

Seminar paper

On

Factors Affecting Challenges for Implementation Annual Development
Programme: A Case Study on Faridpur Zilla Parishad



Submitted by

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LIST OF ABBREVIATIONS

ADP	Annual Development Programme
RADP	Revised Annual Development Programme
BPATC	Bangladesh Public Administration Training Centre
SDG	Sustainable Development Goal
CMT	Course Management Team
DB	District Board
DC	Deputy Commissioner
LG	Local Government
LGD	Local Government Division
LGED	Local Government Engineering Department
LGRD	Local Government Rural Development and Co-operative
MP	Member of Parliament
TO&E	Table of Organogram and Equipment
TOR	Terms of Reference
UP	Union Parishad
ZILLA PARISHAD	Zila Parishad
PIC	Project Implementation Committee
DO	Demi Official
GO	Government Official
FGD	Focus Group Discussion
FY	Fiscal Year
e-GP	Electronic Government Procurement
IT	Information Technology
ICT	Information Communication Technology

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Chapter I

Introduction

1.1 Background of the study :

Zila Parishad is the oldest local government organization and once upon a time had a glorious tradition. It was established from British government period under the law of local self Government Act, 1885. The Zila Parishad having long history of serving people with many altruistic and philanthropic works like village roads, small bridge, culverts, drains, buildings, graveyards, dakbanglo, auditorium, religious institution, sanitation, passenger sheds etc. Zila Parishad helps poor, sick or on the hook people and give Award of Brilliant students every year. Zila Parishad offering donation for every Government national day cultural function. Zila Parishad is an important local government institution of economically rapidly developing country like Bangladesh in South Asia. Once Upon a time Zila Parishad has elector body. It was a complete local government organization in district level. It has secretary, District engineer, Budget cum accounts officer, Assistant engineer, Sub-assistant engineer, Administration officer etc. For a long time it has no elected body and now it is an incomplete local government organization in district level. Because now it have no District engineer, Budget cum accounts officer and Assistant engineer, Sub-assistant engineer is deputed from LGED. Though once again Zila Parishad has started its journey as a local government body with elected political representatives including Chairman at its head and twenty members of which fifteen are elected from general seats and rest of five female members elected from reserved seats. According to zila Parishad act 2000 all MP's are adviser of Zila Parishad (sec 30), CEO (a deputy secretary) employed in Zila Parishad on deputation in accordance with provision 39 of the Zila Parishad Act 2000. In accordance with the Zila Parishad Act 2000, chairman of the Zila Parishad is empowered to make every decision after raising the issue in the Zila Parishad Monthly meeting and subject to the prior approval of the Parishad he can exercise any of its powers. From the functional point of view the Zila Parishad mainly materializes different kinds of benevolent public works through two types of projects. One is the development project and the other is revenue project. Budgets are given from local government ministry once or twice in a year for Annual Development Program (ADP).

Distribution and allocation of the projects under ADP funds at the Zila parishad faces tough discussion as hot debate grows and continues for many hours until members get sufficient allocation for their own locality. But actual scenario is quite different. In reality the MP's dictate instead of advising the affairs of local government particularly in development projects done by ADP. They (MP's) also identify and select Zila Parishad projects. Thus the elected Zila parishad can not exercise the roles they are supposed to play. So it need reforms.

After taking the projects Zila parishad will send it in the Local Government Division for final approval. In spite of elected body, Zila Parishad can play or Exercise a limited power. So in case of project selection, distribution, Sanction, ADP guidelines need to be reexamined.

