



Bangladesh Public Administration Training Centre

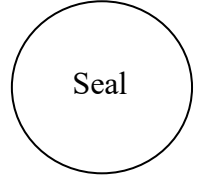
Savar, Dhaka.

Programme & Studies Division

Evaluation Department

137th Advanced Course on Administration and Development

Seminar Paper



NAME OF THE MODULE: RESEARCH FOR GOVERNANCE AND POLICY ANALYSIS MODULE NO:05

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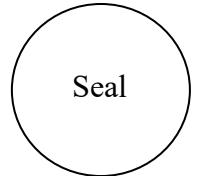
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Instruction to be followed

(Please read carefully)

1. Please write your Name, Roll No etc. at the specified space.
2. Writing Name, Roll No. etc. at any other place or making the script otherwise may cause cancellation of your answer script.
1. Put tick (✓) marks on Evaluation method and Institute's Name.

Name: Mohammad Jalal Uddin

Roll No: 108

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Factors Influencing to Revision Development Project Proposal (DPP) in Bangladesh: An Empirical Study

Abstract

Bangladesh government spends a huge amount of money in development budget every year. The money of development budget is allocated against different Ministries. The Ministries undertake various development projects and spend the allocated money. Due to non-completion of projects within the stipulated time project results are not available on time. As a result, projects become more expensive and a great deal of time and money are wasted. Despite a legal system, a large number of projects are not being implemented on time.

The objectives of this study were to identify the reasons behind the project revision of Bangladesh. An appropriate research methodology was chosen for achieving the objectives of the study. The philosophy of the study was interpretivism, reasoning inductive, data types primary and secondary. Primary data collected from Government officials who are directly or indirectly involved in project management. Secondary data sources of the study were books, e-books, government reports, journals, scholarly articles, newspapers and websites. Extensive literature review and result of data analysis showed some potential factors which are responsible for project revision.

The study found the factors that are generally responsible for project revisions are: lack of proper feasibility study, preparation of faulty DPP, delay appointment of project personnel, lack of sufficient knowledge in PPR and planning procedure, delay land acquisition, not following time-bound action plan, DPP appraising not done properly and lack of responsible contractor.

Finally, the study recommended that avoiding revision of projects some steps should be taken such as comprehensive feasibility study must be done; project proposal should be prepared flawlessly; the project should be critically appraised during approval and the project work-plan must be strictly followed to complete the project within the approved time frame.

Keywords: Project, DPP, Revision, Reasons/Factors

1.0. Introduction

1.1. Background

Bangladesh government spends a huge amount of money on different development sectors every year. In the current fiscal year government allocate 2875.28 crore for general government service sector, 1270.05 crore for defence sector, 3609.77 crore for public security and service sector, 5407.26 crore for industry and economic service sector, 10143.57 crore for agriculture sector, 39421.36 for power and mineral resources sector, 70695.52 crore for transport and communication sector, 16465.02 crore for local government and rural development sector, 9859.25 crore for environment, climate and water resource sector, 24497.22 crore for housing and community facilities sector, 19277.87 crore for health sector, 2364.91 crore for religion, culture, recreation sector, 29081.38 for education sector, 4167.90 crore for science and information technology sector and 2569.73 crore for social protection sector (GoB, 2022). The allocated money is to be spent through development projects. Ministries/Divisions or their agencies prepare Development Project Proposal (DPP) and send to Planning Commission for approval. Eighth Five Year Plan has given specific targets against each ministry (GED, 2021). The targets of the perspective plan will be achieved by achieving the targets of the 8th Five Year Plan (GED, 2020). Ministries take development projects to achieve their respective targets. Various reports of the government and researches evidence that implementation of projects consume more than the stipulated time with a multiple time of revision (Saleh, 2010). As the approved projects are not implemented on time, the achievement of the goals of various development plans is also be delayed. In order to amend the project proposals, the ministries have to mention the logical reasons for the amendment as a precondition of Planning Commission. Sometimes the executing agency of the projects try to hide the real reason.

The objective of the research is to find out which factors actually affect the project revision and to make recommendations for necessary action.

1.2. Problem Statement

There are very few projects which are completed within the approved duration. According to Rahman (2022) inefficiency of project personnel, deliberately delaying,

poorly DPP preparation, inadequate fund, land acquisition complexity are the reasons for project revision. Implementation agency propose almost for every project for revision or time extension. A lot of money is wasted due to revision of the project. As the project is not completed within the stipulated time, there is a delay in getting the benefits from the project (Saleh, 2010). It is a waste of public money as well as a lot of time. To determine the true causes of project revision, further research is required.

1.3. Research Aim

To identify the causes for revising the Development Project proposal (DPP) which affect for delay project result in Bangladesh and to recommend how to overcome it.

1.4. Research Objectives

- To identify causes for revising DPP in Bangladesh;
- To identify factors for influencing for revising DPP in Bangladesh; and
- To recommend taking necessary steps for avoiding DPP revision.

