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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN COMMUNITY DEVELOPMENT AND SOCIAL WORK
DDS 207 – PROJECT MANAGEMENT

Date: 15TH December, 2023
Time: 11:30AM- 1:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

CASE Study: DREAMS Initiative

Girls and young women account for over 70 percent of new HIV infections among adolescents in sub-Saharan Africa, and nearly 1,000 adolescent girls and young women (AGYW) are infected with HIV every day (UNAIDS, 2014). Ten countries (Kenya, Lesotho, Malawi, Mozambique, South Africa, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe), all in sub-Saharan Africa, accounted for nearly half of the new HIV infections that occurred among AGYW globally in 2014. HIV/AIDS response and governance actors have therefore been forced to accelerate efforts through initiatives to arrest this new and worrying trend in new infections in a region that has the highest HIV/AIDS burden and the worst hit by the pandemic. With support from the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), the DREAMS (**D**etermined, **R**esilient, **E**mpowered, **A**IDS-free, **M**entored, and **S**afe) Initiative has been one of those initiatives in the recent past. DREAMS going beyond health comprise a comprehensive, multi-sectoral package of core interventions that address key factors that make adolescent girls and young women (AGYW) particularly vulnerable to HIV—a key to reaching the Sustainable Development Goal of ending AIDS by 2030. DREAMS was an ambitious \$385 million partnership aimed to reduce HIV infection among AGYW aged 10 to 24 in HIV priority areas within the ten countries. The DREAMS idea was born at the 2014 World AIDS Day commemoration. With the DREAMS initiative commencing in January 2015 and ending in December 2020, there being possibilities of extension.

- Characteristically The DREAMS initiative is a project in a development field context. With evidence identify **FOUR** of the features of the DREAMS initiative that qualifies it to be a project (4 Marks)
- Outline **FOUR** possible deliverables of the DREAMS initiative as a project (4 Marks)
- Even though characteristically a project is temporary endeavor, having a defined beginning and end, in reality the end of a project in the development sector is often more accurately characterized as a transition phase rather than as a strictly defined project closure. Outline the **FOUR** end of project transition scenarios that exist for development projects like the DREAMS initiative (4 Marks)
- Examine **FIVE** requisite soft skills and competencies that a project manager of the DREAMS initiative should possess (5 Marks)
- In the development field initiatives like the DREAMS are managed under **FIVE** fundamental principles famously known as the WIPCA format. Highlight these principles that would have been applied to successfully manage the DREAMS initiative (5 Marks)
- Outline **FOUR** reasons why USAID/PEPFAR would ask for a project appraisal to be conducted before accepting to fund the DREAMS initiative (4 Marks)
- A successful project has unique ideals. Highlight **FOUR** such ideals the DREAMS initiative must possess in order to be said to have been successful (4 Marks)

QUESTION TWO (20 MARKS)

- a) Examine the following concepts as they apply in project management
- i) Project scope (2 Marks)
 - ii) Scope creep (2 Marks)
 - iii) Work breakdown Structure (WBS) (2 Marks)
 - iv) Project dependencies (2 Marks)
 - v) Key Performance Indicators (KPIs) (2 Marks)
- b)
- i) Examine the concept of ‘project sustainability’ as applied in project management in a development field context (2 Marks)
 - ii) Analyze FOUR levels of community participation in project management (8 Marks)

QUESTION THREE (20 MARKS)

The Kenya Pharma Project was a 5-year The U.S. President's Emergency Plan for AIDS Relief (PEPFAR) supported project whose mandate was to ensure an uninterrupted supply of antiretroviral drugs (ARVs) for people living with HIV/AIDS (PLWHA) in Kenya. Among the functional units established by project management were the Monitoring and evaluation (M&E) and Control unit.

- a)
- (i) Distinguish Project Monitoring from Project Evaluation (2 Marks)
 - (ii) Outline any FOUR duties and responsibilities that were carried out by the M&E and control team in the Kenya Pharma to ensure the successful completion of the project. (8 Marks)
- b)
- (i) Explain the reasoning behind Project Control in project management (2 Marks)
 - (ii) Describe any FOUR activities that were possibly carried out during the conception phase of the Kenya Pharma project life cycle (8 Marks)

QUESTION FOUR (20 MARKS)

In an effort to strengthen local government agencies' capacity, the United States Agency for International Development (USAID) has, through a partnership with the Kenya Medical Supplies Authority (KEMSA), been strengthening anti-TB drug supplies via a project in Kenya. However, a USAID representative to Kenya was picked up last year in the local news, saying that USAID was contemplating terminating the project.

- a)
- (i) Explain the concept ‘Project Termination’ in project management (2 Marks)
 - (ii) Outline FOUR reasons why development partners like USAID would terminate a development project unceremoniously (8 Marks)
- b)
- (i) There is a possibility that KEMSA did not effectively identify potential Project risks before conceiving the partnership with USAID. Illuminate on the concept ‘Project Risks’ as applied in project management (2 Marks)
 - (ii) Briefly describe any FOUR possible categories of project risks that the project manager at KEMSA ought to have identified for analysis at the project conception for management during the implementation phase of this project (8 Marks)

QUESTION FIVE (20 MARKS)

Chemonics International, a Washington, DC-based consulting firm, recently hired a project manager for an anticipated USAID-funded 5-year AFYA JIJINI project to be implemented in Nairobi City County, Kenya. In order to successfully manage the AFYA JIJINI project one of the responsibilities of this project manager would be to identify the key stakeholders for engagement.

- a)
- (i) Explain the term ‘Stakeholders’ in project management context (2 Marks)
 - (ii) Describe any other FOUR of the duties and responsibilities of this project manager (8 Marks)
- b) One of the essential stages or phases in an end-to-end project management is the development of a comprehensive project plan that serves as a blueprint for the project’s execution and control, and in as well as setting the roadmap for the entire project.
- i) Explain the catchphrase ‘Project Plan’ as used in project management (2 Marks)
 - ii) Outline any FOUR activities carried out at the planning stage of a project's life cycle (8 Marks)