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Designing A Comprehensive Framework for Combating Development Project Management Problems in Bangladesh

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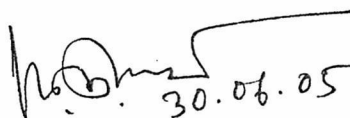
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PREFACE

The whole gamut of Project Management (PM) problems may be identified as institutional and instrumental ones, which may otherwise be termed as systems' problems and Human Resource (HR) problems. Here the term "instrument" refers to the individuals or the HR engaged or to be engaged in PM functions. The present study segregated them into the "core drivers" and the "other problems stemmed from the core drivers". Whatever the means we adopt to identify the PM problems, there should be a systematic and scientific mechanism that has the ability to resolve them appropriately.

The present study has developed or designed a mechanism called the "SAAIM-SKART Strategic Model Framework" adopting the "SAAIM Framework" and the "SKART Competencies" along with its "SKART-Competency-Based SAAIM-Scheduled Plan of Actions" for combating the existing and foreseeable PM problems in the country. The study has also set out a "quality package" called EALO-Qualities/Criteria as a pre-requisite for selecting/appointing HR in achieving increased project performance. Appropriate implementation of the designed framework adopting the systems approaches outlined in the study by owning it at all levels concerned can be the only criterion for assessing its applicability, acceptability and effectiveness.

It is hoped that the outcomes of the study would be of immense help in eliminating PM problems and achieving increased development project performance. The concerned trainers, researchers and policy makers may also be highly benefited out of the study.



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ACRONYMS

Abbreviation	Meaning of the Abbreviated Words
ACAD	= Advanced Course on Administration and Development
ADP	= Annual Development Plan
BA	= Bachelor in Arts
B.Com	= Bachelor in Commerce
BCS	= Bangladesh Civil Service
BPATC	= Organizations Bangladesh Public Administration Training Centre
B.Sc.	= Bachelor in Science
BO	= Beneficiaries/Benefiting Organizations
C	= Consultant
CCC	= Commission for Controlling Corruption
CEO	= Construction Enterprise Owner
CPE	= Compulsory Primary Education
CPM	= Critical Path Method
CPST	= Concerned Public Sector Trainer
CT	= Career Trainers
DCO	= DC Office
DA	= Department of Architecture/Donor Agency
DP	= Development Partners
EA	= Executive Agency
EALO-Criteria	= Ethical, Administrative, Leadership and Other Criteria/Qualities
EIA	= Environmental Impact Assessment
ERD	= External Resources Division
FA	= Field Administration
Fig.	= Figure
FYP	= Five Year Plan
GDP	= Gross Domestic Products
GO	= Government Organization
HR	= Human Resource
HRD	= Human Resource Development
IE	= Impact Evaluation
IMED	= Implementation Monitoring and Evaluation Division
IOM	= Input-Output Monitoring
IT	= Information Technology
LGED	= Local Government Engineering Department
MA	= Master of Arts
M.Com	= Master Of Commerce
M & E	= Monitoring and Evaluation
MoEstb.	= Ministry of Establishment
MoF	= Ministry of Finance
MoFA	= Ministry of Foreign Affairs
MoHA	= Ministry of Home Affairs
MoHPA	= Ministry of Housing and Public Works Master of Philosophy

Abbreviation	Meaning of the Abbreviated Words
MoL	= Ministry of Law
Mol	= Ministry of Land
MoP	= Ministry of Planning,
M. Phil	= Master of Philosophy
MRS	= Mastans and Rent-Seekers
M.Sc.	= Master of Science
NGO	= Non-Government Organization
ONC	= Other Non-Cadre
OPE	= Other Political Elites
OM/A	= Other Ministries/Agencies
OSOO	= Other State Owned Organization
PA	= Project Aid
PB	= Political Bureaucrats
PC	= Planning Commission
PCR	= Project Completion Report
PD/M	= Project Director/Manager
PEAST	= Political, Economic, Administrative, Social and Technological
PERT	= Programme Evaluation and Review Techniques
PM	= Project Management / Project Manager
PME	= Project Monitoring and Evaluation
PP	= Perspective Plan
PPG	= Political Pressure Groups
PO	= Private Organization
PRSP	= Poverty Reduction Strategy Paper
PWD	= Public Works Department
RPA	= Reimbursable Project Aid
SC	= Sector Corporation
SKART	= Skills, Knowledge, Abilities, Reliabilities and Technological
SM	= Sponsoring Ministry/Sustainability Monitoring
SMART	= Stretching, Measurable, Achievable, Realistic and Time-bound
SWOT	= Strengths, Weaknesses, Opportunities and Threats
TI	= Training Institutions
TYP	= Two Year Plan
UPE	= Universal Primary Education
VIG	= Vested Interest Groups
VPIG	= Vested Private Interest Groups

EXECUTIVE SUMMARY

There is perhaps no single project in the country or even around the world that does not face any problem. But until and unless the problems a project face, create considerable impacts on the project performance, they are not that much important. Project Management problems may be innumerable and many of them do not end within themselves. Several other problems stem from them. Some of the problems have effects on several functions throughout the project management cycle.

The main objective of the study is to develop/design an appropriate framework or systems approach for combating the existing and foreseeable project management problems in the country. Combating project management problems is a very dynamic and difficult task. Since, the society, the Government systems, policies and the interests of different stakeholder groups change with the changing needs of the time and the nature of interactions and interfaces amongst different stakeholder groups become more and more complex with the processes of development dynamism and with the passage of time, designing a framework for combating PM problems can not be considered as a one-shot effort.

The study assumed that there might be only a few problems or challenges, which would be considered as major problems in the PM arena. In spite of identifying and attacking all the problems of the PM systems, the study found it wise and manageable to identify and resolve the major ones. Again, amongst the major ones, the study identified some more a few "core ones" which have been called as the "core problems" or the "root causes" or the "core drivers" of PM problems, where the many others are stemmed from. The study has identified and analyzed first the major existing and foreseeable problems of project management systems in the country, then segregated them into priority criteria, determined the agencies responsible for addressing/overcoming the problems or challenges, devised required scheduled plan of actions and suggested measures for resolving them within the designed framework. Again, the study observed project management as a critical issue that requires specific skills and qualities. Therefore, the study has also identified and framed a "quality-package", which is to be called as EALO-Qualities/Criteria (i.e. Ethical, Administrative, Leadership and Other Qualities/Criteria) required for ensuring increased project performance and effective PM systems functions.

However, the study has designed a framework called the “SAAIM-SKART Strategic Model Framework” adopting the “SAAIM-Framework” and “SKART-Competencies” along with its “SKART-Competency-Based SAAIM-Scheduled Plan of Action” for combating the identified existing and foreseeable PM problems or challenges. It adopted two systems approaches to deal with the whole gamut of project management problems. At first, study determined the “core drivers” or root causes” of the identified problems and suggested measures to eliminate them. Secondly it suggested measures to eliminate all other problems identified in the project management systems. The study observed that elimination of some or many of the core drivers may take longer time. Until and unless the country is institutionally, instrumentally (systems approaches), environmentally (management and social), technically (PM skills) and technologically (IT-support systems) well- equipped or ready, it found difficult or far reaching to achieve the goals of eliminating all core drivers. However, the two approaches have been suggested to run side by side, until the country is able to attack certain core drivers.

By looking into the nature and intensity of problems and indices of framework analysis, the study identified as many as six “core drivers” some of which have wider areas of coverage, wherein existence of several “sub-core drivers” might be quite visible. However, the identified core drivers are as follows :

- (a) Lack of (appropriate) skilled personnel required for and engaged in PM functions;
- (b) Inappropriate system of selecting/appointing PDs/PMs and OPPs;
- (c) Politicizing development projects and ill-traits;
- (d) Degradation of ethical values and increased corruption;
- (e) Proliferation and dominance of MRSs/VIGs; and
- (f) Inappropriate/inadequate institutional, delivery, linkages and support systems.

The most important measures suggested in the study for attacking the identified core drivers are :

- All agencies concerned (including Ministries, Divisions etc.) must develop their own manpower equipped with required knowledge, skills, professionalism and required other EALO-qualities in PM line.
- MoEstb. and SM must create and maintain a pool of experienced, skilled, efficient, knowledgeable, honest, dedicated, sincere, committed, pro-active, pro-people, courageous, energetic, hardworking, patriotic, rational, transparent and accountable, freely accessible and enabling PDs and other project personnel and appoint them in PM wherever and whenever necessary.

- No agency should propose or support or process for approval or approve any project without proper feasibility study or flow funds for project implementation which are not feasible.
- The Government should adopt a quick and severe punishment system in cases of identified corruption and degradation of ethical values and incentive package for honest, dedicated and sincere officers working for project implementation.
- EA and SM must enlist appropriately qualified contractors/suppliers prior to go for formal tender. They have to stop entry of MRSs into the list and drop them, if identified latter on and encourage formation of a strong contractors'/suppliers' association for offsetting ill-traits of MRSs, VIGs, PVIGs and OPEs.
- MoHA has to adopt and undertake appropriate strategies to improve law and order situation and ensure "rule of law" in the country.
- IMED should formulate, notify and circulate a well-structured unified bid-document for procuring works, goods and services and ensure its implementation.
- All agencies concerned are to develop and maintain a good relationships/linkages with other agencies concerned and pursue the matters creating any sort of dysfunctional impacts on project implementation personally.
- MoF should create an incentive based salary structure for PDs and other project personnel for attracting appropriately skilled, experienced and efficient personnel.
- Visits to project sides for monitoring, supervising and overseeing project performance should not be taken as a pleasure trips by the concerned officials.