1.5. Research Questions

- What are the major causes for revising DPP in Bangladesh?
- Which factors influence for proposing DPP revision in Bangladesh?
- Which measures should be taken for avoiding revision of DPP in Bangladesh?

1.6. Rationale

The annual budget of Bangladesh is divided into two parts - operating budget and development budget. Generally, all of the operational expenses of government are executed through the operating budget and all kinds of development works are done under the development budget. The allocation of the development budget is spent through various development projects. Development budget of Bangladesh for the 2022-2023 year is 246066.09 crore taka (MoF, 2022). The money has been distributed among 58 ministries/divisions under 15 sectors (GoB, 2022). The Ministry of Finance and the Planning Commission direct the Ministries/Divisions to implement their development projects within their respective medium-term budget frameworks and not to exceed the budget limits. But Ministries/Divisions are proposing revisions without completing their projects within the approved time. As a result, the amount of

expenditure against the projects is increasing and the results of the projects are not available within the stipulated time. The main intend of this study is to find out what kind of factors are actually working behind the projects not being completed on time and what are the reasons for revising the approved projects.

1.7. Limitations

Project revision is a highly debatable issues in Bangladesh. Moreover, previous researches regarding this issue are very limited. So, insufficient research data is one of the limitations of this research. For this reason, to do any research in line with this research title needs sufficient time. So, the time constraint is a mentionable limitation of this research.

2.0 Literature Review

This chapter illustrates the related research of other researchers, especially on DPP Revision. In this chapter related conceptual framework and conceptual models has been described. This research tried to find the research gap which affects DPP Revision in Bangladesh. The following process (Figure 01) applied for the literature review for this study.

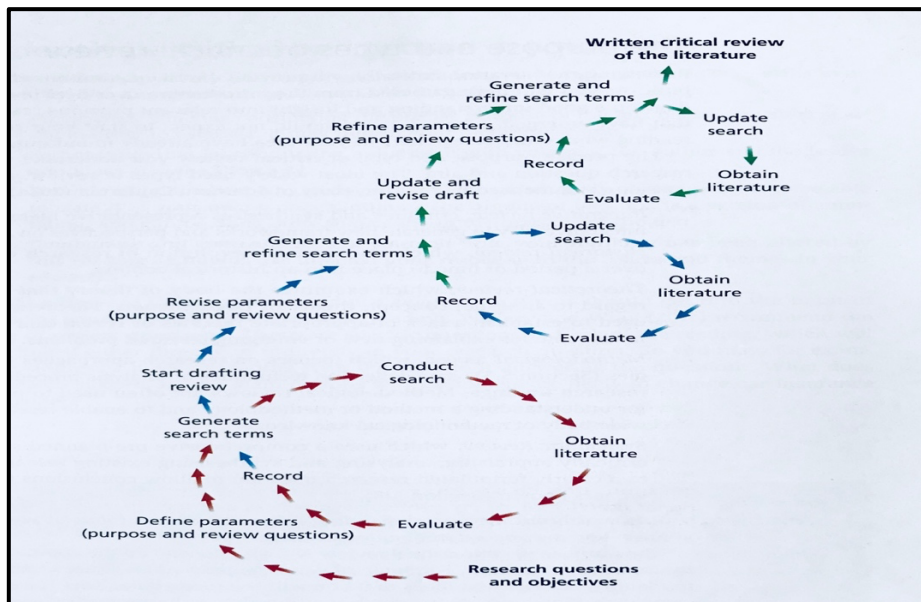


Figure 01: Process of Literature Review (Saunders, et al., 2016)

Some relevant researches already have done regarding project management of Bangladesh. The study will help to conduct this research. The research focused on different procedural problem of project management. According to Saleh (2010) outdated data is used during preparation of DPP, which creates various problems during project implementation, as a result of which the project cannot be completed without revision of DPP. For this reason, the project cost may significantly rise, additional work may be required, design/technology may need considerable change and project duration may need extended (Saleh, 2010). Due to inclement weather, slow decision making, delayed payment etc. the project completion is delayed and the DPP revision is required (Assafi, et al., 2022). Every year, the Government of Bangladesh approve a large number of projects for implementation under the ADP, however a sizable fraction of these projects ends up being altered due to cost and timeline overruns because of the poor implementation status (Sabbih & Coudouel, 2021). In Bangladesh, it is common for development projects to undergo numerous revision phases, which drives up costs and lengthens project timelines. As a result, when measured against the initial forecasts for expected results and deliverables, the majority of projects fall short of the goals and targets they were initially established, including the estimations of internal rate of return, financial rate of return, and economic rate of return (Rahman, 2022). Prime Minister of Bangladesh also concern about the revision so many projects. She issued a directive to the relevant authorities asking them to find out why some projects are being implemented with delays and frequent changes (TBS, 2022). The Planning Commission has discouraged project revisions in the project implementation circular but still the project revisions are not stopped (PlanDiv, 2022).

