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**041306T4PMN**

## **PROJECT MANAGEMENT LEVEL 6**

**BUS/OS/PM/CR/01/6**

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## **Manage Project Inception Phase**

**Nov/Dec 2025**

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

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## **WRITTEN ASSESSMENT**

**TIME: 3 HOURS**

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## **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.

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 FOUR (4) 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 the questions in this section.**

1. Analysing stakeholder feedback provides useful insights for refining project ideas. State FOUR aspects that should be assessed when analysing feedback from stakeholders. (4 Marks)  
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2. Estimating costs early ensures proper planning and resource allocation. List FOUR items you would consider when preparing a high-level project cost estimate. (4 Marks)  
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3. Every project should outline expected benefits to justify investment. Identify FOUR potential project benefits you would list from an objectives analysis. (4 Marks)  
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4. Proper problem identification ensures the project addresses the right issue. List FOUR factors you would analyse to identify a business problem. (4 Marks)
5. Alternative solutions provide options for addressing business problems. State FOUR criteria you would use when identifying alternative solutions. (4 Marks)
6. Cost-benefit analysis guides decision-making on the best project approach. Identify FOUR elements you would consider when conducting a cost-benefit analysis. (4 Marks)  
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7. Involving the right people enhances the quality of a feasibility study. Name FOUR types of participants you would engage in a feasibility study. (4 Marks)
8. The no-go/go decision is based on the results of the feasibility study. List FOUR conditions under which you would make a “go” decision. (4 Marks)  
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9. Benefits analysis ensures that projects deliver value to the organisation. Identify FOUR aspects you would include when performing a benefits analysis and planning. (4 Marks)  
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10. A closure checklist ensures nothing important is overlooked. List FOUR items you would include in a project closure checklist. (4 Marks)  
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**SECTION B (60 MARKS)****Attempt question 11 and any other TWO in this section****11. CASE STUDY: CLIMATE JUSTICE PROJECT**

Faith is a recent college graduate and has always been passionate about climate justice. While in school, she actively participated in environmental clubs and community campaigns that promoted tree planting, waste management, and sustainable agriculture. Motivated to make a greater impact after her studies, Faith mobilized a group of like-minded young people who shared her vision, and together they successfully registered a Community Based Organization (CBO) dedicated to climate justice activities. The CBO's core focus is on raising awareness about the effects of climate change, restoring degraded ecosystems through tree planting, and advocating for the integration of climate action into local government development agendas.

Although the group is highly motivated, they face significant challenges in financing their activities. To overcome this, they have decided to begin writing proposals to potential donors.

The team is determined to present a clear problem statement backed by evidence from their community and to set out realistic objectives with measurable outcomes. They have also developed a structured work plan with activities that align to both national and global climate goals, and a transparent budget that justifies the costs of each intervention. In addition, they have committed to building a sustainability plan to ensure benefits continue after external support ends, and to demonstrate their capacity, partnerships, and strong community networks. This was as a proof that they can successfully implement the project. Faith and her colleagues believe that with this approach, their CBO stands a strong chance of attracting funding and making a lasting contribution to climate justice while supporting vulnerable groups most affected by the climate crisis.

Based on the case study above,

- a) Discuss FIVE strategies Faith's CBO should follow to increase the chances of donor funding. (10 Marks)
- b) Explain FIVE criteria the CBO could use to ensure sustainability of its climate justice projects after donor funding ends. (10 Marks)

12.

- a) After approval, stakeholders must be informed to ensure alignment and buy-in before implementation begins. Discuss FIVE reasons why it is important to notify stakeholders once a project is approved. (10 Marks)
- b) The project charter is a vital document that provides direction and legitimacy for the project. Explain FIVE elements that should be included in a project charter. (10 Marks)

13.

- a) Properly documenting project needs ensures clarity and accuracy in procurement planning. Explain FIVE reasons why it is important to document project needs clearly before procurement begins. (10 Marks)
- b) Before implementing any project, it is important to conduct various feasibility studies. Discuss FIVE aspects of technical feasibility of a project. (10 Marks)

14.

- a) Before deciding whether to proceed with a project, organizations often prepare a feasibility study report. Explain FIVE contents that should be included in a feasibility study report. (10 Marks)
- b) Once a project feasibility study report has been prepared, it is important to share the findings with relevant stakeholders. Discuss FIVE ways through which a report can be disseminated to stakeholders. (10 Marks)