The measures suggested for combating other PM problems are :

- The Ministries, Divisions and agencies concerned should adopt measures outlined in the SAAIM-Framework, SKART-Competencies, SKART-Competency-Based SAAIM-Scheduled Plan of Action and the SAAIM-SKART Strategic Model Framework for combating the existing and foreseeable PM problems or challenges.
- I/EA must outline the required knowledge, skills, experiences, qualifications, levels/positions and other qualities of the potential PDs, other project personnel and consultants (if required) in the project documents appropriately.
- TIs should be strengthened for most effective PM training, create platforms and conduct regular research for assimilation and dissemination of real life situations and outcomes respectively.
- ERD has to be activated and more skilled, efficient, pro-active, patriotic personnel should be appointed, it should involve SM and I/EA for effective aid negotiation, for accelerating appropriate agreements and for time-bound fulfillment of conditionalities and has to devise a strong follow-up plan for the purposes.
- I/EA must prepare, plan, design and appraise projects with appropriate flexibility for avoiding frequent amendments during implementation and SM, PC and IMED are to provide required technical support and extend expertise for the purposes.

- Concerned agencies must stop flowing funds for unapproved projects in the years to come.
- MoEstb. and SM should follow the EALO-criteria for selecting PDs/PMs and other project personnel.
- PD must ensure close supervision over implementation of every activity of the concerned project and concerned and senior officials of EA, BO, SM and IMED have to make frequent visits to project sides to supervise and oversee project performance.
- I/EA is to develop, SM is to ensure and IMED is strictly monitor implementation of appropriately designed yearly plan of project activities.
- EA is to schedule the yearly plan of activities in such a way that the targeted physical and financial progress can be achieved in any circumstances.
- I/EA is to make provisions of a high power steering committee, technical committees to be engaged for appropriate procurement, to make provisions of incentive packages for them and the project personnel within the framework of the projects.
- PC should simplify formats for project documents, the process for project approval and prepare sector-wise manual for appropriate preparation, planning, designing and appraisal of projects with procedural details.
- SM and MoEstb. must strictly follow the guidelines for appointing full-time PDs for effective project implementation.
- MoF should delegate more financial and administrative powers and authority to SM and PDs ensuring required accountabilities.
- MoF and PC should delegate SM full powers of releasing all quarterly funds allocated in ADP based on the merits of the projects undertaken.
- The concerned agencies are to simplify land acquisition processes and to ensure appropriate compensation, rehabilitation and settlement. Local MPs are to be involved in evacuation process. The whole activities to this end to be considered as pre-investment functions of projects.

The study concluded that appropriate implementation of the designed framework would obviously help achieve a paradigm shift in development project management systems through its seeded changes by eliminating the persistently aggravating PM problems in the country. But the designed framework has to be whole-heartedly owned first by all stakeholders concerned. Such owning would eventually take control over the systems, forces and environment and as a result increased development project performance would take place.

CHAPTER-I

1.0 Introduction

The problems of Project Management (PM) are innumerable and many of them do not end within themselves. Several other problems stem from them. Some of the problems have effects on several functions throughout the project management cycle.

Planning and implementation of public sector development projects are regarded as the two important instruments of achieving economic progress in a developing country. Basically, development means changes and "changes" are recurring all the time in a society. However, in the context of Government, particularly a third world Government, changes mean "development" that refers to those changes which occur due to interventions of the Government, both direct and indirect. These interventions are initiated in a society to achieve those changes or development, which are likely to help moving a society from its present state of inadequacies to some future state of well-being. Appropriate planning, timely and quality implementation of projects and their long-term sustainability are indeed the indispensable imperatives of such a transition.

It is therefore, important that every planner and researcher as well as the Government manager use the right techniques and tools to help themselves in achieving the balance between the development objectives and planning and between planning and implementation and indeed between implementation and impacts.

Recent experiences of development management in most developing countries suggest that there are growing gaps between what is planned and what is actually implemented and also between what has been intended as the outcome of planning and what has actually resulted (Khan, 1989, 1990). These experiences indicate that quite a large number of countries continue to encounter gaps between planning and implementation, and in some cases where implementation is somewhat satisfactory, between planned impacts and actual results and with the long-term sustainability of those results. Several recent studies confirm that the Governments often fail to sustain the projects, which are otherwise successfully implemented.

Monitoring and Evaluation (M & E) are important tools in project planning and management. The basis of M&E is “limitation” — it is the limitation of the human ability to control and coordinate events by one individual or a group of individuals or by a single institution in assuring quality and timeliness in implementation that warrants the need for monitoring; and secondly it is the “limitation” of human capacity to foresee entirely the project logic and/or to ensure desirable impacts of an investment that warrants review or evaluation of the outcome of that intervention. However, to understand the full implications of monitoring and evaluation, one must also understand the different stages and processes involved in the project cycle. While referring to monitoring and evaluation, the study mainly considers ex-post or post planning monitoring and evaluation and outlines a framework, which looks into M&E as a composite of several activities relating to (i) Input-Output Monitoring (IOM) — during implementation, (ii) Project Completion Report (PCR) — at the time of termination of a project or an activity, (iii) Sustainability Monitoring (SM) — during operation and maintenance stage and (iv) Impact Evaluation (IE) — after 4-5 years of project completion. These four stages of M&E activity requires different methodologies and is indispensable for the successful implementation, operation, maintenance and impact of projects and programmes.

1.1 The Problems and Challenges

Project management in Bangladesh faces diverse (Farid, 2002) and chronic (Imam, 2001) challenges. But the unpleasant challenges or the “undesirable effects” experienced in project management are usually the result of relatively few core problems. Elimination of many PM problems is possible simultaneously by adopting a systems approach of addressing the core ones rather than addressing the ones stemmed from the core ones. This systems approach would work as a magic bullet for combating PM problems in the country. The study has identified a number of major problems of effective and efficient project management in Bangladesh, which are as follows :

- (a) Raw form of project documents;
- (b) Lack of feasibility study/appropriate planning;
- (c) Delay in project preparation and amendment by concerned ministry and agency;
- (d) Weak management of project and delay in taking decisions;
- (e) Lack of skilled/efficient and trained personnel/manpower for implementing projects;

- (f) Delay in inviting tenders;
- (g) Delay in appointment of consultant
- (h) Lack of Appropriate bidding documents and delay in bid evaluation;
- (i) Delay in appointment of full-time PD and other project personnel and their frequent transfer;
- (j) Delay in releasing fund for project financing;
- (k) Lack of appropriate supervision/inspection and monitoring by superior officials of administrative ministry and agency;
- (l) Lack of decentralization of administrative and financial powers;
- (m) Inadequate monitoring and evaluation;
- (n) Delay in land acquisition and complication in getting possession of land;
- (o) Delay in lining up foreign assistance for the project;
- (p) Inadequate allocation for the project and inappropriate fund allocation in ADP;
- (q) Delay in concluding loan agreement with development partners;
- (r) Delay in fulfilment of loan conditionalities;
- (s) Politicising development projects;
- (t) Proliferation and dominance of *mastans* (rent-seekers); and
- (u) Degradation of ethical values, increased corruptions.

Although, these are identified as major PM problems in the country, many of them stem from a single problem. For example, “raw form of project document” is a result of unskilled persons engaged in preparing, planning, designing and appraising projects. This creates planning, designing, scheduling and implementation problems in project management. Inappropriate planning, designing etc. may result in delay in implementing projects, which may again cause time and cost overrun. Therefore, it is very essential to engage skilled and efficient persons in preparing, planning, designing and appraising projects. Here, the core problem is lack of skilled and efficient persons in the concerned area. However, if appropriately skilled and efficient persons can be engaged, all other related problems mentioned above would automatically be resolved.

Apart from these problems the existing project management systems in the country face several other challenges, which need to be addressed under a comprehensive and integrated framework for better and expected national progress. The foreseeable changes reveal more challenging tasks

for the project managers. More political changes, agitation, corruption, politicising development management, degradation of ethical values, increased administrative and *mastans*' (rent-seekers') domination, conflicts and chaos, increased expectations of customers' services or value for money, market competitions, donors' pressures, public awareness, spreading and fast changing technology etc. are likely to come up. Handling all these requires dynamic project managers well equipped with adaptable management skills, knowledge, innovative thoughts and ideas, dynamic management abilities, commitment, good morals, honesty, dignity and appropriate technological know-how. This may be achieved through short, medium and long-term strategic and output-driven efforts with specified systems approaches.

1.2 The Objectives of the Study

The main objective of the study is to develop/design an appropriate framework or systems approach for combating the existing project management problems in Bangladesh. However, the specific objectives of the study are as follows :

- (i) To identify and analyse the existing and foreseeable development project management problems ;
- (ii) To develop/design an appropriate framework for combating project management problems; and
- (iii) To suggest policy measures for effective implementation of the developed framework.

1.3 The Conceptual Framework of the Study

Combating project management problems is a very dynamic and difficult task. Since, the society, the Government systems, policies and the interests of different stakeholder groups change with the changing needs of the time and the nature of interactions and interfaces amongst different stakeholder groups become more and more complex with the processes of development dynamism and with the passage of time, designing a framework for combating PM problems can not be considered as a one-shot effort. But the designed framework may outline the measures to be undertaken for combating the existing and foreseeable PM challenges that can be adjusted with the realities and translated into actions accordingly.

The challenges or problems that the PM systems face are innumerable. But as indicated earlier, there may be only a few problems or challenges, which may be considered as major problems in the PM arena. In spite of identifying and attacking all the problems the PM systems have, it would be wise and manageable to identify and resolve the major ones. Again, amongst the major ones, there may be some more a few “core ones” where the many others are stemmed from.