2.1. Background information of Project Approving Authority

Planning and implementation have become more important ever since Bangladesh's founding. During the independence war in 1971, the Mujibnagar government formed a planning cell to formulate and implement development plans. The undisputed leader of Bangladesh, Father of the Nation Bangabandhu Sheikh Mujibur Rahman established the Bangladesh Planning Commission on January 31, 1972, just one and a half months after the independence of Bangladesh (GoB, 2018). Article 15 of the Constitution of Bangladesh states that it shall be a fundamental responsibility of the state to attain, through planned economic growth, a constant increase of productive

forces and a steady improvement in the material and cultural standard of living of the people (GoB, 1972). The Planning Commission formed with National and international renowned planners shortly after independence of Bangladesh. Since its inception, the Planning Commission has been given the status of a high-level professional organization. A total of ten divisions were created. Those are - General Economics, Programming and Evaluation, Agriculture, Industry, Water Resources, Rural Institutions, Physical Infrastructure, Socio-economic Infrastructure, External Resources and Administration. The control of the Commission is entrusted to directly under the Head of Government. A separate 'Project Implementation Bureau' was established to carry out project implementation and monitoring under the Planning Commission. Which was later converted into a separate division called 'Implementation Monitoring and Evaluation Division' under the Ministry of Planning (IMED, 2022). The External Resources Division was subsequently brought under the Ministry of Finance by creating a new division called 'Economic Relations Division' (GoB, 2018). Presently the Chairperson of the Planning Commission is Hon'ble Prime Minister. She is also the chairperson of the National Economic Council (NEC) and the Executive Committee of the National Economic Council (ECNEC) (GoB, 2019). Projects are approved by ECNEC and the honourable Minister of Planning under guideline of NEC.

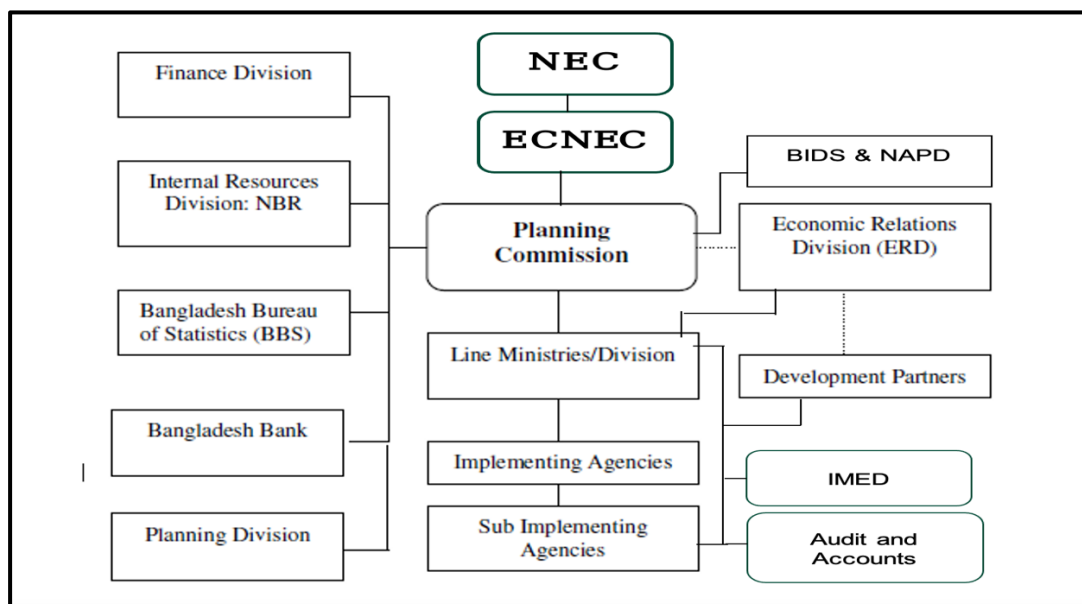


Figure-02: Development Administration of Bangladesh

2.2. DPP formulation and Approval Process

Generally, various organizations under the Ministry implement development projects. For this reason, concerned organizations are responsible for formulating Development Project Proposal (DPP). However, if the Ministry itself is the implementing agency, then the Ministry itself formulates the DPP. After formulation of the draft DPP, it is presented to the Project Scrutiny Committee (PSC) headed by the secretary of the concerned Ministry. PSC scrutinizes the project proposal. If PSC deems any necessary correction of the DPP then send back to the implementing agency with observations. According to the observation of PSC implementing agency amend the DPP and send again to the Ministry. The concerned desk officer of the ministry checks whether the observations of the Project Scrutiny Committee has been properly followed or not. If the DPP is restructured according to the observations, it is sent to the Planning Commission for approval. After receiving the DPP in the planning commission, the meeting of the project evaluation committee is convened. Various aspects of the project were thoroughly examined at the PEC meeting. After thorough check if the DPP is correct then it is sent to approving authority for approval. Otherwise, it is sent back to the concerned Ministry with observations. If the PEC finds any serious flaws in the project proposal, it can reject it without recommending for approval. If the recast DPP is sent to the Planning Commission from the concerned Ministry within the specified time according to the circular, a summary of the project is prepared and presented for approval by the concerned sector of the Commission. If the estimated cost of the project is above Tk 50 crore, it is sent to ECNEC for approval and if it is below Tk 50 crore, it is sent to the Minister of Planning. If the project is approved, the approval letter is issued from the planning commission and then the administrative order is issued from the concerned Ministry. In case of revised project similar procedure is followed as in original project. However, in this case, more emphasis is placed on the justification of the amendment at the approval stage. There is an opportunity to research on Factors Influencing to Revise Development Project Proposal (DPP) in Bangladesh because of no specific research on this area yet.