1.2 Problem statement :

The composition and quality of the ADP project remain a matter of desired aspirations. The main features of ADP implementation are, i) Under utilization of the ADP ii) cannot achieve. According to the organogram of Zila Parishad the technical wing is very weak. There are only one assistant engineer and one sub-assistant engineer those who are deputed from LGED. No executive engineer or work assistant in the organogram. On the other hand newly elected Zila Parishad's responsibility curtail by the recent formulated ADP guide line. According Zila Parishad Act 2000 MP's role is advisory but in reality they select the projects and a list of projects send to Zila Parishad by a DO letter and try to bound to take the projects. Otherwise they give complain to ministry and projects may not be approval. So existing circular/guideline of ADP needs a fresh look reform and if necessary the act can be reviewed. The real picture of ten years of ADP implementation is poor. There is a gap between ADP allocation and expenditure. Why ADP implementation is not achieving in time this is the main problem. So the goal of the study is to find out the actual causes and remedies of ADP implementation in Zila Parishad.

1.3 Rationale of the study:

This research is to find out what are the challenges of implementation of ADP's fund by Zila Parishad is effectively running at concern area. The main issues for preparation and implementation of ADP are accelerating economic growth, reduction poverty and generating employments. Implementation of ADP leads to lower growth rate with limited scope for employments generation. Cost and over run increase the size of ADP as well as increase social cost.

Zila Parishad takes many projects every year for implementation in the ADP but the implementation status is poor and less quality. By studying these issues we will able to find out the status, problems, ADP implementation challenges and suggest remedies to overcome these challenges or problems. This study has immense importance in identifying the constraints to ADP implementation and suggesting measures to ensure proper utilization of ADP.

1.4 Objectives of the study :

- i. To identify the Barriers for implementation of ADP;
- ii. To recommend for improving the status of ADP implementation and
- iii. To suggestion for way forward.

1.5 Research Questions:

- a) Are there any barriers in proper implementation of ADP?
- b) Is the projects selection and approval system of ADP's fund done in proper fashion following government guidelines?
- c) What can be done to improve the existing scenario?

1.6 Scope and Limitation

This study is very much limited with Zila Parishad Faridpur and ADP projects in Faridpur Zila Parishad. From the CMT of ACAD course authority we had got only 3 (Three) working days for data collection purpose which was actually a very short time. On the other hand due to incidence of corona virus it was very difficult to engaged the concern interviewers. In spite of this constraints I have interviewed Chairman of Zila Parishad, 3 members of Zila Parishad, 6 officials of Zila Parishad, 8 contractors, 6 chairman of PIC and 8 other shareholders (journalist, Teacher, Up chairman etc). I had to collected some data from official documents of Faridpur Zila Parishad.

Chapter II

ADP Performance in Zila Parishad Faridpur

2.1 A Year wise ADP allocation and expenditure along with % of performance of expenditure figure is presented in the following Table 2.1. Zila Parishad received its ADP allocation from the government. And as per the projects taken by the Zila Parishad allocation are distributed to obtain project objects as well as project outcome. 10 year ADP allocation and expenditure are shown in the following Table, and found that expenditure performance in term of % is very good. Though the figure is not mentioned 100%, but overall performance of ADP expenditure is very good, compare to other fiscal year, it is found that performance of ADP expenditure is low in 2018-19 and 2019-2020.

Table 2.1 : Year wise Expenditure of Annual Development programmed (ADP)

Fiscal Year	ADP Allocation	Expenditure	Expenditure as % of original allocation
2009-10	18000000.00	16020000.00	89%
2010-11	22044000.00	20941800.00	95%
2011-12	19300000.00	17563000.00	91%
2012-13	23450000.00	21808500.00	93%
2013-14	21500000.00	19780000.00	92%
2014-15	25400000.00	22352000.00	88%
2015-16	33750000.00	29025000.00	86%
2016-17	52500000.00	48825000.00	93%
2017-18	47000000.00	43710000.00	93%
2018-19	60000000.00	49200000.00	82%
2019-20	54500000.00	37605000.00	69%

2.2 Development Projects taken by Zila Parishad

In the following Table number of projects taken by Zila Parishad, and its implementation status are presented. A number of projects are taken by the Zila Parishad as per need, and performance of those projects depends on completion of those projects. From the Table it is found that completion of projects performance is satisfactory, but not outstanding. Compare to other fiscal year, number of completion projects are less in 2019-2019 and 2019-2020.