Therefore, the study would identify and analyse first the major existing and foreseeable problems of project management in the country, then segregate them into priority criteria, determine the agencies responsible for addressing/overcoming the problems or challenges, devise required scheduled plan of actions and suggest measures for resolving them within the designed framework. Amongst from the major problems or challenges, the study would also identify the “core ones” or “root causes” of PM problems and suggest policy measures adopting appropriate systems approaches in accordance with the merits of the problems or challenges.

Again, project management is a critical issue that requires specific skills and qualities. Therefore, the study would also identify and frame a “quality-package”, which is to be called as EALO-Qualities/Criteria (i.e. Ethical, Administrative, Leadership and Other Qualities/Criteria) required for ensuring increased project performance and effective PM systems functions.

1.4 Scope and Limitations of the Study

The study intends to develop a very comprehensive and practicable framework for appropriately addressing the present and foreseeable project management challenges in the country. An action plan for translating the framework into reality has also been devised. The study did not address the sector specific problems, rather it has dealt with the generic competency deficiencies in the areas concerned.

1.5 Rationale of the Study

Efficiency is a pre-requisite for good governance, effective administration and management in any organization. Bangladesh is a resource scarce country. Resource scarcity of a country can, to a large extent, be minimised through planned development. A plan can help the nation to attain its objectives only when it is translated into action through efficient execution of suitable

development projects. Efficient project management is very essential for planned development. Proper planning, designing, preparation, implementation, monitoring and evaluation are all integral parts of project management cycle.

In every year, Bangladesh spend a considerable amount of money (about half of our national budget) for implementing different development projects. The mid- and senior civil servants of the country are usually employed as Project Directors of different development projects under implementation. They are the key project managers. But in most of the cases, managing a project becomes a first-hand experience for them. This results in lower performance of development expenditures, higher cost in project implementation and misappropriation of invaluable energy and resources. Professional skill development of the key project managers through need-based training may, to a large extent, help plan, design and implement the development projects appropriately and effectively.

Designing an appropriate framework for combating project management problems depends upon the nature of responsibilities, ways and means of service delivery, level of perceptions on the issues concerned, the environment with which the concerned people interact, their level of interfacing etc. The outcome of the-present study would, therefore, be helpful for the project managers, policy planners, researchers, trainers, concerned curriculum designers and persons engaged in the similar field of study. The outcome of the study can also be directly used for training purposes of BPATC and for such other institutions engaged in conducting PM training.

1.6 Plan for Organizing the Report

The report consists of four chapters. Chapter-I deals with the introductory project management issues, including a very brief review of the issues, objectives, conceptual framework, scopes and limitations and rationale of the study. Methodologies adopted have been presented in Chapter-II. Chapter-III has been designed to analyse the respondents' views towards the issues concerned. These include the respondents' stakeholder analysis, PM-training & experiences etc. background, identification of major PM problems, determination of agencies responsible for overcoming/addressing the identified problems, SWOT-analysis of the existing PM systems, developing comprehensive frameworks and identification of required measures for combating

project management problems and to augment seeded changes in PM performance, identification of required EALO-qualities/criteria for selecting appropriate PDs/Pms or the other project personnel for effective project management etc.. Recommendation and policy suggestions have been made in Chapter-IV on the basis of the outcomes of the analyses. Lastly, concluding remarks have also been made in this chapter.

CHAPTER-II

2.0 Methodology of the Study

An empirical approach has been followed in conducting the study. Both primary and secondary information and data have been used for the study. Relevant published and unpublished documents would be consulted. A questionnaire survey method was used adopting purposive random sampling procedure. In order to prepare the questionnaire a pilot survey was conducted with the help of the preliminary questionnaire. The questionnaire was finalized on the basis of the feedback from the pilot survey. The existing and potential project managers, their supervisors, project management experts and other stakeholder groups were consulted and their views have been incorporated in developing the framework.

2.1 Reconnaissance Survey

The main focus of the study was to develop a comprehensive system/framework for effective project management. The relevant existing and potential project personnel, their supervising officials, business professionals like construction enterprise owners, suppliers etc. and eminent trainers have been included in the study. Before starting the detailed survey, a preliminary questionnaire was developed and a pilot survey was conducted with the help of the preliminary questionnaire to gather data in line with the purpose of the study. The questionnaire was finalized only after incorporating feedback from the pilot survey.

2.2 Preparation and Formulation of Questionnaire

The pilot survey provided a basis for preparation of a comprehensive questionnaire. In fact, there were four parts of the final questionnaire. Part-I included questions on general information including selected socio-economic, project management training and service background of the respondents. Part-II included questions for identification of major project management problems and their intensity, agencies responsible to address or overcome the identified problems and measures required to be undertaken to address or overcome such problems. Part-III was designed to collect information related to identify the foreseeable PEAST changes in PM and their required concurrent managerial competencies. Part-IV was designed to develop required action plan and design required framework for combating PM problems. Both open-ended and close-

ended questions were formulated to collect views of the respondents. Some questions were also designed to assess the strength of their views [Annex-3].

2.3 Sample Size, Sample Design and Sampling Procedures

The total sample size of the study was 84. A purposive random sampling technique was adopted to select the samples of the study. The study incorporated views of all most all the stakeholder groups excepting a few like politicians, political bureaucrats, social pressure groups/civil society, project beneficiaries and *mastans*/rent-seekers etc. Most of the respondents were Government officials representing different Ministries, Divisions, agencies and institutions concerned with PM sustems/functions.

2.4 Methods of Data Collection

The secondary data were collected by consulting available relevant published and unpublished documents. One Data Collector was employed to collect primary data through questionnaire survey. The Research Associate was also engaged in collecting some parts of primary data and information. They underwent requisite training, briefing and discussions for conducting the survey effectively. The Data Collector and the Research Associate took interviews of the respondents personally. In some cases, questionnaires were supplied to the concerned respondents, they might filled them in and returned the same either to the researchers or to the Data Collector. There was continuous supervision by the researchers during field survey. Data Collector also consulted the researcher when problems would arose.

2.5 Methods of Compilation and Tabulation

After completion of field survey, all the filled in questionnaires were sorted out. Responses in the filled in questionnaire were checked. Questionnaires with irrelevant responses were rejected. A dummy table plan was prepared before completion of the questionnaire survey. The tabulation proforma was finalized after collecting the primary data. Then the data were compiled and tabulated in accordance with the analytical aspects set out in the conceptual framework and objectives of the study.

2.6 Methods of Analysis

The study used both simple and cross-tabulation for its analyses. Graphical representations like pie chart, bar diagrams etc. and other statistical techniques, such as corresponding weighing methods to responses with ranks were employed for analyzing and interpreting data. The analytical description has been made mostly according to the corresponding tables and statistical techniques employed.

The process of weighing system of ranked responses was as follows :

Ranks of the Responses	Corresponding Assigned Weights
1	1
2	2
3	3
4	4
5	5
6	6

The sum of weighted value of each individual parameter was then calculated with the following formula :

$$S = \sum [(n_1 \times 1), (n_2 \times 2), (n_3 \times 3), (n_4 \times 4), (n_5 \times 5), (n_6 \times 6)] \quad \dots \dots \dots [\text{Formula-1}]$$

Where, S = Sum of weighted rank value of a certain parameter;

n = Number of responses;

n₁ = Number of responses against certain parameter with rank 1;

n₂ = Number of responses against certain parameter with rank 2;

n₃ = Number of responses against certain parameter with rank 3;

n₄ = Number of responses against certain parameter with rank 4;

n₅ = Number of responses against certain parameter with rank 5;

n₆ = Number of responses against certain parameter with rank 6;

and 1, 2, 3, 4, 5 and 6 are the corresponding weight values assigned for Rank 1, Rank 2, Rank 3, Rank 4, Rank 5 and Rank 6 respectively.

Finally, considering the weighted values (with highest rank) of all the responses for a particular parameter as hundred percent, percentage-wise weights/strengths of each parameter was calculated with the help of the following formula :

$$\text{Stn.} = \frac{S}{N \times r_n} \times 100 \quad \dots \dots \dots [\text{Formula-2}]$$

Where, Stn. = Strength or Degree (in %) of opinion of a certain parameter;

S = Sum of weighted rank value of a certain parameter;

N = Total number of responses against a certain parameter;

r_n = The highest possible rank value/weightage for a certain parameter;

It is important to note that the foregoing statistical procedures were performed to convert ordinal data into more quantifiable form so that the respondents' views on PM issues can be depicted more effectively.

2.7 Benefits Derived from the Study

The following benefits have been derived from the study :

- Various existing and future project management problems have been identified and analysed;
- A comprehensive framework including “SAAIM-Framework”, “SKART-Competency”, “SKART-Competency Based SAAIM-Scheduled Plan of Action” and “SAAIM-SKART Strategic Model Framework” for combating project management problems have been devised to augment seeded changes in PM performance;
- Appropriate policy measures for effective implementation of the developed framework have been suggested;
- The outcome of the study would be of immense use for the concerned organization, trainers, curriculum designers, researchers, policy planners and others concerned; and
- The experiences and findings of the study would be of immense use of BPATC for conducting need-based training in the areas concerned.