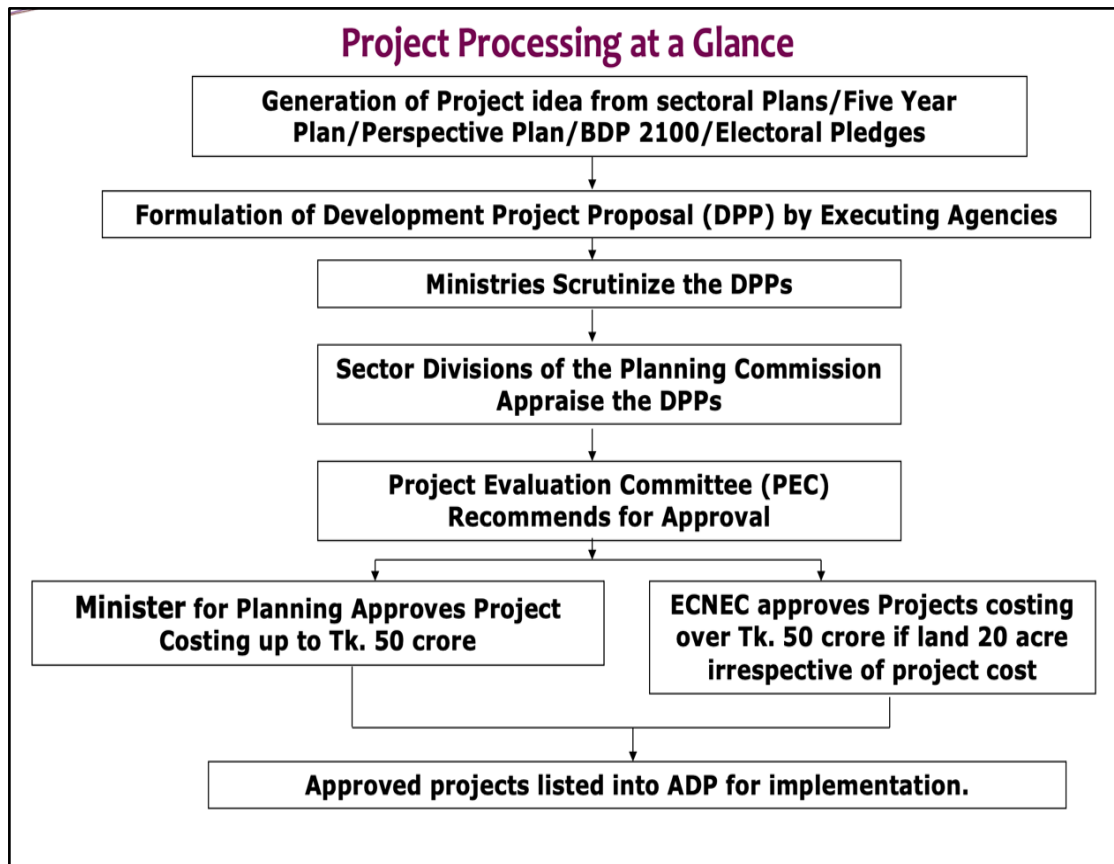


Figure 03: Project Approval Process in Bangladesh

3.0. Methodology

This chapter discussed the research methodology which is undertaken for conducting the study. Research methodology is an organized approach to solve the research problem (Kothari, 2004). He further states that research methodology is a science of studying how research to do scientifically. To know research methodology is mandatory for every researcher. Adams (2007) opined that research methodology is a science and philosophy behind all research. It goes into the heart of how we can what we know and allows us to understand very strict constraint placed upon our concept of what knowledge actually is. According to Saunders, et al. (2016) the methodology is a theory which provides guideline how research should be undertaken. They further state that methods assist the research to achieve desired goals and justify with limitations.

