

University of Colombo
Faculty of Graduate Studies
Masters of Regional Development and Planning 2018-2019
Semester I
MRDP 503 – Project Planning and Implementaion
Time: 3 Hours

Answer Four (04) questions only

1. South Africa has drawn many features from best practice countries and in the process of institutionalizing evaluation in Government.
 - a) Briefly describe the salient features of the South African Evaluation System. (15 marks)
 - b) What challenges are encountered by South Africa in the process of institutionalizing evaluation. (10 marks)
2. Projects are the basic building blocks of development - Dennis A Rondinelli
 - a) Define the term "development project" and examine its characteristics. (5 marks)
 - b) Discuss the possible sources of identification of new projects and programmes (6 marks)
 - b) Examine the types of feasibility studies required to formulate a well-designed development project (7 marks)
 - c) Examine as to how "project appraisal" is different from "project feasibility studies" (7 marks)
3. Logical Framework Analysis (LFA) is an analytical tool for objective oriented project planning, management, monitoring and evaluation.
 - a) Define the term LFA and draw a model LFA matrix and explain the key terms in the Matrix (5 marks)
 - b) Explain as to how planners use LFA in the preparation of a project (6 marks)
 - c) Explain how project managers use LFA in monitoring and evaluation of development interventions (7 marks)

- d) Project planners are more concerned about "internalizing the external factors" and risks. Examine this statement in the context of LFA and give examples as to how risks are internalized in designing results oriented development projects (7 marks)
4. Evaluation is a critical analysis of achievements and results of a project, programme, policy or Institution
- Define the term evaluation, examine its importance and briefly analyze the types and approaches to evaluation (7 marks)
 - List the OECD/DAC criteria used in the evaluation and the challenges (8 marks)
 - Explain the importance of "evaluation questions" under OECD/DAC criteria and give illustrative examples of evaluation questions. (10 marks)
5. Cost-benefit analysis is important to see the viability of projects.
- Briefly explain the contents that are important for a comprehensive project submission form (6 marks)
 - What is meant by sustainability. Illustrate with examples (7 marks)
 - Write short notes on the following terms in the cost benefit analysis (12 marks)
 - Net Present Value and Internal Rate of Return (NPV/IRR)
 - Economic Internal Rate of Return and Financial Internal Rate of Return (EIRR / FIRR)
 - Payback Period
6. Projects are vehicles for mobilizing, allocating or transferring resources to undertake organized set of Development activities for social and economic change
- Examine the causes for poor performance of aid funded projects in a developing country perspectives with examples. (6 marks)
 - Define the terms "monitoring" and "evaluation" and explain the differences between monitoring and evaluation? (6 marks)
 - Analyze the key project management areas that need to be focused to ensure effective management of projects. (7 marks)
 - Explain the differences between Social Impact Assessment (SIA) and Environmental Impact Assessment (EIA). (6 marks)

7. Feedback in evaluation is one of the important aspects because without it whole evaluation process is largely a waste of time. Feedback is not an automatic process.

a) In your opinion what measures should be taken to strengthen the evaluation dissemination and feedback arrangements (7 marks)

b) From a utility perspective, in certain situations evaluations are not appropriate. Discuss the circumstances and special cases under which you will not encourage to undertake evaluations (8 marks)

c) Explain the criteria used to select the projects for evaluation (10 marks)

8. A feeder road would cost Rs. 400,000 and last 10 years. Annual maintenance costs would be Rs.5,000 per year. If it were built there would be savings on existing vehicle operating costs of Rs.20,000 per year. New crops would be grown worth Rs.200,000 per year. The cost of growing, transporting and marketing them would be Rs.160,000 per year

Calculate the NPV and IRR of building the feeder road. Should the feeder road be built. Assume the discount rate / cost of capital is 10%. (25 marks)

| Year | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-----------------|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| PV factor @ 5 % | 1 | 0.952 | 0.907 | 0.864 | 0.823 | 0.784 | 0.746 | 0.711 | 0.677 | 0.645 | 0.614 |
| PV factor @ 10% | 1 | 0.909 | 0.826 | 0.751 | 0.683 | 0.621 | 0.565 | 0.513 | 0.467 | 0.424 | 0.386 |