

**UGANDA MARTYRS UNIVERSITY, NKOZI/LUBAGA  
CAMPUS**

**FACULTY OF BUSINESS ADMINISTRATION AND  
MANAGEMENT**

**DEPARTMENT OF MANAGEMENT SCIENCE**

**BAM III, BIBM III, BSC FIN & ACC III SEMESTER ONE  
2021/2022**

**COURSE UNIT: PROJECT PLANNING AND MANAGEMENT**

**DATE: Monday, 24th January 2022**

**Time allowed: 9:30am -12:30pm**

**Instructions to Candidates:**

**Read the following before answering the examination questions.**

- 1) Do not write anything on this question**
- 2) Attempt four questions in total**
- 3) Bonus marks will be awarded for using relevant examples and illustrations**
- 4) Each question should be started on a new**

## Question One

### THE PARISH DEVELOPMENT MODEL (PDM)

The Parish Development Model (PDM) is the last mile strategy for service delivery by Government of Uganda for improving incomes and welfare of all Ugandans at the household level. It is an extension of the whole-of-government approach to development as envisaged under NDPIII, with the Parish as the lowest administrative and operational hub for delivering services closer to the people and hence foster local economic development. The PDM underlies the spirit of harmonisation of government interventions with every MDAs focusing on; delivering services closer to the people; and measurable results at the Parish level in order to ensure transformation of the subsistence households into the money economy. This transformation requires organised, integrated, well-coordinated and results-based efforts.

The PDM has seven Pillars i.e. (a) Production, Storage, Processing and Marketing; (b) Infrastructure and Economic Services; (c) Financial Inclusion; (d) Social Services; (e) Mindset change; (f) Parish Based Management Information System (g) Governance and Administration. The PDM is therefore Government of Uganda's approach that delivers a package of services.

#### Required;

*Identify any one of the above Pillars and develop a possible project lifecycle identifying activities and milestones at each phase (25 marks)*

## Question Two

### “Emyooga was poorly executed – Parliament”

Source: <https://www.parliament.go.ug/news/5265/emyooga-was-poorly-executed-parliament>

Posted on: 17 Sep 2021

The Emyooga programme across the country was poorly implemented, Members of Parliament have unanimously agreed.

The legislators during plenary on Thursday, 16 September, 2021, faulted the government for the systemic failure in the implementation of the presidential Initiative rolled out in October 2020 aimed at wealth and job creation.



The Emyooga was intended to support among others, market vendors, welders, taxi drivers, carpenters, boda-boda riders, women, performing artists and restaurant owners who come together in form of savings and credit co-operative societies.

Following reports of irregularities in the implementation of the programme, legislators were tasked to appraise the impact of the Emyooga funds in their constituencies within a week prior to commencement of the much anticipated Shs 490 billion Parish Development Model (PDM).

In sub regional reports presented on the Floor over the last week following their assessment visits to the constituencies, MPs discovered that the implementation design of the Emyooga was marred by several inconsistencies and mishaps which crippled the desired outcome.

The recurring problems in the reports included associations being formed hurriedly to receive quick cash. Most of these SACCOs had no shared vision, objectives or goals establishing them.

Political interference was another major challenge as many beneficiaries misunderstood the Emyooga funds to be a token of appreciation from the government for voting it into power. This is because the funds were disbursed during the election period.

This, therefore, caused misunderstanding with people thinking that they did not have to pay back the monies.

Another issue was COVID-19 pandemic which affected many associations because they were unable to congregate or receive training on how to utilise the funds. This was because of limitations of the COVID-19 travel restrictions.

An area of concern in the reports was that some association members used the funds as a fall back source of survival given that some of these businesses were struggling during the pandemic.

Additionally, another highlight was that no direct budget was provided to the district officers and other technocrats who were understaffed and poorly remunerated for effective monitoring and supervision. This affected day-to-day operation of the SACCOs.

Some SACCOs took long to receive funds for one reason or another. The process for registration was difficult for many while for some, the banks charged with handling the funds took long to disburse the money.

The requirement for collateral additional raised serious issues in many areas. For example, in Rubanda district many women reported that they had failed to access the funds because their husbands vehemently refused to consent to use of property as collateral.