CHAPTER – III

3.0 Analysis and Findings

Planning document depicts the trend of continuity or discontinuity of certain objectives, strategies of development management systems approaches of a country. Index-1 indicates a remarkable incoherence and wide variations in the strategic thinking pattern of the Bangladesh Government in formulating strategic plans of the country. The plan documents prepared during the last three decades or more depict that we were never stable in setting the targets and goals of our development (Imam, 2000, pp. 56-57) [Index-1]. The whole project management system might have suffered, to

Index-1 : Strategic Thinking Pattern of the Bangladesh Government Reflected in the National Development Plan Documents (from 1973-2015)

Basic Objectives	1 st FYP	TYP	2 nd FYP	3 rd FYP	4 th FYP	5 th FYP	PP	PRSP
Poverty alleviation	❖				❖	❖	❖	❖
Arrest rising trend of price level	❖							
Employment generation	❖	❖	❖	❖	❖	❖	❖	
GDP growth/equitable growth/distribution of income	❖	❖	❖	❖	❖	❖	❖	
HRD/UPE/CPE/Vocational training	❖		❖	❖	❖	❖	❖	
Develop technological/scientific base/R&D				❖		❖	❖	
Complete reconstruction work	❖							
Effective local Government/people's participation in development/decentralized planning			❖			❖		❖
Development of industries based on comparative advantage						❖		
Employment of rural people/rural development						❖		
Develop rural economy/quality of rural people's life		❖				❖		❖
Development of neglected areas						❖		
Development of infrastructure						❖	❖	
Self reliance/reduce dependence on foreign aid	❖	❖	❖	❖	❖			
Increased state participation (socialist transformation)	❖							
Satisfy basic needs	❖	❖	❖	❖				❖
Protection of child rights							❖	❖
Reduce population growth/family welfare/health care	❖	❖	❖	❖		❖	❖	❖
Self sufficiency in food/food production beyond self sufficiency	❖	❖	❖	❖		❖		❖
Sustainable development/protection of environment						❖	❖	❖

Basic Objectives	1 st FYP	TYP	2 nd FYP	3 rd FYP	4 th FYP	5 th FYP	PP	PRSP
Reduce gender gaps/special supports for girl's education						❖	❖	❖
Total Objectives	11	7	8	8	5	15	10	9

Source : (a) Islam, Md. Shirajul (2000). : Designing a Generic Competency Framework for Bangladesh Civil Service. BPATC, Savar, Dhaka, p.8.

(b) Government of the People's Republic of Bangladesh (2003). : Bangladesh : A National Strategy for Economic Growth, Poverty Reduction and Social Development. Economic Relations Divisions, Ministry of Finance, Dhaka.

Note : FYP = Five Year Plan, TYP = Two Year Plan, PP = Perspective Plan and PRSP = Poverty Reduction Strategy Paper.

a large extent, from these sorts of planning processes. This means that one should consider the existing trend of setting objectives and determining goals of our development planning in designing an effective framework for combating project management problems. The present study has taken these and the other problems into consideration in designing the framework for combating the existing and foreseeable project management problems.

3.1 Background Information About the Respondents

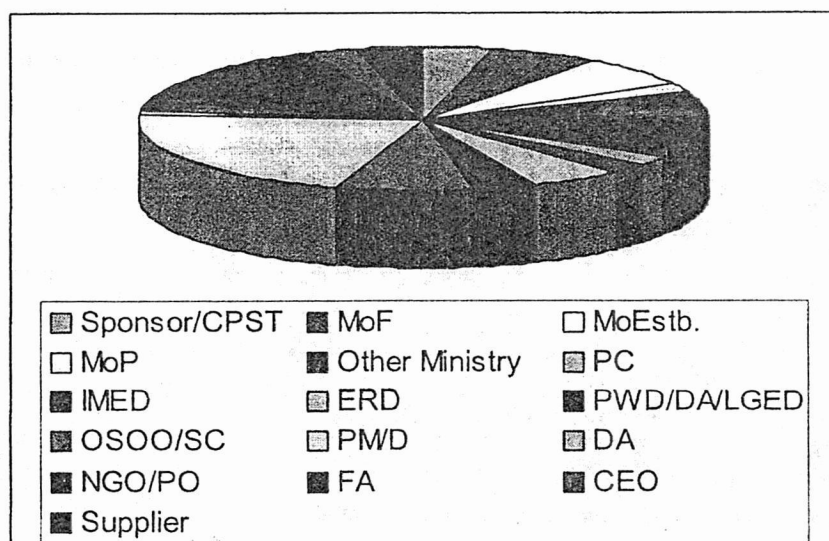
The views given by the respondents on a particular issue largely depend upon the respondents' service and professional experiences, education and training background. Therefore, the present study has considered some selected parameters to analyse the respondents' views on project management issues.

3.1.1 The Respondents' Stakeholder Groups

The whole gamut of project management issues involves a number of stakeholder groups. Designing an effective framework on the issue for combating the existing and potential project management challenges need to incorporate all of their viewpoints. Most of the stakeholder groups have been covered in the present study. The study could not cover politicians, political bureaucrats, social pressure groups/civil society and project beneficiaries etc. stakeholder groups. Some of their viewpoints have been taken from the secondary sources of information. Most of the respondents are permanent employees of the Government. Their jobs, excepting the career line trainers and other business professionals, are transferable in nature. They have the opportunities to work in different capacities within the Government. They can even work outside the Government on lien. Their viewpoints will represent different stakeholder groups covered under the study.

The study reveals that majority of the respondents have working experiences in different Ministries (82.15%) and as Project Directors/Mangers (57.14). More than one-third respondents (39.29%) have also working experiences in the field administration. The other stakeholder groups included in the study are (a) Other State Owned Organizations/Sector Corporations (21.43%), (b) ERD (14.29%), (c) Sponsor/Concerned Public Sector Trainers (10.71%), (d) Suppliers (10.71%), (e) PWD/Department of Architecture/LGED (9.52%), (f) Construction Enterprise Owner (7.14%), (g) Planning Commission (5.95%), (h) IMED (5.95%), (i) NGO/Private organization (4.76%) and (j) Donor Agency (3.57%) [Table-1, Fig.1]. The stakeholders' analysis of the study provides a positive systems approach to cope with the future challenges in project management [Annex-2].

Fig.-1 : Distribution of Respondents by Stakeholder Groups of Public Sector Project Management



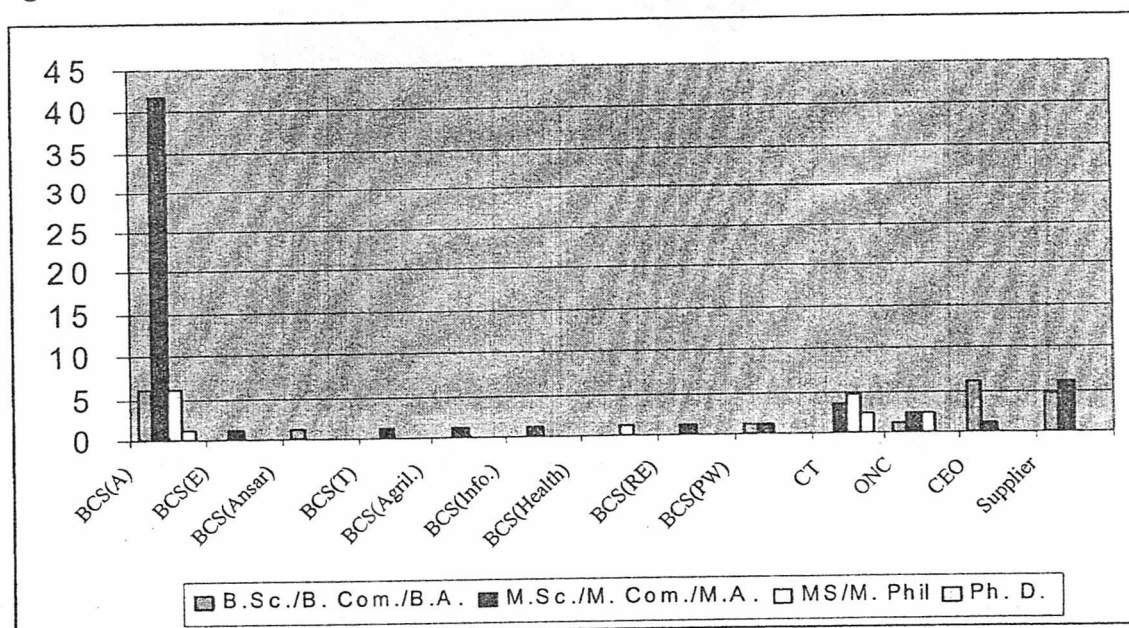
Note : CPST = Concerned Public Sector Trainer, MoF = Ministry of Finance, MoEstb. = Ministry of Establishment, MoP = Ministry of Planning, IMED = Implementation Monitoring and Evaluation Division, OSOO = Other State Owned Organizations, SC = Sector Corporations, NGO = Non-Government Organization, PO = Private Organization, ERD = Economic Relations Division, PM/D = Project Director/Manager, FA = Field Administration, DA = Donor Agency, PWD = Public Works Department, LGED = Local Government Engineering Bureau, PC = Planning Commission and CEO = Construction Enterprise Owner.

3.1.2 The Respondents' Cadre/Profession, Educational Attainment and Length of Service

Majority (54.76) of the respondents were from BCS Administration Cadre. The other responding Cadres include BCS Economic (1.19%), BCS Ansar (1.19%), BCS Taxation (1.19%), BCS Agriculture (1.19%), BCS Information (1.19%), BCS Health (1.19%), BCS Railway Engineering (1.19%) and BCS Public Works (2.38%). The other respondents were career trainer (10.71%), other non-cadre (5.95%, Construction Enterprise Owner (7.14%) and Suppliers (10.71%).