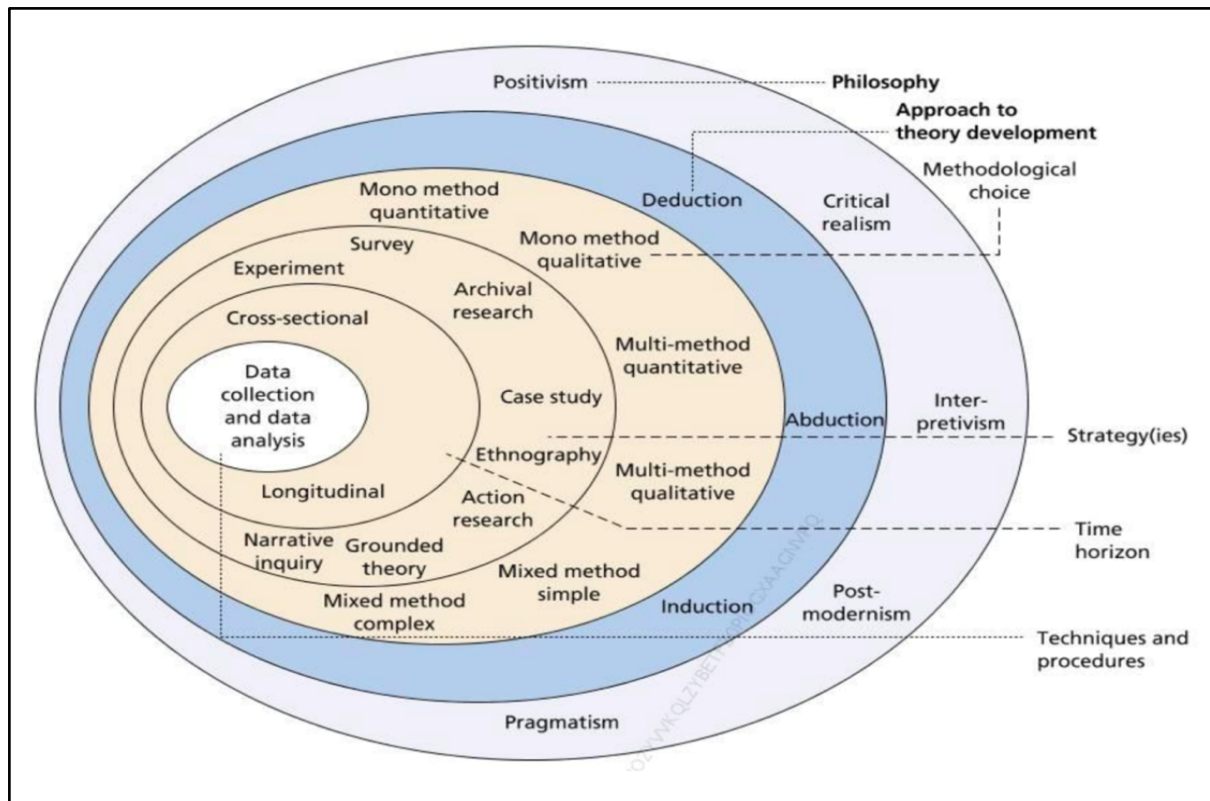


Figure 04: The Research Onion (Saunders, et al., 2016)

This research followed to design according to above (Figure 04) ‘the research onion’ (Saunders, et al., 2016). In this research, methodology is comprising of research philosophy, approach, design, strategy, data collection method, and data analysis. According to Silverman (2013) a methodology which is pertinent with the topic need to be selected for research, there is no hard and fast rule to take any particular method.

In this research, it will be tried to take the most relevant method to answer the research questions and complete the research efficiently.

3.1 Research Philosophy

Research philosophy is the beliefs and assumptions of a researcher about the development of knowledge (Saunders, et al., 2016). Research philosophy depends on the objectives of a research and the process to achieve the objectives. Research area and knowledge gap navigate the choice of research philosophy (Goddard & Melville, 2004). Actually, research philosophy is a standpoint and trust of a researcher to conduct research and to find out the answer to research questions. An acceptable research philosophy constituted with a standard set of assumptions and researchers have the freedom or individual preference to choose the philosophy in respect to the

pattern of research design (James & Vinnicombe, 2002). Easter-Smith, et al. (2012) clearly describe the difference between ontology, epistemology, methodology, and methods and techniques. They state that ontology is about the nature of reality and existence; epistemology is about the best ways of enquiring into the nature of the world. Social science researchers develop their methodology based on ontological and epistemological assumptions. According to Saunders, et al. (2016) ontology comprising of objectivism and subjectivism. Objectivism includes the assumptions of natural science, social reality and subjectivism include arts and humanities.

Five philosophies such as positivism, critical realism, interpretivism, postmodernism, and pragmatism are applicable to business research but interpretivism comparatively more relevant in business and management research (Saunders, et al., 2016).

The aim of the research is to identify the causes and influencing factors of DPP revision which affects project implementation in Bangladesh. So, the most appropriate research philosophy of this study is interpretivism. Interpretivism is an alternative to the positivist orthodoxy that held sway for many years in business research (Bryman & Bell, 2015).