Table 2.2: Details of the development projects taken by Zila Parishad and
Implemented by PIC for the year 2015-16 to 2019-20

year	Projects included in ADP/RADP	Completion of no of projects	Projects Actually Completed (%)
2015-16	118	100	85%
2016-17	118	108	92%
2017-18	121	109	90%
2018-19	208	151	73%
2019-20	158	116	73%

2.3 Tender process performance according to contractors

In the following Table, it is shown that projects taken by the Zila Parishad and completion of the projects by the contractor's performance is good out of 2019-2020 fiscal year projects completion. Observation is that none of the fiscal year shown 100% performance or completion. therefore, Zila Parishad should give much attention on it, completion of projects taken by Zila Parishad.

**Table 2.3 Details of the development projects taken by Zila Parishad and
Implemented by contractors through tender for the year 2015-16 to 2019-20**

year	No of Projects included in ADP/RADP	Completion of no of projects	Projects Actually Completed (%)
2015-16	57	50	88%
2016-17	111	105	95%
2017-18	190	180	95%
2018-19	213	196	92%
2019-20	104	65	63%

2.4 ADP Allocation Performance with expenditure

The following figure depicts that expenditure performance not more than 95%, in many cases it is below 90% of expenditure in respect with allocation. Therefore, Zila Parishad should give more monitoring on project performance.

Table 2.4: 11 years ADP allocation and expenditure of ZilaParishad, Faridpur.

Sl. No.	Fiscal year	Total Allocation (Lakhs)	Expenditure (Lakhs)	Carried over for next year (Lakhs)	Expenditure as % of original allocation.
01	2009-10	180.00	160.20	19.80	89%
02	2010-11	220.44	209.418	11.022	95%
03	2011-12	193.00	175.63	17.37	91%
04	2012-13	234.50	218.085	16.415	93%
05	2013-14	215.00	197.80	17.20	92%
06	2014-15	254.00	223.52	30.48	88%
07	2015-16	337.50	290.25	47.25	86%
08	2016-17	525.00	488.25	36.75	93%
09	2017-18	470.00	437.10	32.90	93%
10	2018-19	600.00	492.00	108.00	82%
11	2019-20	545.00	376.05	168.95	69%

Table45: Details of the development projects taken for the year 2009-10 to 2019-20

Fiscal year	Total Allocation (ADP+RADP) (Lakhs)	No of projects			Average Progress rate
		Total project	Under implementation	Implemented	
2009-10	180.00	146	16	130	89%
2010-11	220.44	164	09	155	95%
2011-12	193.00	127	11	116	91%
2012-13	234.50	183	13	170	93%
2013-14	215.00	191	16	175	92%
2014-15	254.00	192	22	170	88%
2015-16	337.50	175	25	150	86%
2016-17	525.00	229	16	213	93%
2017-18	470.00	311	22	289	93%
2018-19	600.00	421	74	347	82%
2019-20	545.00	262	81	181	69%

Chapter III

Methodology

Methodology

3.1 The seminar paper is based on both methods like as Quantitative and Qualitative. According to the methods taken for this study, and the following research instruments are used.