The study reveals that majority of the respondents (61.91%) have at least completed their Masters. About one-fifth of the total respondents (20.24%) have entered into service just after completion of the basic service requirement i.e. Bachelors degree. The career trainers have been found more educated than the respondents of other stakeholder groups. The respondents who have obtained MS or M. Phil. and Ph. D. degree comprise of 14.29% and 3.37% respectively [Table-2, Fig.-2].

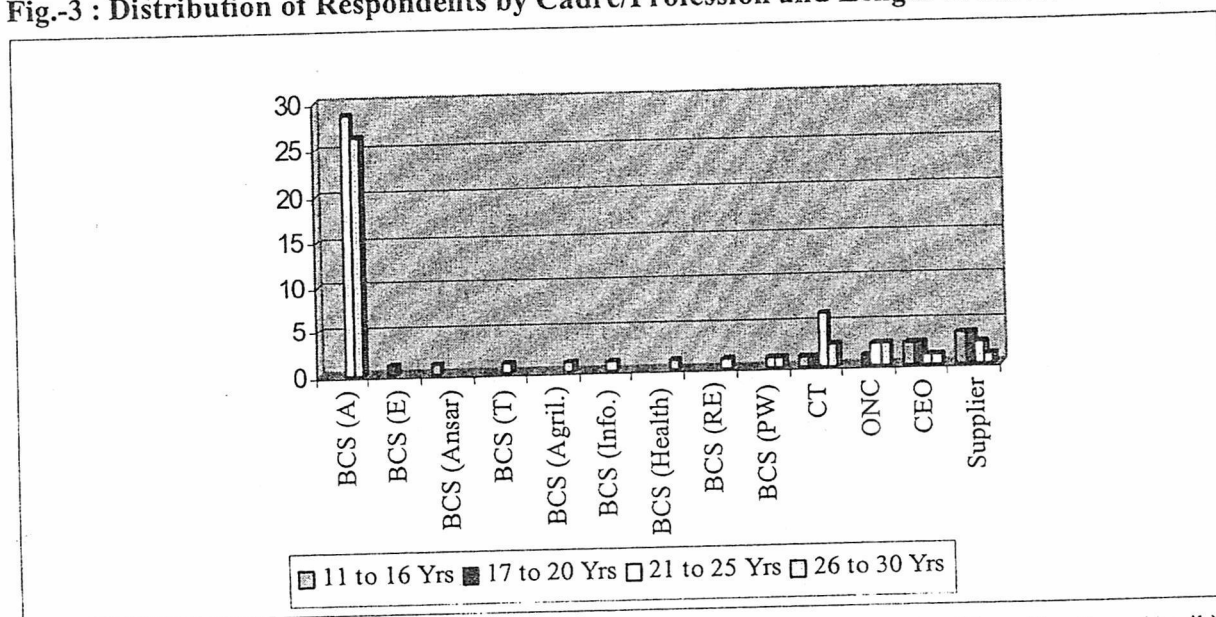
Fig.-2 : Distribution of Respondents by Cadre/Profession and Educational Attainment



Note : BCS = Bangladesh Civil Service, (A) = Administration, (E) = Economic, (T) = Taxation, (Agril.) = Agriculture, (Info.) = Information, (RE) = Railway Engineering, (PW) = Public Works, CT = Career Trainer, ONC = Other Non-Cadre and CEO = Construction Enterprise Owner.

It was observed that majority of the respondents have passed about 21-25 years (44.05%) and more than 25 years (38.10%) of their service career. Others have passed 17-20 years (9.52%) and 11-16 years (8.33%) of their service career respectively [Table-3, Fig.-3].

Fig.-3 : Distribution of Respondents by Cadre/Profession and Length of Service/Profession



Note : BCS = Bangladesh Civil Service, (A) = Administration, (E) = Economic, (T) = Taxation, (Agril.) = Agriculture, (Info.) = Information, (RE) = Railway Engineering, (PW) = Public Works, CT = Career Trainer, ONC = Other Non-Cadre and CEO = Construction Enterprise Owner.

3.1.3 The Respondents' Training Experiences on Project Management

The study indicates that a considerable proportion of the respondents underwent Senior Staff Course (46.43%) and Advance Course on Administration and Development (47.62%) conducted by Bangladesh Public Administration Training Centre (BPATC), which are, in short, called as SSC and ACAD respectively. Basically SSC and ACAD are management development training courses. These courses are not designed to develop only the project management skills among the participants. Enhancing the participants' skills in project planning/implementation is one of the objectives of the courses. In fact, the respondents, who underwent SSC and ACAD, have got an exposure on project management issues. Other than these, only 17 (20.24%) persons of the total respondents received some sort of short in-country training related to project management issues. Among them 7(8.33%) have also received short foreign training related to the issues. Interestingly, most of them availed those opportunities after getting involved with project

management activities. The study reveals that there were a considerable proportion (57.14%) of the respondents, who shouldered the responsibilities of Project Directors/Managers but project management training did not get required importance to them or to their authorities.

The areas of in-country training include (a) Procedure for Fund Release (3.57%), (b) Project Preparation (2.38%), (c) Project Appraisal & Industrial Management (2.38%), (d) Project Management & Appraisal (8.33%), (e) Project Preparation, Monitoring and Evaluation (11.91%), (f) Procurement of Goods and Services for Aided Projects (4.76%) and (g) Interface Between Development & Revenue Budget (2.38%) and PPR-2003 (1.19%). The areas of foreign training include (a) Project Management Course (8.33%), (b) Programme for Development Managers (2.38%), (c) Development Planning (1.19%), (d) International Training Evaluation (1.19%) and (e) Productivity Promotion (1.19%) [Table-4]. The duration of these training courses ranges from less than 1-3 weeks only. The study reveals that the existing and potential project managers have a very little scope to undergo Project Management training (Chadha, 1989, p. 247).

3.1.4 The Respondents' Nature of Project Management Experiences

Experience suggests that many of the Government officials feel interested to work as Project Directors/Managers (PDs/PMs) or as other project personnel because of the existing system that creates scope of mal-practicing and abusing powers and authorities. Working in projects means extra financial benefits, additional transport facilities and scope for nepotism and favouritism during recruitment and procurement processes for many of them. Such ill-traits have become a normative feature in the attitudes of many people concerned, where people having honesty, sincerity, dedication, ethical values and morality etc. suffer a lot.

Effective project management requires appropriate skills, knowledge, positive attitudes and good human qualities. Experience suggests that maintaining of such requirements in appointing PD/M or other project personnel is a very rare incidence. The study reveals that more-than fifty per cent of the respondents (57.14%) either worked or have been working as PD/M, 67.86% in monitoring, 57.14% in supervising, 48.81% in evaluating project implementation, 42.86% in planning/designing/preparing project documents and 28.57% in implementing projects as other

project personnel [Table-5]. The study indicates that a very few of them underwent project management training and or had prior experience in the concerned areas of their project management responsibilities [Table-6]. Moreover, the training they received were not adequate to perform the duties and responsibilities they shouldered or have been shouldering and in most cases, they underwent training after getting involved with the responsibilities. This means that there is no strategic planned effort for appointing PD/M or other project personnel by the authority concerned.

3.2 Identification of the Major Project Management Problems/Challenges

The total spectrum of project management in Bangladesh suffers from diverse problems emerged at various stages of project management cycle. Project management means the implementation of projects to many people. In fact, the term, "Project Management" literally means the whole gamut of project cycle. Implementation of a project may suffer for its faulty design or plan, which is done at the preparation or appraisal stage of project. Feasibility study is a pre-requisite of undertaking any project. If the feasibility study is not done properly or if it is not at all done, the project performance may suffer or it may not result the expected outcomes.

In the present study, the respondents were asked to identify the major project management problems or challenges and indicate the rate of importance of the identified problems. The respondents identified as many as 40 major problems in project management. The study indicates that there are a number of issues, which were identified as major project management problems by all the participants but their measured rate of importance to those problems varies from 64.81% to 92.59% [Table-7]. Again, there are also a number of issues, which were identified as major project management problems by comparatively a less number of respondents, but their measured rate of importance are more than some of those category of problems mentioned above. However, considering those two parameters (i.e. ratio of respondents agreed upon the problems and their measured rate of importance), the study has categorized the existing major project management problems as follows :

(1) ***Extremely Important Problems*** (i.e. those identified by 100% respondents and their measured rate of importance is more than 80%) :

- Delay in project preparation and amendment.

- Weak management of project and delay in taking decisions during project implementation.
- Delay in inviting tenders.
- Lack of appropriate selection of PD for project implementation.
- Delay in releasing funds for project financing.
- Delay in complication of land acquisition process .
- Complication in getting possession of land.
- Delay in lining up foreign assistance for the project.
- Politicising development projects.
- Delay in project approval process.

(2) **Very Important Problems** (i.e. those identified by 100% respondents and their measured rate of importance is more than 70%) :

- Lack of skilled personnel in preparing project document.
- Raw form of project documents.
- Lack of appropriate project planning.
- Co-ordination gaps between executing agency and other related agencies.
- Frequent transfer of PD.
- Lack of appropriate supervision/inspection and monitoring by superior officials.
- Lack of appropriate delegation of administrative and financial powers.
- Inadequate monitoring and evaluation.
- Delay in concluding loan agreement with development partners.
- Delay in appointment of consultant.
- Degradation of ethical values and increased corruption.