3.2 Research approach

The research approach indicates the exact direction for doing research. According to Saunders, et al., (2016) deduction, induction, and abduction are the main approaches to research reasoning. Theory and hypothesis are developed, and a research strategy designed to test the hypothesis with deduction approach, and with induction approach, data are collected and developed a theory as a result of the data analysis (Saunders, et al., 2016). Inductive reasoning connected with qualitative research, interpretivism and constructionism philosophy (Bryman & Bell, 2015).

This research has been conducted with the inductive approach because the inductive approach is the most suitable reasoning for the research.

3.3 Methodological choice

The research design is a general plan which a tool is to answer research questions. It contained clear objectives derived from research questions, specify the sources from which intended to collect data, how proposed to collect and analysed, and discussed

ethical issues and the limitations which inevitably encountered (Saunders, et al., 2016). Mono research method has been chosen for this study. Qualitative research method has been undertaken, primary and secondary data has been used for this study. Secondary data has been collected from government organization's report, international organization's report, books, e-books, websites, journal, and scholarly articles. And primary data collected from officials who involved in project management activities. Only string data used for this research.

3.4 Research strategy

A strategy is a plan of action to achieve a goal and a research strategy defined a plan of a researcher to answer his or her research questions (Saunders, et al., 2016). The research strategy is the methodological link between research philosophy and subsequent choice of methods to collect data. For qualitative research, there are some particular strategies such as ethnography, grounded and exploratory. The exploratory strategy is the most appropriate for conducting this research as it is adopted a qualitative research approach. Exploratory research makes clear the vague idea and explore potential business areas and also open new avenue for further research. This strategy also encourages further research for more precise evidence (Zikmund, 2013). Exploratory strategy more suitable for this research as because research questions of this research can be answered by this with acceptable manner.

3.5 Time Horizon

Time horizon directs the research when it will be completed. According to Saunders, et al. (2016) there are two types of time horizon snapshot or cross-sectional and longitudinal. Cross-sectional horizon involving the study of a particular phenomenon at a particular time. On the other hand, the diary perspective called longitudinal. The research needs to be completed within the prefixed time limit of the authority. So, relevantly the time horizon of this research is snapshot or cross-sectional.

3.6 Data Collection and analysis

Conducting any research based on primary and secondary data, researcher examines the data which help to answer research questions and meet research objectives (Saunders, et al., 2016). This research has been used primary and secondary data. Different researchers generated different types of data. For this study, primary data

collected from government officials and secondary processed data gathered from various sources such as journals, websites, reports, government database and international organization’s report in line with research questions, objectives and aim. Then the data processed and analysed critically to draw findings of the research. Data analysis controls overall research path conducted during and after collection of data (Bryman & Bell, 2015).

3.7 Ethical Consideration

Research ethics is the standards of behaviour that guide to conduct a research and acceptability of researcher’s conduct influenced by social norms of behaviour (Saunders, et al., 2016). According to Saunders, et al. (2016) a researcher should maintain some ethical principles: integrity and objectivity for the researcher, respect for others, avoidance of harm, privacy of those taking part, voluntarily participation and right to withdraw, consent of participation, maintaining confidentiality and anonymity, responsible manner in data analysis and reporting of findings, and ensuring the safety of researcher. Researchers personal choice, norms, attitude and standard of behaviour play an important role in conducting a research (Cooper, et al., 2006).

In this research, primary and secondary data has been collected from multiple sources (which mentioned earlier) which processed, analysed and reported for findings with maintaining research ethics properly. According to the above discussion, in a nutshell, the following table depicts the whole methodological design.

Research philosophy	Interpretivism
Research approach	Inductive
Data types	Primary and Secondary
Data sources	Secondary data: triangulation-Case studies, industry and professional publication, newspapers, government reports, INGO reports, websites etc. Primary data: 15 government officials who are involved in project implementation procedure.
Research Method	Qualitative
Research strategy	Exploratory
Time horizon	Cross-sectional

Table 01: Methodological Design

4.0 Findings and Discussion

4.1 Respondent's Information

A total of 15 respondents who directly or indirectly involved in project processing or implementation were interviewed for the purpose of the study. The respondents are government officials.

Respondent's Organization	Designation		Total	Sex	
	Deputy Secretary	Senior Assistant Secretary		Male	Female
Ministry of Commerce	3	1	4	3	1
Ministry of Cultural Affairs	2	-	2	2	-
Planning Commission	2	1	3	1	2
Planning Division	1	1	2	2	-
Economic Relations Division (ERD)	2	-	2	1	1
Implementation Monitoring and Evaluation Division (IMED)	2	-	2	2	-
Total	12 (80%)	3 (20%)	15 (100%)	11 (73%)	4 (27%)

Table 02: Respondent's Information

4.2 Reasons for DPP Revision

Fifteen officials from various ministries/organizations were provided a table containing possible reasons for project revisions. Possible fifteen causes were described in the table. They were asked to tick on a scale of 1-5 which of the factors he considers most relevant. The respondents gave their answers as shown in the table below.

