

041306T4PMN

PROJECT MANAGEMENT LEVEL 6

BUS/OS/PM/CR/01/6/A

Manage Project Inception

March/April 2025



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

WRITTEN ASSESSMENT

Printed By: Amref International Training Center

Date: 27.03.2025 08:19 AM

TIME: 3 HOURS

INSTRUCTIONS TO CANDIDATE

1. This paper consists of **TWO** sections: **A** and **B**.
2. Attempt **ALL** questions in section **A**.
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.
6. **DO NOT** write on the question paper.

**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 questions in this section.

1. Feasibility studies helps determine whether a project is viable before implementation. List FOUR types of feasibility studies. (4 Marks)
2. Data collection is a critical step in project management. Identify FOUR data collection methods. (4 Marks)
3. A business case justifies the need for a project inception. List FOUR components of a business case. (4 Marks)
4. A well-prepared business case is important to stakeholders in project management. Identify FOUR benefits of developing a business case. (4 Marks)
5. Selecting the right data collection method is vital for obtaining valid results. List FOUR factors to consider when selecting a data collection method. (4 Marks)
6. A project charter outlines constraints that may impact project execution. List FOUR project constraints included in a project charter. (4 Marks)
7. Donors have specific requirements that projects must meet to qualify for funding. State FOUR donor funding requirements for a project. 4 Marks)
8. Donors are crucial partners who ensures the success of a project. Name FOUR criteria used to identify potential donors. (4 Marks)
9. A well-formulated problem statement is crucial for guiding a project. Identify FOUR characteristics of a good problem statement. (4 Marks)
10. A project charter authorizes a project and provides direction. List FOUR elements of a project charter. (4 Marks)

SECTION B: (60 MARKS)

Attempt question ELEVEN (11) and any other TWO (2) questions in this section.

11. An international NGO, intends to partner with Kitui County government to implement a piped water project, a proposal that will ensure clean and reliable water access. The project proposal once approved will involve installing a network of durable water pipes, and community storage tanks to provide backup during supply interruptions. A small usage-based fee will be introduced to support maintenance. Community members will be actively involved from the start to ensure ownership and acceptance. It is proposed that regular consultations will keep residents informed on efficient resource management to prevent delays. To enhance sustainability, it has been proposed that selected locals will be trained on minor repairs to reduce reliance on external technicians. It is also proposed that high-quality materials may be used to extend the system's lifespan, and the community's engagement in maintenance will help prevent major disruptions.

- a) Explain FIVE reasons that will lead to the success of the proposed project. (10 Marks)
- b) Discuss FIVE measures that the NGO and Kitui County government need to put in place during inception to ensure project sustainability. (10 Marks)

12.

- a) Pengo has been tasked with developing a proposed project budget for a community development initiative. Explain FIVE types of project budgets that Pengo should develop. (10 Marks)
- b) When preparing a project proposal, project teams often encounter various challenges that can impact the quality and effectiveness of the proposal. Discuss FIVE challenges faced during this process. (10 Marks)

13.

- a) A company is considering two investment projects, Project A and Project B, each requiring an initial investment of KSh100,000. The expected cash flows for the next five years are as follows:

Year	Project A (KSh)	Project B (KSh)	PVIF@10%
1	30,000	20,000	0.9091
2	35,000	25,000	0.8264
3	40,000	35,000	0.7513
4	30,000	45,000	0.6830
5	25,000	50,000	0.6209

If the company uses a discount rate of 10%, calculate the Net Present Value (NPV) for both projects and recommend which project should be selected. (10 Marks)

b) Before implementing a project, a feasibility study is conducted to assess its viability from different perspectives. Discuss FIVE types of reports that can be generated from a feasibility study. (10 Marks)

14.

a) A well-prepared project charter is essential for the successful initiation and execution of a project. Discuss FIVE advantages of having a project charter. (10 Marks)

b) A well-prepared concept note is essential for securing funding and support for a project. Discuss FIVE characteristics of a concept note. (10 Marks)