(3) **Important Problems** (i.e. those identified by 100% respondents and their measured rate of importance is more than 60% and also those identified by more than 80% respondents and their measured rate of importance is more than 60%) :

- Frequent amendments of project.
- Lack of skilled/efficient and trained personnel/ manpower for implementing projects.
- Delay in bid evaluation.
- Lack of knowledge of the project managers about existing rules and procedures of procuring project works, goods and services.
- Delay in appointment of PD and other project personnel.
- Lack of full-time PD for project implementation.
- Inadequate allocation for the project and inappropriate fund allocation in ADP.
- Lack of delegation of administrative and financial powers within project personnel.
- Delay in fulfillment of loan conditionalities.
- Proliferation and dominance of *mastans* (rent-seekers).
- Complicated forms for preparing project documents.

(4) ***Moderately Important Problems*** (i.e. those identified by more than 75% respondents and their measured rate of importance is more than 55% and also those identified by any proportion of respondents and their measured rate of importance is more than 55%) :

- Lack of project feasibility study.
- Lack of appropriate and unified bidding documents.
- Complicated procedures for procuring project works, goods and services.

(5) ***Less Important Problems*** (i.e. those identified by less than 75% respondents and their measured rate of importance is less than 55%) :

- Lack of positive attitudes of the project personnel.
- Lack of sincerity of the project personnel.
- Lack of interest to do Government works.
- Project Personnel doing business.

Although the categorization of the nature and intensity of the identified problems/challenges made above may seem to be an arbitrary one, scientifically it carries measurable values. Therefore, any measure to be undertaken to overcome or offset the existing project management problems or challenges in the country, must follow the priorities made in this categorization.

3.3 Determination of the Agencies Responsible for Addressing/Overcoming the Identified Problems/Challenges.

Project management is a coordinated effort of different Ministries, Divisions and agencies. There is no single Ministry or Division or Agency that can alone overcome or address any single project management problem or challenge. Every Ministry or Division or Agency concerned has its own sphere of project management responsibilities. But its performance in discharging pre-determined project management responsibilities depends upon the effective functions and or performance of several other agencies concerned. For example, the concerned Initiating/Executing Agency (I/EA), by virtue of the existing system, is solely responsible for preparing appropriate project document. At the same time, the concerned Sponsoring Ministry (SM) is supposed to extend necessary technical cooperation. Planning Commission (PC) is to provide necessary guideline on how to prepare an appropriate project document, outline the aspects those have to be considered by the I/EA or SM in preparing the project document, develop appropriate and easily understandable formats for project preparation and above all, extend technical support to I/EA or SM for the purpose. These may be the agencies responsible for playing vital roles in preparing appropriate project documents. Moreover, there may be some

other supporting institutions or agencies like concerned training institutions, IMED etc. those may help develop required skills and provide appropriate feed-back information for adopting or undertaking appropriate policy or interventions in project management respectively.

The study reveals that EA, SM and PC are the main agencies responsible for overcoming most of the problems of project management. It indicates that EA, SM and PC are the main agencies responsible for overcoming the problems emanated during project selection, preparation, planning, designing and appraisal stages; SM and PC are mainly responsible for problems emanated during project approval processes; EA, SM, IMED and PD are mainly responsible for most of the problems emanated during project implementation stage; SM and MoEstb. have been identified as mainly responsible for the problems of selection, recruitment, appointment and frequent transfer of PD and other project personnel during project implementation phase; ERD and SM have been identified as mainly responsible for DP related problems. The study also indicates that EA, SM and IMED are the main agencies responsible for overcoming the problems of appropriate project monitoring, supervision and evaluation [Table-8, Index-2].

Index-2 : The Agencies Mainly Responsible for Overcoming/Addressing Existing Project Management Problems or Challenges in the Country.

Nature of Existing Problems or Challenges	Agencies Mainly Responsible for Overcoming the Problems										
	EA	SM	PC	IMED	ERD	MoF	MoEstb	PD	DP	VIG/PIG	OM/A
▪ Lack of skilled personnel in preparing project document.	❖	❖	❖								
▪ Raw form of project documents	❖	❖	❖								
▪ Lack of project feasibility study	❖	❖	❖						❖		
▪ Lack of appropriate project planning	❖	❖	❖								
▪ Delay in project preparation and amendment	❖	❖									
▪ Frequent amendments of project	❖	❖	❖								
▪ Weak management of project and delay in taking decisions during project implementation	❖	❖	❖	❖						❖	

Nature of Existing Problems or Challenges	Agencies Mainly Responsible for Overcoming the Problems										
	EA	SM	PC	IMED	ERD	MoF	MoEstb	PD	DP	VIG/VPIG	OM/A
▪ Complication in getting possession of land	❖									❖	❖
▪ Delay in lining up foreign assistance for the project		❖			❖				❖		
▪ Delay in concluding loan agreement with development partners		❖			❖	❖			❖		
▪ Delay in fulfillment of loan conditionalities	❖	❖			❖	❖		❖	❖		
▪ Delay in appointment of consultant	❖	❖						❖	❖		
▪ Politicizing development projects	❖	❖									❖
▪ Proliferation and dominance of <i>mastans</i> (rent-seekers)	❖	❖						❖			❖
▪ Degradation of ethical values and increased corruption	❖	❖						❖			❖
▪ Delay in project approval process		❖	❖								❖
▪ Complicated forms for preparing project documents			❖								
▪ Lack of positive attitudes of the project personnel	❖	❖		❖			❖	❖		❖	
▪ Lack of sincerity of the project personnel	❖	❖		❖			❖	❖		❖	
▪ Lack of interest to do Government works	❖	❖					❖	❖		❖	
▪ Project Personnel doing business	❖	❖		❖			❖	❖		❖	

Note : SM = Sponsoring Ministry, PC = Planning Commission, IMED = Implementation Monitoring and Evaluation Division, EA = Executive Agency, PB = Political Bureaucrats, MRS = Mastans and Rent-Seekers, DP = Development Partners, OM/A = Other Ministries/Agencies, PD = Project Director, MoEstb. = Ministry of Establishment, MoF = Ministry of Finance, ERD = Economic Relations Division, VIG = Vested Interest Groups and VPIG = Vested Private Interest Groups.

3.4 SWOT-Analysis of the Existing Project Management Systems

The availability of skilled manpower within Government for effective project management (46.43%), availability of legal (rules and regulations) and institutional framework for project implementation (37.71%), regular implementation monitoring and evaluation systems (10.71%) and appropriate formats for preparing project documents (10.71%) have been identified as the most important strengths of PM systems in the country. The other identified strengths of the

systems include (a) coordinated efforts of concerned Ministries and agencies for project management, (b) timely recruitment of project personnel for procuring goods and services, (c) ample opportunities to work in projects, (d) availability of Donors' funds, (e) creation of planning cell/wing in every Ministry, (f) means of quick service delivery, (g) political commitments, (h) monthly ADP review meetings of the sponsoring Ministries and (i) Provision of Steering Committee for project implementation [Table-10].

Lack of technical/skilled manpower has been very contradictorily identified as the most important weakness of the PM systems by majority of the respondents (53.57%). Improper selection of PDs (25.00%) delay in releasing funds/funds constraints (17.86%), delay in project selection/approval processes (14.29%), inadequate fund allocation in ADP for project implementation (14.29%), unnecessary delay in all stages of PM systems by the implementing agencies (10.71%) have been identified as the other most important weaknesses of the existing PM systems. The other identified weaknesses of the systems are (a) delay in providing feed-back about implementation status of the projects, (b) excessive dependency on Donors' assistance (c) excessive dependency on consultants, (d) lack of feasibility study of projects, (e) deteriorating law and order situation, (e) complicated and 'not well-thought off' procurement procedures, (f) frequent amendments of projects, (g) lack of full-time PDs for project implementation, (h) deteriorating ethical values, increased corruption, (i) unfair bidding procedures, (j) inadequate project monitoring and evaluation, (k) unplanned, hurried and vision-less investment, (l) raw form of project documents/inappropriate planning, (m) time overrun as a result cost overrun in project implementation, (n) low project performance and (o) project personnel engaged in business [Table-10].

The respondents identified "ample opportunities to maintain a pool of efficient, skilled and experienced personnel for effective PM" (17.86%), "growing donors' interests in helping for development" (14.29%) as the two most important opportunities of the existing PM systems. The other identified important opportunities are increased demand for "value for money" (7.14%), cheap labour (7.14%) and availability of PM training facilities (7.14%). Frequent foreign visits, provision of adequate logistic supports, increasing foreign private investment, increasing

involvement of political leaders in development efforts, strengthening of associate organizations in the society, team spirit, committed young generation and nation-wide poverty reduction programme have also been identified as opportunities of the system by some of the respondents [Table-10].

Project management is an arduous job and the Government officials do not receive any extra benefit or remuneration, not even appreciation for that. Moreover, there is a risk of facing audit objections for which they may suffer in future. Therefore, the honest, sincere and dedicated officers feel less interested to engage themselves to those sorts of activities. The study identified a good number of basic problems of efficient project management, which should be solved immediately for better project performance. The study identified politicising development projects (50.00%), proliferation and dominance of mastans and rent-seekers (46.43%), deteriorating ethical values and increased corruption (21.43%), excessive dependency on donors' assistance (10.71%), decreasing "value for money" or cost escalation (10.71%), poor project performance (10.71%) and contractors' syndicate (10.71%) as the most important threats/risks of the existing PM system. The other identified risks/threats are (a) misuse of delegated powers for project management, (b) deteriorating law and order situation, (c) lack of incentives for efficient and honest project personnel, (d) non-availability and uncertainty of funds, (e) ways of implementing projects may cause hazardous environmental impacts in future, (f) absence of political wills and commitments for development, (g) absence of appropriate training package for manpower development and (h) unstable socio-political situation [Table-10].

The SWOT-analysis reveals that there are off course, some very important strengths and opportunities but the weaknesses and risks/threats are far more alarming in the existing PM systems in the country. Therefore, there is an urgent need for immediate and appropriate interventions in coping with the challenges.