	Reasons/Factors influence for DPP Revision	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Lack of foresight in determining the implementation period of the project.	0 (0%)	0 (0%)	1 (7%)	9 (60%)	5 (33%)
2	Delay appointment of PD/DPD	0 (0%)	0 (0%)	1 (7%)	8 (53%)	6 (40%)
3	Delay recruitment of lower-level Project Personnel	0 (0%)	1 (7%)	0 (0%)	11 (73%)	3 (20%)
4	Procedural complexities of fund release	0 (0%)	1 (7%)	4 (27%)	7 (47%)	3 (20%)
5	Lack of skill and technological knowledge of PD/DPD	0 (0%)	0 (0%)	1 (7%)	11 (73%)	4 (27%)
6	Preparation of faulty DPP	0 (0%)	0 (0%)	1 (7%)	4 (27%)	10 (67%)
7	Lack of sufficient knowledge in PPA and PPR	0 (0%)	0 (0%)	1 (7%)	8 (53%)	6 (40%)
8	Lack of knowledge in Planning Procedure.	0 (0%)	0 (0%)	1 (7%)	8 (53%)	6 (40%)
9	Delay in land acquisition	0 (0%)	0 (0%)	1 (7%)	4 (27%)	10 (67%)
10	Lack of proper procurement plan	0 (0%)	0 (0%)	1 (7%)	10 (67%)	4 (27%)
11	Failing to prepare appropriate specifications for purchasing the machinery or equipment.	0 (0%)	0 (0%)	2 (13%)	11 (73%)	2 (13%)
12	Time-bound action-plan is not done properly.	0 (0%)	0 (0%)	1 (7%)	6 (40%)	8 (53%)
13	Frequently transfer of Project Director	0 (0%)	0 (0%)	3 (20%)	8 (53%)	4 (27%)
14	Lack of Responsible, efficient and committed Contractor	0 (0%)	0 (0%)	1 (7%)	6 (40%)	8 (53%)
15	Lack of sincerity of project employees to complete the project on time	0 (0%)	1 (7%)	4 (27%)	7 (47%)	3 (20%)

Table 03: Reasons for DPP Revision

Reviewing the data in the above table, it is seen that the respondents did not strongly disagreed on any of the factors. 7% respondents disagreed with delay recruitment of lower-level Project Personnel, lack of sincerity of project employees to complete the project on time and procedural complexities of fund release. Some respondents remained neutral on each of the reasons. Maximum 27% respondents remained neutral on lack of sincerity of project employees to complete the project on time and procedural complexities of fund release. 40% respondent agreed with fourteen reasons out of fifteen reasons. 27% agreed with delay land acquisition but with this reason 67% respondent strongly agreed. If it is thought strongly agree and agree as agree then it is seen that 93% of the respondents agreed with 12 reasons.

4.3 Additional Reasons of DPP revision According to Respondent's

For collecting primary data there was two open-ended questions. Through the first question, it was asked that, what might be the possible reasons regarding DPP revision. The answers given by the respondents in response to the said question can be divided into three parts. They commented that the DPP needs to be amended mainly because of the problems seen at the three levels. Errors in DPP formulation, not properly checked during DPP approval and problems arising during project implementation led to revision of DPP. The reasons are detailed below:

4.3.1 DPP preparation stage

Some respondents commented DPP is not formulated seriously. According to their comments the major causes for DPP revision are: lack of proper feasibility study, poorly DPP preparation, weakness of project identification and project preparation, inadequate Information providing in DPP regarding land settlement or acquisition, experienced officials do not engage in preparing DPP, not following institutional Master Plan, lack of risk mitigation plan, not properly preparing WBS (work breakdown structure) and log-frame (logical framework), faulty procurement plan, faulty cost estimation, poorly defined project objects, lack of proper financial and economic analysis and improper market analysis for procurement.

4.3.2 DPP approval Stage

Some respondents feel that DPP is not properly appraised during project approval. Project time is wasted due to non-rationalization of project duration at approval stage and non-timely issuance of GO (Government Order) from the implementing Ministry. As a result, the project activities could not be completed within the stipulated time, so the project revision has to be proposed. Besides, project approval is given without looking at the MTBF ceiling of the implementing Ministry, so there is a problem in getting allocation in favour of the project, which leads to revision of the project.

4.3.3 Project Implementation Stage

Some of the respondents opined that the implementation of the project is hindered due to various reasons during the project implementation phase, which is why the revision of the project has to be proposed. According to them the reasons for revision of the project arising at the implementation stage are: changing objectives, specification not preparing properly, inflation and price escalation of materials, lack of integrity of concerned authority, lack of proper knowledge of PD (Project Director) and other project personnel, global financial crisis, addition of new component, changing project design, natural and man-made disaster, insufficient fund allocation in ADP.

