



AMREF INTERNATIONAL TRAINING CENTER

MODULE II

PROJECT MANAGEMENT LEVEL 6

0413 451 12A

MANAGE PROJECT STAKEHOLDERS

July/August 2026

WRITTEN ASSESSMENT

Time: 2 HOURS

INSTRUCTIONS TO CANDIDATE

1. Marks for each question are indicated in the brackets.
2. The paper consists of **TWO** sections: **A** and **B**.
3. Candidates are provided with a separate answer booklet
4. **DO NOT** write on this question paper.

This paper consists of THREE (3) printed pages

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

SECTION A (40 Marks)

Answer all questions in this section.

1. Project managers often encounter difficulties when dealing with different stakeholders in a project. Outline FOUR challenges does a project manager face in managing stakeholders (4 Marks)
2. A non-governmental organization intends to establish a community health centre in a rural region. State FOUR aspects that should be examined when carrying out stakeholder analysis (4 Marks)
3. Public participation is a critical requirement in many development projects. Outline FOUR advantages of involving local residents during the planning stage of a project. (4 Marks)
4. Using a community water borehole project as an example, map FOUR key stakeholders into a stakeholder analysis grid (4 Marks)
5. A project team wishes to evaluate the effectiveness of stakeholder engagement activities. Outline FOUR indicators that can be used to measure stakeholder satisfaction. (4 Marks)
6. During the implementation of a housing project, disagreements arise between contractors and local residents. Outline FOUR approaches that can be used to resolve stakeholder conflicts. (4 Marks)
7. Outline FOUR skills that project managers should possess to be able to effectively manage stakeholders. (4 Marks)
8. State FOUR techniques that can be used to determine stakeholders' interests and concerns. (4 Marks)
9. A renewable energy project has received support from various stakeholders. Highlight FOUR ways stakeholders can positively influence project success. (4 Marks)
10. State FOUR benefits of preparing and maintaining stakeholder engagement reports. (4 Marks)

SECTION B (60 Marks)

Answer any three questions in this section.

11. A county government has launched a large-scale irrigation project involving farmers, suppliers, contractors, and local administrators. Recently, misunderstandings among stakeholders have caused delays in project implementation. Jane, the newly appointed project coordinator, has been tasked with improving stakeholder communication and reducing conflicts.
- a) Explain FIVE methods of communication that Jane can use to relay project information to stakeholders. (10 Marks)
 - b) Explain FIVE communication needs that a project team should satisfy when sharing information with stakeholders. (10 Marks)
12. You have been appointed project manager for a solar energy installation project serving several communities. To ensure project success, you are required to analyse and manage stakeholder interests effectively.
- a) Describe FIVE aspects that should be considered when assessing stakeholders' interests and expectations in the project. (10 Marks)
 - b) Explain FIVE stakeholder-related risks that may affect the successful implementation of the project. (10 Marks)
13. A private university intends to construct a new campus on the outskirts of a town. The project will require additional land acquisition and approval from various groups.
- a) Discuss FIVE categories of stakeholders that are likely to be involved in the campus construction project. (10 Marks)
 - b) Explain FIVE reasons why the university should establish a stakeholder engagement strategy before commencing the project. (10 Marks)
14. A development organization is planning a new community-based infrastructure project that will affect multiple groups including local residents, government agencies, private contractors, and civil society organizations. To ensure successful implementation, the organization is required to design and continuously monitor an effective stakeholder engagement strategy that promotes collaboration, transparency, and accountability throughout the project lifecycle.
- a) Explain FIVE elements involved in developing and monitoring a stakeholder engagement strategy. (10 Marks)

b) Explain FIVE strategies that can be used to manage resistant stakeholders. (4 Marks)

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