There were inconsistencies in the set loan recovery period with different SACCOs giving varying loan repayment periods and interest rates. This, therefore, affected the time taken to recover some of the money.

Some members and leaders of some SACCOs misappropriated and embezzled funds. For example, the chairperson of a journalist's SACCO in Kanungu district swindled Shs 29 million.

There were also issues of poor loan recovery and defaulting by some SACCO members. Some people have been arrested for non-loan repayment.

The SACCOs with fewer associations received the same money with the SACCOs with more associations. Therefore, the SACCOs with more associations should accordingly receive more money.

The top-bottom approach of this programme did not allow the SACCOs to identify their problems and therefore, identify and own the solutions to these problems.

Hon Lilian Aber (NRM, Kitgum district) observed that it was a lesson to us to take our time to implement government programmes of such a magnitude.

"The Minister should send a communication and guideline to give people eight months to start payment instead of four months," she pleaded.

Omoró Woman MP, Catherine Lamwaka said that most of the trainings were being done by the Microfinance Support Centre yet they do not have the capacity to reinforce the SACCOs and associations under these SACCOs.

"The government needs to anchor the Microfinance Support Centre to build the capacity in training and supervision of the disbursement of such funds," Lamwaka added.

Hon. Sarah Najjuma (NRM, Nakaseke district) queried the programme being under the Resident District Commissioners (RDCs) when the districts have various accounting officers, "We had partisan RDCs who were sparsely on ground and coordination was poor.

The programme should be integrated into the local government structures and monitored by the various accounting officers at the different district levels.

Hon. Rachel Magoola (NRM, Bugweri district) said the Emyooga programme was not a total failure because there are beneficiary groups that are flourishing.

However, she said systemic problems are the Achilles' heel of the programme and asked the government to go back to a drawing board and use the cooperative mentality to run the association.

"The district SACCOs cannot organise the associations at a parish level; you cannot get a tailor from one sub-county to be in an association with a tailor from another sub-county," Magoola added.

The state finance minister for Microfinance, Haruna Kasolo, under whose docket the Emyooga initiative falls pledged to take all the concerns raised by the MPs to cabinet and report back to Parliament with a harmonised solution to the issues raised.

The Deputy Speaker, Anita Among, said there was need for a law that directs wealth creation programmes like Emyooga for them to be rolled out in an orderly manner for the benefit of the citizenry.

"We need a law that will have a bearing on the implementation and training of the Emyooga in a structured and clear manner," she said, adding that the entire programme failed at the design and structural level of implementation.

"The President was misled by some of you people in the central government; you keep telling him it was a success yet it was far from that," said the Deputy Speaker.

Among instructed the minister to produce a monthly report and also adopt all concerns and recommendations raised in the different reports.

### **Required**

- a) As a project consultant, Adopt the concerns raised above for the failure of the Emyooga program and develop a critical success criterion. **(15 marks)**
- b) Based on the instruction by the Deputy Speaker of Parliament to the minister for Microfinance, "*Produce a monthly report and also adopt all concerns and recommendations raised in the different reports*"; develop a possible sustainability plan for Emyooga**(10 marks)**

### **Question Three**

#### **THE PURPOSE, GOAL & OBJECTIVE OF THE PARISH DEVELOPMENT MODEL**



The purpose of the PDM is to deepen the decentralization process; improve household incomes; enable inclusive, sustainable, balanced and equitable socio-economic transformation; and increase accountability at local levels. This implies eradication of poverty and vulnerability, as well as total transformation of the subsistence households (both on-farm and off-farm, in rural and urban settings) into the money economy.

The goal of the PDM is to increase household incomes and improve quality of life of Ugandans with a specific focus on the total transformation of the subsistence households (both on-farm and off-farm, in rural and urban settings) into the money economy, as well as eradication of poverty and vulnerability in Uganda

The overall objective is to increase the effectiveness of the interaction between the government and its people, in order to accelerate the realization of government's long-term goal of socio-economic transformation.

