case study:

- a) Describe FIVE activities the project team should undertake to create a comprehensive finance mobilization plan for the solar power plant project. (10 Marks)
- b) Discuss FIVE factors Green Future Solutions Ltd. should consider when selecting the most appropriate financing method. (10 Marks)
12. a) Managing financing risks requires the identification of key stakeholders in project management. Explain FIVE types of financing stakeholders. (10 Marks)
- b) After evaluating financing risks, a risk mitigation report is prepared. Describe FIVE components of a risk mitigation report. (10 Marks)
13. a) A procurement plan should be prepared in line with the standard operating procedures. Explain FIVE benefits of Work Breakdown Structure when preparing a procurement plan. (10 Marks)
- b) Effective monitoring of fund utilization is important in project management. Discuss FIVE benefits of implementing funds utilization controls. (10 Marks)
14. a) Preparing a project progress report is important in project management. Explain FIVE types of financial information included in a project progress report. (10 Marks)
- b) The project board has requested a report on the effectiveness of financial risk management plan. Describe FIVE indicators that demonstrates the success of the implemented financial risk management plan. (10 Marks)

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