- a. Qualitative : i) Content analysis;
ii) Focus group discussion (FGD);
- b. Quantitative : Questionnaire Survey

3.2 Content analysis: Zila Parishad can make a development plan of its locality. Though legal provision is there in the Zila Parishad Act, 2000 for coordination and supervising development activities of the district, but no clear instruction or guideline is still issued. In fact, MP, DC is the power factor in district level development activities. All stakeholders wants to see proper implementation of ADP. Most of the respondents wants to ensure people's participation in project selection. Inspite of elected Zila Parishad, without approval of LGD, project never can be implemented. There is a weakness of policy guideline. Most of the respondents expected that without MP's intervention, ADP project should be taken. Quality of works is satisfactory and more development works need from Zila Parishad. A certain numbers of interviewers are aware of very back ward personal structure of Zila Parishad and table of organogram and equipments (TO&E) as well. The major respondents wants to see the accountability and transparency in procurement process of Zila Parishad. After adequate or proper training of officials and contractors, e-GP should be introduced, major stakeholders had opined. By policy reforms (like act, guideline, instruction etc), the spirit of constitution can be established. If proper ADP implementation ensure than development activities will be activate so that poverty can be reduced, employment may generated and SDG's goal can be attain. To collect data regarding the status of implementation of ADP in the poverty reduction and generating employments. I decided to interview the beneficiaries, the Zila Parishad officials involved in the management process of ADP, the chairman and members of Zila Parishad and contractors, PIC Chairman those who are the directly or indirectly involved in the implementation. I also made decision to interview some citizens who are aware of this programs.

The questionnaire prepared for this study is designed to know the strength of technical wing, selection/approval system, e-GP usage, fund crisis etc so that the implementation of ADP can successfully be done with in time and it can contribute the development. Other questions are for knowing the amount of the given fund sufficient or not, the opinion regarding the desired change that the interviewee wants to make the ADP implementation more effective (The questionnaires are attached in the annex A-E). Moreover some data are obtained from various

sources of public documents like Zila Parishad Faridpur office, Various publication, internet-website based documents etc.

3.2 Sample and Data collection process:

I interviewed 5 focused groups one is from the official of Zila Parishad Faridpur, One from Chairman members of the Zila Parishad, another is others stakeholder group, other two groups is from the Contractor and Chairman project implementation committee groups respectively, who are directly or indirectly involve in implementation of ADP projects. With structured questionnaire I interviewed total 32 persons most of whom are other either direct beneficiary or officials responsible for management of ADP's implementation. Some of the interviewees are aware citizens who know about this programs. The government officials are from the technical wing of Faridpur Zila Parishad.

Chapter IV

Data Analysis

4.1 This chapter address the research questions and research objectives and analyzes the ADP implementation related information, collected during the study from the study area Zila Parishad Faridpur, to identify the barriers of challenges or barriers of improper ADP implementation five sets of questionnaire were designed (On the basis of KII), related with 2 specific objectives for 5 catagories of respondents. The 5 catagories are (I) Zila parishad officials specially technical wing), (II) Enlisted contractor, (III) PIC Chairman, (iv) Public representative like MP, Zila Parishad Chairman, members and (V) Other stakeholders (Like Teacher, beneficiaries etc) of development projects. The data have been collected through the interviews with 5 catagories stakeholders of Zila Parishad to achive. The research objectives mentioned in chapter I. I had collected some information from the document of Faridpur Zila Parishad.To establish the causes and problems of the poor ADP implementation in Zila Parishad Faridpur we should discuss and analyze the actual scenario of ADP implementation which is described below some data based table and figure.

4.2 Check list result from Chairman Zila Parishad

From the checklist data analysis result it is found that taken advice from local Member of Parliament (MP), Chairman Zila Parishad opined not always good to take opinion from MP. Chairman also opined that everyone is having scope of work. Therefore, given autonomy is better to take decision in development projects.

Chairman also has given opinion that for the approval of ZP project is not to be sent in the Ministry for final approval. ADP approved projects already approved, it is sent again to the Ministry, it will take more time and result would be delaying completion of the projects.

In question like, adequate allocation of ADP, Chairman replied that according to the community need, allocation is not sufficient. We required more allocation for the development of local communication.

Regarding e-GP technical support, still readiness for eGP, technical support is not enough. Even human support is also very less. In line with this reply, respondent replied that for the strengthening of eGP, skill manpower along with training is required to administer eGP and operationalise eGP.