3.5 SAAIM-Framework for Overcoming the Existing Project Management Problems/Challenges

The SAAIM-Framework denotes Strategic selection, Accommodative appraisal, Accelerated approval, Integrated implementation and Managing monitoring-evaluation for effective PM. In

fact, the framework outlines appropriate measures required to be undertaken for ensuring increased and effective project performance. The framework depicts that PM problems or challenges should not be considered as isolated issues of any single stage but integrated ones of the whole gamut of different stages of the PM cycle.

The study reveals that a particular PM problem affects various functions in different stages of PM cycle differently and the role of a particular agency concerned with PM varies on a particular issue at different stages of the cycle. The study identified agencies mainly responsible for undertaking measures to overcome different PM problems or challenges on various issues. It also identified several agencies or institutions those can extend support and required cooperations in overcoming the challenges. The framework outlined the measures required to be undertaken in accordance with the nature of problems or challenges emerged at different stages of PM cycle [Index-3].

Index -3 : SAAIM-Framework for Overcoming the Existing Major Project Management Problems or Challenges.

Nature & Level of Problems or Challenges	Agencies Responsible for Overcoming the Problems		Suggested Major Measures Required to be Undertaken
	Main Agencies	Supporting Agencies	
A. Project Selection Level			
☐ Lack of project feasibility study	SM, EA, PC and DP	IMED, ERD and MoF.	a) Engage relevant persons for project feasibility study and finalize report before project appraisal. b) Don't go for processing or supporting any project without feasibility study.
☐ Lack of appropriate project planning	SM, EA and PC.	IMED, ERD and DP.	a) Develop required skills at agency level. b) Outline appropriate and detailed project planning procedures. Organize training workshops on appropriate project planning/designing with required flexibility.
☐ Lack of appropriate selection of PD for project implementation.	SM, MoEstb. and EA	PC, IMED and DP.	a) Outline the required knowledge, skills, experiences, qualification, level/position etc. of potential PDs in the project document.
☐ Delay in lining up foreign assistance for the project	SM, ERD and DP	PC, MoF and PD	a) ERD to be activated in lining up required foreign assistance. SM to maintain close follow-up of the process and SM and EA to be permitted to make direct contact with DA.
☐ Delay in concluding loan agreement with development partners	SM, MoF, ERD, and DP	PC	a) Process of concluding loan agreement to be made simplified. More capable and pro-active officers to be appointed at ERD. Involvement of SM to be strengthened.

<i>Nature & Level of Problems or Challenges</i>	<i>Agencies Responsible for Overcoming the Problems</i>		<i>Suggested Major Measures Required to be Undertaken</i>
	<i>Main Agencies</i>	<i>Supporting Agencies</i>	
☐ Delay in fulfillment of loan conditionalities	SM, EA, MoF, ERD, PD and DP		a) Process of agreement/disagreement to fulfillment of loan conditionalities be made simplified. More capable and pro-active officers to be appointed at ERD. Involvement of SM to be strengthened. A strong follow-up plan for fulfillment of conditionalities to be devised.
☐ Politicizing the development projects	SM, EA, PB, MRSS and OPE	PC	a) No approval of projects without feasibility study and required cost-benefit analysis. Planning discipline to be strictly followed. b) Officers with strong principles to be engaged in project management activities. Protection mechanisms to be developed against ill-traits of mastans/rent seekers and political elites.
B. Project Appraisal Level			
☐ Lack of skilled personnel in preparing project document.	SM and EA PC	IMED, BO, TI	a) Select and develop own manpower at agency level, otherwise hire or consult skill persons of other Government organizations. Undergo through piece-meal project preparation training. b) Or if required, engage consultant.
☐ Raw form of project documents	SM, EA and PC	IMED	a) Select and develop own manpower at agency level, otherwise hire or consult skill persons of other Government organizations. Undergo through piece-meal project preparation training. b) Or if required, engage consultant.
☐ Lack of project feasibility study	SM, PC, EA and DP	IMED, ERD and MoF.	a) Engage relevant persons for project feasibility study and finalize report before project appraisal. b) Don't process or support any project without feasibility study.
☐ Lack of appropriate project planning	SM, PC and EA	IMED, ERD and DP.	a) Select and develop own manpower with required skills at agency level. b) Otherwise hire or consult skill persons of other Government organizations or if required, engage consultant. Undergo through piece-meal training on project planning/designing. Plan and design the projects with appropriate flexibility.
☐ Delay in project preparation and amendment	SM and EA.	PC, IMED, and DP.	a) Select and develop own manpower at agency level. b) Otherwise hire or consult skill persons of other Government organizations or if required, engage consultant.
☐ Frequent amendments of project	SM, EA and PC	IMED, ERD, MoF, BO and DP	a) Plan/design/prepare and appraise projects with appropriate flexibility, which does require frequent amendments. b) Take sufficient time for project planning at EA level.

Nature & Level of Problems or Challenges	Agencies Responsible for Overcoming the Problems		Suggested Major Measures Required to be Undertaken
	Main Agencies	Supporting Agencies	
☐ Complicated forms for preparing project documents	PC	SM, EA, IMED, ERD, MoF, BO and DP	a) Simplify the formats required for project preparation/appraisal. b) Support with required field level information for such simplification.
C. Project Approval Level			
☐ Lack of skilled personnel in preparing project document.	EA, SM and PC	IMED, BO, TI	a) Develop required skills at agency level. b) Organize training workshops and extend necessary cooperation to agencies concerned.
☐ Raw form of project documents	EA, SM and PC	IMED	a) Develop required skills at agency level. b) Organize training workshops and extend necessary cooperation to agencies concerned.
☐ Lack of project feasibility study	SM, EA, PC and DP	IMED, ERD and MoF.	a) Do not flow funds for projects, feasibility study of which is not yet done or which is not a feasible one. b) Don't process or approve any project without proper feasibility study.
☐ Delay in project preparation and amendment	SM and EA.	PC, IMED, and DP.	a) Develop required skills at agency level and simplify project amendments procedures.
☐ Frequent amendments of project	SM, EA and PC	IMED, ERD, MoF, BO and DP	a) Make sure that the projects are Planned/designed/prepared with appropriate flexibility. Approve or process for approval only appropriately planned/designed projects. Ensure planned fund flow, if required, for implementation so that cost-over-run does not incur due to time-over-run. b) Give sufficient time for project planning at EA level.
☐ Politicizing the development projects	SM, EA, PB, MRSs and OPE	PC	a) No approval of projects without feasibility study and required cost-benefit analysis. Planning discipline to be strictly followed. b) Officers with strong principles to be engaged in project management activities. Protection mechanisms to be developed against ill-traits of mastans/rent seekers and political elites.
☐ Delay in project approval process	SM, PC and MoP.	EA, PB, ERD and IMED	a) Project approval process to be simplified. SM to have more power and authority approve or select their own projects. b) Other agencies concerned to activate their concerned officials to work sincerely and efficiently.

Nature & Level of Problems or Challenges	Agencies Responsible for Overcoming the Problems		Suggested Major Measures Required to be Undertaken
	Main Agencies	Supporting Agencies	
D. Project Implementation Level			
☐ Weak management of project and delay in taking decisions during project implementation	SM, VPIG, PC, IMED and EA	ERD, BO, MoF and DP	a) Appoint capable PD & Project Personnel, ensure frequent visits to project sides and close supervisions by superior officials of SM, EA, IMED, PC and other officials concerned. b) Change management set-up, if required. Ensure lawful, impartial, fair and transparent decisions in every step of the Project Personnel.
☐ Lack of skilled/efficient and trained personnel / manpower for implementing projects	SM and EA	PC, IMED, BO, DP and VPIG	a) Appoint capable PD & Project Personnel, select and develop own manpower at agency level. b) Otherwise hire or consult skill persons of other Government organizations or if required, engage consultant. Make provision within the project framework for attracting efficient/skilled personnel for project implementation. Develop mechanisms for protecting the project implementation process against potentially malafied intention of the VPIGs.
☐ Delay in inviting tenders	SM and EA	IMED, MoF, BO, DP and VPIG	a) Develop and ensure implementation of yearly plan of activities, strictly follow the yearly procurement plan. Develop unified bid document and formulate and engage a technical committees for procuring each type of goods/works/services.
☐ Lack of appropriate and unified bidding documents	SM, IMED and MoF.	PC, EA, ERD, DP, BO and VPIG	a) Prepare, notify and circulate a well-structured unified bid document for all agencies concerned. b) Ensure protection against melafied intentions of the VPIGs.
☐ Delay in bid evaluation	SM and EA	IMED, MoF, DP, BO and VPIG	a) Develop and ensure implementation of yearly plan of activities, strictly follow the yearly procurement plan. Formulate and engage a technical committees for procuring each type of goods/works/services. b) Create an incentive package for evaluators within project framework. Ensure protection against melafied intentions of the VPIGs.
☐ Complicated procedures for procuring project works, goods and services	SM and IMED	EA, MoF and BO.	a) Appoint project personnel having thorough knowledge about procurement regulation. Make necessary amendments, if required, of the procurement regulation. b) Identify implementation problems of procurement regulation and bring it to the notice of the agencies concerned. Organize workshops on the issues involving all concerned.
☐ Lack of knowledge of the project managers	SM and EA	PC, IMED, ERD, MoF,	a) Engage persons having required knowledge and skills on issues concerned as project personnel, If