The PDM is aligned to the following 5 strategic objectives of the NDPIII; i) Enhance value addition in Key Growth Opportunities ii) Strengthen private sector capacity to drive growth and create jobs iii) Consolidate & increase stock and quality of Productive Infrastructure iv) Enhance productivity and wellbeing of Population v) Strengthen the role of the State in guiding and facilitating development.

### Required

*Develop a Monitoring and Evaluation plan for the mentioned strategic Objectives (25 Marks)*

### Question Four

The eight major activities of a building project are displayed in the following table. Their ID, predecessors and duration (in days) are also shown in the table.

Activity	ID	Predecessor	Duration
Clear land	1	—	14
Lay foundations	2	1	28
Build walls	3	2	42
Electrical wiring	4	3	21
Plastering	5	4, 8	21
Landscaping	6	2	28

Interior work	7	5	35
Roof	8	3	14

The starting date for this project is October 17 2022.

### 1. CPM

- Build an AON network for this project (3 marks).
- Determine the project completion date and the critical path (2 marks)
- Experiment to find the correct dates for ES, EF, LS, and LF (12 marks)
- The builders suddenly realise that they have forgotten to include the 8 days activity "Connect to drainage" which has to come after "Clear land" and before "Landscaping". What duration of this activity will cause the total project to be delayed? (8 marks)

### Question Five

Source: Uganda Investment Authority: **"Opportunities in Agriculture Value Addition"**

<https://www.ugandainvest.go.ug/why-uganda/opportunities/agriculture-value-addition>

The Agricultural Sector continues to be the most important sector in Uganda; it employs approximately 72% of the population and contributed about 32% to the GDP. However, Productivity is limited by reliance on natural weather conditions and the still widespread use of traditional methods and equipment.

Uganda is among the leading producers of coffee, bananas and oil seed crops (sesame, soybean, sunflower etc.). It is also a major producer of other crops like tea, cotton, organic cotton, tobacco, cereals, fresh foods and vegetables, nuts, essential oils, flowers, poultry and freshwater fish.

The Ugandan Government is pushing for greater Commercialisation of agriculture by encouraging the use of irrigation and mechanised farming. Opportunities for investment exist in:

- Commercial farming in both crops and animal industries as well as aquaculture;
- Value addition (agro-industries, agro food industries);
- Manufacturing of inputs such as improved seeds, fertilisers and pesticides
- Cold storage facilities and logistics
- Farm machinery manufacturing and assembly
- Packaging
- Irrigation schemes.



**Required:** As a project consultant; identify any one of the suggested investment opportunities and develop a logical framework to be presented to a potential investor. (25 Marks)

### Question Six

Source: Uganda Investment Authority: **Opportunities in Tourism**

<https://www.ugandainvest.go.ug/whyuganda/opportunities/tourism>

Tourism is a fast-growing sector supported by the fact that Uganda is ranked as a top tourist destination and one of only three countries with about 50% of the world's known population of endangered mountain gorillas. (Source: Lonely planet 2012 and CNN 2016, which ranked Uganda among the top 16 holiday destinations in the world)

Game viewing is the most popular tourist activity in the country's national parks. This is because the country has a variety of game, including the rare tree-climbing lions of Ishasha, white rhinoceros, and elephant and it is home to 11% of the world's bird species (a total of 1,060 bird species). It is also blessed with unspoiled scenic beauty including forests, hills and mountains, rivers and lakes.

Opportunities in tourism range from :-

- Constructing high quality accommodation facilities,
- Operating tour and travel circuits (bicycle tours, air balloon travel, marine activities on Lake Victoria and river rafting on the Nile River)
- Development of specialised eco and community tourism facilities and faith-based tourism such as pilgrimages to the Namugongo-Uganda martyrs, Mahatma Gandhi statue, and Bishop Hannington landing site on the Nile.

Steadily growing tourist numbers are estimated to have reached 1.5 million per year, contributing 7.7% to GDP

**Required:**



- (i) Identify the project stakeholders, map out the key stakeholders and justify their interests in the project. **(08 marks)**
- (ii) With justifications, develop a power/influence matrix of the stakeholders **(10 marks)**
- (iii) Describe how the project manager can ensure stakeholder co-operation **(07 marks)**