4.4 Respondent's Opinion for reducing DPP Revision

Respondents asked what step should be taken reduce DPP revision. They opined that to avoid DPP revision some steps should be taken such as some authority should be delegated to sponsoring Ministry, sufficient training should be provided to the project personnel including PD, Ministry of Public Administration (MoPA) should prepare a PD pool for appointing PD quickly, taking lesson learned from completed project, appointing competent project personnel that are more suited to the defined project. They also suggested some measures should be taken in DPP preparation stage which are: a comprehensive feasibility study is a must, engaging experienced officials for preparing DPP, properly preparing cost estimation, appropriate documents should be provided regarding land acquisition or settlement, properly financial and economic analyzing and properly analyzing price of materials which will be procured. In the DPP approval stage they suggested some measures for minimizing DPP revision. They commented, in this stage DPP should be properly appraised by Planning Commission.

Project time should be rationalized and implementing Ministry should issue GO (Government Order) immediately after approval of the project. Planning Commission should look at the MTBF ceiling of the implementing Ministry so that fund allocation problem will not be arise. In the implementation stage implementing agency and Ministry can take various steps for avoiding revision of project. According to most of the respondents those steps are: time-bound action plan should be introduced, project personnel should give complete effort and full working time, proper coordination needed among implementing agency, engaging dedicated officers at field level to monitor project implementation activities, sincerity of the project personnel is needed, ADP allocation should be aligned with year-wise demand.

5.0 Recommendations and Conclusion

5.1 Conclusion

Project implementation and economic development are synonymous concept in development process. Development projects are taken for the development of the country. The development process is hampered when projects are not properly implemented. The targets for the Annual Development Program (ADP) implementation are not being met because the development projects are not being implemented properly (Saleh, 2010). Due to frequent project revision, project outputs are not delivered on time. Due to projects not being completed on schedule, cost and time overruns occur. The factors that are generally responsible for project revisions are: lack of proper feasibility study, preparation of faulty DPP, lack of foresight in determining the implementation period, delay appointment of project personnel, lack of skill and technological knowledge of PD, lack of sufficient knowledge in PPR and planning procedure, delay land acquisition, not following time-bound action plan, frequent transfer of PD, DPP appraising not done properly and lack of responsible contractor.

5.2 Recommendation

Project revisions can be avoided only if the following steps are taken during DPP formulation, approval and project implementation:

- A comprehensive feasibility study must be done prior to project proposal formulation;
- Project proposal should be prepared flawlessly by skilled and experienced people;

- The project should be thoroughly and critically appraised during approval; and
- The project work-plan must be strictly followed during implementation to complete the project within the approved time frame.

5.3 Implementation Action Plan

	Action Required	Action Required	People/Organizations Involved	Time-line	Resource Required
1	A comprehensive feasibility study must be done prior to project proposal formulation.	Each project needs Feasibility study (FS) which will be done before preparation of DPP.	Every Ministries/ Divisions and respective project implementation agencies.	According to the FS Project approval authority.	According to the DPP resource will be required.
2	Project proposal should be prepared flawlessly by skilled and experienced people.	Appropriate training needed for Planning Commission and Ministry's development wing officials.	Planning Commission, Ministries/Divisions and Project Implementation Agencies.	Every year training will be conducted and it will be continuing.	Every Ministries/Divisions and agencies should keep at least five lakhs taka per year.
3	The project work-plan	Project should be	Planning Commission,	It is a continuo	According to project numbers

must be strictly followed during implementation to complete the project within the approved time frame	monitored strongly by Executing Ministries.	Ministries/Divisions and Project Implementation Agencies.	us Process	and project size Ministry/Division and agency should keep sufficient budget in Travelling portion.
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8. Appendix

Questionnaire

Note: This survey is entirely for an academic purpose and has no involvement in socio-political and any other intention. The data obtained through this survey will neither publish or share with any entity.

Instructions: This survey is composed of three sections. Please respond to all questions, in all sections by choosing your option/write clearly and avoid overwriting for the accuracy of the collected data.

Section A: Respondent's Information

Name	
Designation	
Organization	
Educational Qualification	
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Date of Birth	

Section B: Possible Reasons which influence for DPP Revision (Put tick mark)

	Reasons/Factors influence for DPP Revision	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Lack of foresight in determining the implementation period of the project.					
2	Delay appointment of PD/DPD					
3	Delay recruitment of lower-level Project Personnel					
4	Procedural complexities of fund release					
5	Lack of skill and technological knowledge of PD/DPD					
6	Preparation of faulty DPP					
7	Lack of sufficient knowledge in PPA and PPR					
8	Lack of knowledge in Planning Procedure.					
9	Delay in land acquisition					
10	Lack of proper procurement plan					
11	Failing to prepare appropriate specifications for purchasing the machinery or equipment.					
12	Time-bound action-plan is not done properly.					
13	Frequently transfer of Project Director					
14	Lack of Responsible, efficient and committed Contractor					
15	Lack of sincerity of project employees to complete the project on time					

Section-C: Open-ended Questions

Question-1: What are the possible reasons for project revision?

Answer:

Question-2: What steps can be taken to reduce project revisions?

Answer: