



TECHNICAL UNIVERSITY OF MOMBASA

School of Humanities and Social Sciences

Social Sciences

UNIVERSITY EXAMINATION FOR:

DIPLOMA IN SOCIAL WORK AND COMMUNITY DEVELOPMENT

DSW 2109: COMMUNITY PROJECT MANAGEMENT

SERIES: APRIL 2025

TIME: 2 HOURS

DATE: Pick DateSelect Month 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE

- a. Explain the following terms as used in Community Project Management: (10 Marks)
 - i. Project
 - ii. Project Management
 - iii. Community
 - iv. Project Sustainability
 - v. Project Monitoring
- b. Identify and explain the tools and techniques in project evaluation. (10 Marks)
- c. Discuss the role of community members in managing projects. (10 Marks)

Question TWO

- a. Explain **FIVE** factors that influence selection of community projects. (10 Marks)
- b. As a project manager, demonstrate how you would identify a good project even before it's completion phase. (10 Marks)

Question THREE

- a. Explain the steps you would take as a project facilitator to plan for a successful project. (10 Marks)
- b. Determine **FIVE** challenges that hinder sustainability of community development projects.
(10 Marks)

Question FOUR

- a. By use of relevant examples, explore **FIVE** ways of conducting risk identification. (10 Marks)
- b. Examine **FIVE** challenges of community participation in project management. (10 Marks)

Question FIVE

- a. Determine factors that lead to project termination. (10 Marks)
- b. Discuss **the** emerging trends in project management. (10 Marks)

MARKING SCHEME

Question ONE

i. Explain the following terms (10 Marks)

a. Project -temporary endeavor undertaken to create a unique product or service or result.

b. Project Management - the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria/ parameters.

c. Community- a group of people in a particular environment sharing goals, interests etc

d. Project Sustainability- Is the process of keeping the project course up to the end

e. Project monitoring- collection, analysis, communication and use of information about the project progress.

ii. Identify and explain the tools and techniques in project evaluation (10 Marks)

In project management, the Project Evaluation Review Technique, or PERT, is used to identify the time it takes to finish a particular task or activity. It is a system that helps in the proper scheduling and coordination of all tasks throughout a project.

The tools and techniques of evaluation refer to the methods and instruments used to assess the effectiveness of a program, project, or intervention. Some common tools and techniques include surveys, questionnaires, interviews, focus groups, observation, case studies, and tests, structured observations, questionnaires, semi-structured interviews, focus groups and logs.

Actual versus planned- It is the historical comparisons of planned resources to complete an activity versus amount of resources used e.g. planned time to complete an activity versus actual time taken.

Human understanding/involvement E.g. is the project accomplishing its objectives of creating awareness?

Financial ratio methods E.g. cost benefit analysis, cash flow analysis, score index method

Learning techniques Takes into account past experiences in order to improve the future decisions.

Milestone -Is to indicate that a particular stage on the project had been successful or resources in a particular stage on the project have been used

iii. *Discuss the role of community members in project management.* (10 Marks)

- Review project financial reports
- Promotes resource mobilization and use
- Inform project leaders of any changes in the environment that would affect the project implementation
- Review project implementation
- Lay down guidelines that are to be embraced throughout the life cycle of the project in collaboration with other stakeholders
- Take keen participation in monitoring and evaluation of projects through making decisions as far as the impact of the project is concerned to them.

Question TWO

Explain FIVE factors that influence selection of community projects. (10 Marks)

- Project preparation and planning
- Resources
- Project impact
- Data Present in that particular project
- Time factor

Highlight the characteristics of a good project. (10 Marks)

- Project scope; it is how much it would do and how much it would not do.
- Concrete – SMART; project objective activities
- Clearly defined technical specifications and standards
- Activity schedule and sequences defining what should be done and when
- Risk identification and risk management plan
- A project leadership structure within the content of the widest organizational structure

Question THREE

State and explain the steps involved in Project Planning (10 Marks)

- Establishing the project objectives
- Choosing the strategy for achieving the objectives
- Breaking the project into sub-units

- Determining the performance standards for each unit
- Determining the cost of the project
- Establishing the required resources
- Signing duties and responsibilities
- Developing the necessary policies and procedures
- Determining the yard stick for evaluating the outcome

Explain the challenges encountered in community development projects sustainability (10 Marks)

- Poor management
- Lack of enough resources e.g. Human resource, finances, material, technology
- Environmental impacts e.g. political, social, cultural issues that crop up
- Change in management
- Conflict of interest from within and also external

Question FOUR

*Discuss **the** methods of conducting risk identification* (10 Marks)

- Brainstorming meetings
- Expertise opinion
- Past history
- Multiple (team based assessment) using different people's appointments/ create a risk register.

Discuss the challenges of community participation in project management. (10 Marks)

- Lack of trust
- Lack of awareness
- Limited time
- Digital exclusion
- Communication barrier
- Resistance to change

Question FIVE

Discuss the reasons for terminating a project

(10 Marks)

- Depletion of resources
- Stopping of donor support
- Rejection by community members
- Misappropriation of resources
- Political interference
- Conflicts among the stakeholders and with the project management
- Poor planning and project design
- Withdrawal of community participation
- Competition from similar projects
- Pressure from environmental lobby groups

*Discuss **the** emerging trends in project management*

(10 Marks)

- Prioritization of problems/needs
- Involvement of community in initiation of project and its management
- Risk identification and management strategies should be clear
- The intent of the project, means of measuring progress and conditions of the project
- Involvement of skilled staff
- Management process should be transparent especially in contracting and procurement
- Continuous flow of information is paramount
- Reporting must be consistent to the field work
- Routine monitoring and evaluation
- Rewards to the project team for effectively/motivation
- Storage of data
- Close monitoring of use of funds is paramount
- Keen appraisal and use of conventional tools e.g. payback, account rate of return