4.3 Member of Zila Parishad response from check list

Zila Parishad members are also responsible for implementing ADP projects. For this study purpose, researcher has asked to the member of the Zila Parishad as a tool of quantitative approach. Members are replied that they have a sufficient technical wing for implementing

APD projects in their respective area. They have said that in term of procurement method, traditional system of tendering is better than eGP method of procurement. Respondent also replied that sanction of APD project is not coming timely from the ministry. Members are also replied that project implementation intervention arisen from multiple corners like as: Chairman; Local MP; other as well. Finally, respondent replied that still ADP fund is not suitable and sufficient; they explained that ADP allocation should come from directly to Zila Parishad rather than through MP.

4.4 Responses from official of ZP

From the check list respondent response, it is said that selection of ADP project is not participatory at all, mostly desire from ZP office and Chairman wish. But, data analysis results shown that projects list are shown in the office notice board. Official replied that selection of development project is fair. Regarding the work quality respondent replied that the quality of project work is satisfactory level. As a component of problem, respondent identified some of the problems: like manpower problem; shortage of staff; skill & trained manpower is also a problem; and size of the project is a barrier.

4.5 Procurement process

There are two types of procurement methods for development projects in the zila parishad. One by tendering, and other by community participation. Value of few project of more than 200000 taka. Projects of more than 2 lakh taka and some technical projects of less value are selected for implementation by tender. In fact, the strength of technical wing of Zila Parishad can not supervises closely. In Faridpur Zila Parishad there are 311 project in the year 2017-18 and 421 in 2018-19. It is hardly possible for zila parishad authority to even see for once all the projects site.

Table 4.1 Answer of Respondents about e-GP usage-

Catagory	No of Respondents	Anawer			Berries in using e-GP
		Always	Sometime	Never	
Zilla Parishad Officials	06	-	-	06	Lots and packages are of small Value
Contractors	08	-	02	06	Lack of training and small size of projects

Respondents of Zila Parishad official (06) and contractors (08) were asked whether e-GP system developed by CPTU was being used by zila parishad in procurement. Most of the respondents answered negatively but a few of them answered positively without understanding the meaning of e-GP. Some of the respondents told that the barriers in using e-GP are lots or packages are of small amount of money and most of the contractors are new. During study it has been observed that most of the contractors do not know about e-GP system and they have no IT support to participate in that process. None the less the projects are too small to use e-procurement. It was also found from the procurement file that both the office and the enlisted contractors are not ready to use e-GP due to lack of technological capacity. Before the amendment in PPR, a few number of bidders participated because they did not clearly understand the standard tender documents (STD) and all the tender documents were filled up by the same person. However, now the number of participator abruptly increased. Yet today they need not to read the whole document, only they submit bid by signing and giving the bid 5 percent less of the estimated cost. So it is very difficult to be 100% possible for Zila Parishad to avail the opportunity of ICT in procurement.

4.6 Barriers of ADP project implementation in zila parishad:

Institutional capacity: Institutional capacity of technical wing of zila parishad is very weak as I said earlier. Only one AE, one SAE and one surveyor is there. There is no executive engineer or work assistant or others technical related persons to ensure the proper procurement of goods and works of Zila Parishad. The surveyor is always busy within land related issues. So the strength of technical wing should be increased by amended organogram. By discussion with related person proposal is given below for betterment of ADP Implementation-

A total of 32 person who were involved in the implementation of ADP were interviewed for the purpose of the study. The respondents included technical wing of Zila Parishad, chairman, members of Zila Parishad, contractors, others stakeholders as well as member of parliament. From the key informant interviewees by structured questionnaire had got some qualitative information which are summarized in the following table-

Table- 4.2: Identified Barrier of implementing APD Projects

Sl no	Causes/barriers	No of agreed person	No of disagreed person	No of total respondents /category	silent/neutral
1	Delay in allocation, selection and primary sanction (in ZilaParishad)	08(80%)	2(20%)	6-official 1-charirman ZilaParishad 3-members ZILLA Parishad	
				Total= 10	

