

University of Colombo
Faculty of Graduate Studies
Master of Regional Development and Planning 2016/17

MRDP 503: Project Planning and Implementation

Time: Three [03] Hours

Answer any four (04) questions only.
All questions carry equal marks

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1. Projects are the basic building blocks of development" - Dennis A Rondinelli, East West Centre
 - a) Define the term "Development Projects" and examine the features and types of development projects (7 marks)
 - b) The World Bank Former Vice President Baum developed the project cycle. Draw a project cycle identifying the various phases and briefly explain each phase of the project cycle (9 marks)
 - c) Considering the project cycle, explain as to what factors are responsible for poor performance of development projects. Give at least two practical examples that lead to the poor performance of projects (9 marks)
 2. Viability of Projects needs to be examined from financial, economic, social and environmental perspectives.
 - a) Identify the various studies carried out under feasibility assessment and explain the importance of conducting comprehensive feasibility studies. (7 marks)
 - b) Explain the term "Project Appraisal" and explain how it differs from feasibility study. (9 marks)
 - c) Discuss the type of information that should be made available in a project submission or project concept document? (9 marks)
 3. "Logical Framework Matrix (LFA) is an Aid to thinking. A tool that helps to formulate a well-designed, objectively described and evaluable project". - Gilroy Coleman
 - a) What do you understand by "Logical Framework Analysis" (5 marks)
 - b) Draw a LFA matrix and explain the vertical logic and horizontal logic and their uses. (6 marks)
 - c) Discuss the benefits and limitations of the LFA (7 marks)

- d) Killer assumptions need to be internalized or factored whenever required to proceed with the project. What do you mean by killer assumptions and how do you address the killer factors in the planning and design of the project? Illustrate with examples. (7 marks)

4. Evaluations are powerful tool for both learning and accountability

- a) Define the term "evaluation" and explains the importance of evaluation in the development context and briefly examine the various types of evaluations (9 marks)
- b) Discuss the approaches to evaluation and identify the factors that are considered to select projects for evaluation (9 marks)
- c) Discuss under what circumstances and conditions the evaluations cannot be undertaken (7 marks)

5. Write short notes on any four (4) of the following: (6.25 marks for each)

- a) Project Identification Process
- b) Theory of Change
- c) Financial Analysis and Economic Analysis
- d) Participatory Rural Approach / Rural Rapid Assessment
- e) Environmental Impact Assessment (EIA)

6. Paris Declaration aims to improve the quality and impact of aid-funded programmes.

- a) Discuss the fundamental principles in the Paris Declaration on Aid Effectiveness (8 marks)
- b) Accra Agenda for Action (AAA) aims to broaden and deepen the Paris Declaration Principles. Discuss the AAA actions and its importance (8 marks)
- c) Discuss the advantages and disadvantages of the tied aid with examples (9 marks)

7. A well designed development project can still fail if it is in the bad hands.

- a) Identify the key knowledge management areas important for project management (8 marks)
- b) Define the term project monitoring and identify the type of monitoring information required for effective progress review (10 marks)
- c) Compare and contrast the term "monitoring" from "evaluation" (7 marks)

8. As a project analyst, out of a list of 30 project proposals, promising three selected project proposals have been submitted for your analysis. Details of the projects are given below:

Project	Investment Cost Rs.Mn	NPV Rs.Mn	IRR
A	400	200	20%
B	200	100	26%
C	900	250	16%

The funding agency has informed that cost of capital is 10%. As a project analyst responsible for appraising the project proposals you are requested to

- Analyze the viability of projects and submit your brief analysis to the decision makers (9 marks)
- Assuming that the above three projects are mutually exclusive, which project will be recommended by you as the appraising agency? Explain the criteria you have used to support this recommendation (9 marks)
- If the above projects are not mutually exclusive and are in a list of portfolio of projects and if the capital budget ceiling is Rs.650 Mn, which project / projects will be recommended? Explain the criteria used by you under such capital rationing situation (7 marks)

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