2	delay in final approval (from LGD)	16(89%)		6-official 1-charirman, ZilaParishad 3-members ZILLA Parishad 8-chairman, PIC Total= 18	2(they don't know)
3	Delay in fund release	13(72%)	5(28%)	1-charirman ZilaParishad 3-members 6-officials 8-contractor Total= 18	
4	Lack of know Ledge for both official and contractors regarding e-GP	12(80%)	3(20%)	6-official 6-contractors Total= 15	
5	Lack of monitoring	10(77%)	3(23%)	6-official 1-charirman ZilaParishad 6- stakeholders (others) Total= 13	
6	ZILLA PARISHAD's composition (chairman but 20 members)	20(87%)		8-Contactors 8-charirman PIC 1- Chairman ZILLA Parishad 6- Official Total= 23	3 (they don't know)
7	Lack of people's participation	25(78%)	7(22%)	6- stakeholders 1 - Chairman, Zila Parishad 3- Members,Zila Parishad 8- chairman, PIC 8- contractors 6- official Total= 32	

8	Intervention of local MP or MP's role	13(72%)	5(28%)	3-members, ZilaParishad 1-chairman Zila Parishad 6-stakeholders (others) 8-contactors	
				Total=18	

According to above table there are so many reasons which are related to poor achievement of ADP implementation. Delay in allocation, project selection or primary approval of project were identified (out of 10,08 recognized) as main reasons for improper utilization of projects. In case of delay in final approval (from LGD) out of 18, 16 were recognized as major problems of improper ADP implementation.

Allocation of inadequate amount of fund among the respondents is identified as a problem. 13 respondents (out of 18) are agreed with the delay in fund release and 05 respondents are disagreed. In this issue, most of the respondents blamed the delaying system of fund release. Actually fund is the most important factor of project implementation. Due to some procedural complexities, inadequate expenditure by implementing agency release may delayed and inadequate which obstacle the implementation in case of some ongoing project like auditorium, dakbanglow, building construction in Zila Parishad.

Sometimes shortage of construction materials, lack of quality materials and delay in important process might affect the project into run properly. Respondents agreed that lack of knowledge in e-GP system for both official and contractors is the important cause of implementation of ADP.

Chapter V

Conclusions

Conclusions:

The present study shows that the challenges of ADP implementation in Zila Parishads are from engineering background and they are involved in implementing development projects. But officials of technical wing of Zila Parishad have learnt about public procurement in professional life. Even though they had very short procurement training in their carrier but most of the respondents among officials did not have enough knowledge about PPA 2006 and PPR 2008 and still they had no full scale training on e-GP.

On the other hand the enlisted contractors and PIC chairman are directly engaged in procurement but all of them recognized they did not read PPA and PPR. The analysis made in chapter VI from the response of officials (technical wing of Zila Parishad), members chairman of Zila Parishad different types of stakeholders and ADP projects related data files gave an overview of improper ADP implementation status that is going in Zila Parishad regarding peoples participation and satisfaction. In case of project selection and approval of ADP project, most of the respondents agreed or recognized that delay in allocation, identification, approval of projects and fund release is mainly liable for improper ADP implementation. Most of respondents admitted that lack of man powers and lack of training on e-GP (for officials and contractors) is another problems of improper ADP implementation. Lack of monitoring is an important factor for implementation. Zila Parishad 's composition is a another barrier. Because the number of members (20) in Zila Parishad body is too much. Furthermore, Intervention of local MP and present existence or role in Zila Parishad ACT 2000, ADP guideline from LGD are directly or indirectly affects in the proper ADP implementation.

Lastly say, we should think about decentralization and accountability of local government bodies immediately. If fairness in spending money and peoples participation in development planning and implementation is made mandatory by including provisions in legal framework, decentralization and democratization will be fruitful for society as well as for the country. So implementation of ADP can be an important task in current development aspect.

Chapter VII

Recommendations

Recommendations

There are a direct relationship between ADP implementation and economic development. On the other hand, there are some factors which may recommend to proper ADP implementation in Zila Parishad. The following suggestions and recommendations are proposed:-

1. Under the provision of constitution and Zila Parishad ACT-2000, historically first elected Zila Parishad body should be make as real representative, accountable and effective.
2. ADP implementation should be proper. To ensure value addition for people most of the projects must attain outcome instead of output.
3. Only social acceptable, economically feasible and environmentally sustainable project can ensure the value for people.
4. Fiscal year needs to be change for effective ADP implementation and avoid rainy season as starting point of fiscal year (i e July).
5. Allocation, identification and approval of the project should be in due time and need proper preparation (like design, estimate etc).
6. Adequate allocation of ADP fund is necessary and fund should be released or disbursed in time. By Proper and timely decision and supervision and controlling concern agency coordination and cooperation among various stakeholders should be monitor in time and proper way.
7. Strengthening of technical wing of Zila Parishad as necessary. Existing TOR should be changed immediately it need based personal structure and table of equipments (TO&E).
8. In the present context of Bangladesh MP's role are advisory to the local government bodies. But they are playing authoritative role in stead of advisory role which create pressure be very specific so Zila Parishad cannot ensure ADP implementation properly. Reforms necessary regarding ADP guideline even Zila Parishad Act-2000 should be reviewed in the constitutional point of view.
9. Present provision of law allows government interfering over the activities of Zila Parishad any moment without citing any reason, which may be termed as unwanted interference. This sort of interference blocks the regular wares of Zila Parishad performance. So there is a rational cooperation between Zila Parishad and government for authoritative use of power.
10. Lastly adequate training of officials and contractors should be necessary regarding e-GP for an improve procurement system. So e-GP should be successfully introduced in Zila Parishad immediately.

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CHECK LIST
(For Chairman Zila Parishad)

1. Do you think that advice from MP's is necessary or mandatory?
 - Yes
 - No
2. Do you think that the ADP's projects approved by ZP need to be send to ministry for final approval?
 - Yes
 - No
3. Do You think that the allocation of ADP members is adequate?
 - Yes
 - No
4. Do you think that the allocation of ADP is sufficient?
 - Yes
 - No
5. Do you think that the present strength of technical wing is sufficient for e-GP?
 - Yes
 - No
6. If not, What is the reason behind it?
 - Lack of Manpower
 - Lack of training
 - Both

CHECK LIST
(For the Members of Zila Parishad)

1. Do you think the technical wing of Zila Parishad is sufficient for implementation of ADP?
 - Yes
 - No
2. Which system is more suitable for project implementation?
 - PIC
 - EGP
 - Traditional method of tendering.
3. Is the sanction of ADP Project from Ministry timely?
 - Yes
 - No
4. What are the barriers of implementation of ADP?
 - Intervention of Chairman
 - Intervention of Local MP,
 - Intervention of concern Member
 - Above all
5. Do you think that the present system to allocation of ADP fund is suitable and sufficient?
 - Yes
 - No
6. If not, What procedures would be followed?
 - Whether it would be as per constituency (MP'S) wise?
 - Whether it would be doing as per ZP's ward basis?

CHECK LIST
(For Officials)

1. Do you think that Zila Parishad maintains people's participation in ADP'S project selection?
 - Yes
 - No
2. Are project lists shown in the notice board?
 - Yes
 - No
3. Do you think development project selection is fair and satisfactory?
 - Yes
 - No
4. What is the reason in delaying the project implementation?
 - Yes
 - No
5. Are quantity and quality of works satisfactory?
 - Yes
 - No
6. What are the problems in delaying the bill in time?
 - Yes
 - No
7. Is e-GP system developed by CPTU used by ZP in procurement?
 - Always
 - Sometimes
 - Never
8. If never, What are the barriers in using e-procurement?
 - Lack of Manpower
 - Insufficient staff
 - Lack of proper training
 - Small size of project
 - Above all.

CHECK LIST

(For stakeholders-Contractors and Chairman of PIC)

- ১। আপনি কি মনে করেন যে জেলা পরিষদের বর্তমান গঠন পদ্ধতি উন্নয়নের পথে বাধা ?
 - হ্যা
 - না
- ২। এডিপির প্রকল্প বাস্তবায়নে বিলম্বের কারন কি ?
 - সঠিক প্রকল্প নির্বাচন করতে না পারার কারনে
 - মন্ত্রণালয় থেকে দেরীতে অনুমোদনের কারনে
 - তহবিলের অভাব
 - সবগুলো
- ৩। আপনি যথারীতি আপনার বিল পেমেন্ট পান কি না ?
 - হ্যা
 - না
- ৪। আপনি কি মনে করেন উন্নয়ন প্রকল্প নির্বাচনটি ন্যায্য ও সন্তোষজনক?
 - হ্যা
 - না
- ৫। কাজের মান এবং পরিমান কি সন্তোষজনক ?
 - হ্যা
 - না
- ৬। প্রকল্প বাস্তবায়নের ক্ষেত্রে রাজনৈতিক/প্রভাবশালী গোষ্ঠি বা কর্মকর্তাদের দ্বারা কোন হয়রানি রয়েছে কি ?
 - সর্বদা
 - কখনও কখনও
 - কখনও না
- ৭। জেলা পরিষদ কর্তৃক ব্যবহারের জন্য সিপিটিইউ দ্বারা ইজিপি সিস্টেম বিকশিত করা হয় ?
 - সর্বদা
 - কখনও কখনও
 - কখনও না
- ৮। ই প্রকিউরমেন্ট ১০০% ব্যবহারে বাধা কি ?
 - কর্মী এবং ঠিকাদারের প্রশিক্ষণের অভাব
 - জনবলের অভাব
 - ছোট আকারের প্রকল্প
 - সর্বোপরি

CHECK LIST

(FGD-For other stakeholders)

- ১। জেলা পরিষদ থেকে আপনি কি কি সুবিধা পাচ্ছেন ?
 - উন্নয়ন প্রকল্প
 - অনুদান
 - বিভিন্ন প্রশিক্ষণ
 - সবগুলো
- ২। আপনি কি মনে করেন জেলা পরিষদের আরও উন্নয়ন দরকার ?
 - হ্যা
 - না
- ৩। বাস্তবায়িত কাজের মান কেমন ?
 - ভালো
 - ভালো না
 - সন্তোষজনক
- ৪। বাস্তবায়নের সময় কি অফিসিয়াল সদস্যরা প্রকল্পের স্থানটি পরিদর্শন করেছেন?
 - হ্যা
 - না
- ৫। আপনি কি মনে করেন প্রকল্প নির্বাচনটি উপযুক্ত হয়েছে ?
 - হ্যা
 - না
- ৬। আপনি কি মনে করেন জেলা পরিষদ স্বাধীনভাবে তাদের কার্যক্রম চালাচ্ছে?
 - হ্যা
 - না
- ৭। এডিপির তহবিল কি পর্যাপ্ত এবং মন্ত্রণালয় থেকে প্রকল্পে অনুমোদন সময়োপযোগি ?
 - হ্যা
 - না
- ৮। আপনি কি মনে করেন উন্নয়ন প্রকল্প নির্বাচনটি ন্যায্য ও সন্তোষজনক?
 - হ্যা
 - না
- ৯। আপনি কি মনে করেন যে জেলা পরিষদের বর্তমান গঠন পদ্ধতি উন্নয়নের পথে বাধা ?
 - হ্যা
 - না