<i>Nature & Level of Problems or Challenges</i>	<i>Agencies Responsible for Overcoming the Problems</i>		<i>Suggested Major Measures Required to be Undertaken</i>
	<i>Main Agencies</i>	<i>Supporting Agencies</i>	
about existing rules and procedures of procuring project works, goods and services		DP and BO.	fresh, train them first and engage thereafter. Create an incentive package for project personnel within project framework. b) Do not recruit fresh people as project personnel.
☐ Co-ordination gaps between executing agency and other related agencies.	SM and EA	PC, IMED, ERD, MoF, DP and BO.	a) Develop a very good relationship/linkage with other related agencies and persons concerned. Pursue the matter creating project implementation problems personally.
☐ Delay in appointment of PD and other project personnel	SM, EA and MoEstb.	PC, IMED and DP.	a) Maintain a pool of PDs with required knowledge, skills, experiences and efficiencies at Ministerial level and appoint them immediately, wherever and whenever necessary. Notification and continuous persuasion are required from EA.
☐ Lack of full-time PD for project implementation	SM, EA and MoEstb.	PC, IMED, ERD, MoF and DP.	a) Maintain a pool of PDs with required knowledge, skills, experiences and efficiencies at Ministerial level and appoint them immediately, wherever and whenever necessary. Strictly follow the guideline of appointing full-time PD and create an incentive based salary structure for attracting appropriately skilled, experienced and efficient PD. b) Notification and continuous persuasion are required from EA.
☐ Frequent transfer of PD	SM, MoEstb. and EA	PC, IMED, and DP.	a) Don't appoint such persons as PD who will be required to be transferred soon. Have a long-term vision for project implementation. b) Maintain a pool of PDs with required knowledge, skills, experiences and efficiencies at Ministerial level.
☐ Lack of appropriate selection of PD for project implementation.	SM, MoEstb. and EA	PC, IMED and DP.	a) Maintain a pool of PDs with required knowledge, skills, experiences and efficiencies at Ministerial level. Don't appoint firsthand PD.
☐ Delay in releasing funds for project financing	SM, PC and MoF.	IMED, EA and DP.	a) SM to have full power of releasing all quarterly funds allocated in ADP and automatically release them in time, if the concerned PD do not ask to hold them. SM to make PD held responsible for appropriate utilization of released funds for the project concerned.
☐ Inadequate allocation for the project and inappropriate fund allocation in ADP	SM, PC and MoF	IMED, EA, DA and VPIG	a) Funds to be allocated in ADP according to the merit of the projects to be determined by SM. SM to receive a yearly lum grants for all of its project together and to have full power to allocate funds for its projects under implementation. Amount of yearly lum grants to

Nature & Level of Problems or Challenges	Agencies Responsible for Overcoming the Problems		Suggested Major Measures Required to be Undertaken
	Main Agencies	Supporting Agencies	
			be determined by agencies concerned in an inter-Ministerial meeting. b) Avoid over inclusion of projects in ADP. Protect development functions from the malafied intentions of the VIGs.
☐ Lack of appropriate delegation of administrative and financial powers	SM, EA and MoF	PC, IMED, ERD and DP	a) SM and PD to have more administrative and financial powers to be delegated by MoF. PD to have power, authority and intention to delegate some of his/her administrative and financial powers to other project personnel and ensure their accountability.
☐ Lack of delegation of administrative and financial powers within project personnel	SM, EA, PD and MoF	PC, IMED, ERD and DP	a) SM and PD to have more administrative and financial powers to be delegated by MoF. PD to have power, authority and intention to delegate some of his/her administrative and financial powers to other project personnel and ensure their accountability.
☐ Delay in/complication of land acquisition process	SM, EA, MoL DCO, MRSs and VPIGs	MoEstb., MoL	a) Land acquisition process to be simplified and considered as a pre-investment expenditure and fund flow for procuring land to be made accordingly. b) <i>Mastans</i>/Rent-seekers to be brought under legal measures.
☐ Complication in getting possession of land	EA, MoL, DCO, VPIG and MRSs	MoEstb. SM, MoL	a) Appropriate rehabilitation/resettlement arrangements to be ensured. Appropriate compensation to be made as early as possible. Pre-cautionary measures to be taken against mastans/rent-seekers/ill-politics. b) Evacuation process to be simplified. Local MPs to be involved in evacuation process.
☐ Delay in appointment of consultant	SM, EA, DP and PD	PC, ERD and MoF	a) Consultants' qualifications, skills and other required terms and conditions to be clearly spelt out in project document. Provisions in Procurement Regulations to be strictly followed.
☐ Politicizing the development projects	SM, EA, PB, MRSs and OPE	PC	b) Officers with strong principles to be engaged in project management activities. Protection mechanisms to be developed against ill-traits of mastans/rent seekers and political elites.
☐ Proliferation and dominance of <i>mastans</i> (rent-seekers)	SM, EA, PB, MRSs, PD and OPE	MoHA	a) Law and order situations to be improved. PD & EA to stop entry of mastans/rent-seekers into contractors/suppliers list and to drop them if identified latter on. Formulation of a strong contractors'/suppliers' association to be encouraged for off-setting mastans/rent-seekers' dominance.

Nature & Level of Problems or Challenges	Agencies Responsible for Overcoming the Problems		Suggested Major Measures Required to be Undertaken
	Main Agencies	Supporting Agencies	
			b) Project authority to enlist a group of qualified contractors/suppliers/authorized agents for different categories of works, goods and services prior to go for formal tender.
☐ Degradation of ethical values and increased corruption	SM, EA, PB, MRSSs, and PD	PC, DP, OPE and CCC	a) Severe punishment to be adopted in case of identified corruption and degradation of ethical values. Incentive package within project framework for dedicated, honest and sincere officers working in project implementation. Priority to be given to honest, dedicated and sincere officers in selecting PDs. b) Provision within project framework for CCC to engage officers to oversee issues of corruption and degradation of ethical values.
E. Project Monitoring-Evaluation Level			
☐ Weak management of project and delay in taking decisions during project implementation	SM, PC, EA, IMED and VPIG.	ERD, BO, MoF, DP and VPIG	a) Make frequent visits to project sides and ensure close supervision of implementation b) Provide management efficiency advocacy, guidelines and instructions and take other necessary actions, if required.
☐ Lack of appropriate supervision/inspection and monitoring by superior officials	SM, EA, IMED and BO	PC and DP	a) PD to have close supervision over every activity under implementation, other superior officials of SM, EA and IMED to make frequent visits to physically oversee project performance. IMED to make quarterly and a high powered Project Steering Committee to make monthly visit to physically oversee project performance.
☐ Inadequate monitoring and evaluation	SM, IMED, EA and BO	PC and MoF.	a) PD to have close supervision over every activity of the project under implementation, other superior officials of EA, IMED and Steering Committee to make frequent visits to oversee project performance. Provisions of incentive package within project framework for project monitoring and evaluation and for on-going, mid-term, terminal and performance evaluation. IMED to engage a third party for project evaluation, if it does not have required manpower. b) Superior and other concerned officials of SM to make frequent visits to oversee project performance.

Note-1 : (i) The main agencies responsible for overcoming identified problems or challenges have been determined according to the following criteria : Agencies, which 75% or more respondents think them responsible and at the same time the rate importance of their opinion is 50% or more.

- (ii) The supporting agencies responsible to help overcoming identified problems or challenges have been determined according to the following criteria : Agencies, which more than 30% to >75% respondents think them responsible for such support and at the same time the rate importance of their opinion is more than 20% to >50%.
- (iii) The other organizations, who do not fulfil those criteria have been dropped from the consideration of the framework.
 - a) Indicates that 75% or more respondents suggested the measures identified and at the same time the rate importance of their opinion is 50% or more.
 - b) Indicates that more than 30% to >75% respondents suggested the measures identified and at the same time the rate importance of their opinion is more than 20% to >50% or the measures suggested have been taken from authentic documents of secondary sources.

Note-2 : SM = Sponsoring Ministry, PC = Planning Commission, IMED = Implementation Monitoring and Evaluation Division, EA = Executive Agency, PB = Political Bureaucrats, MRS = Mastans and Rent-Seekers, DP = Development Partners, OPE = Other Political Elites, PD = Political Bureaucrats, PD = Project Director, DCO = DC Office, MoEstb. = Ministry of Establishment, MoHA = Ministry of Home Affairs, MoFA = Ministry of Foreign Affairs, MoHPA = Ministry of Housing and Public Works, MoL = Ministry of Law, Mol = Ministry of Land, MoF = Ministry of Finance, MoP = Ministry of Planning, TI = Training Institutions, C = Consultant, ERD = Economic Relations Division, BO = Beneficiaries/Benefiting Organizations, PPG = Political Pressure Groups, VIG = Vested Interest Groups and VPIG = Vested Private Interest Groups, CCC = Commission for Controlling Corruption.

The SAAIM-Framework has been designed and developed based on the respondents' views and statistical inferences drawn in Table-8 and Table-9. The major intervention suggested in the framework are :

- All agencies concerned (including Ministries, Divisions etc.) are to develop their own manpower equipped with required knowledge, skills, professionalism and required other good human qualities in PM line.
- No agency should propose or support or process for approval or approve any project without proper feasibility study or flow funds for project implementation which are not feasible.
- I/EA is to outline the required knowledge, skills, experiences, qualifications, levels/positions and other qualities of the potential PDs, other project personnel and consultants (if required) in the project documents appropriately.
- TIs are to be strengthened for most effective PM training, create platforms and conduct regular research for assimilation and dissemination of real life situations and outcomes respectively.
- ERD is to be activated and is to appoint more skilled, efficient, pro-active, patriotic personnel, involve SM and I/EA for effective aid negotiation, for accelerating appropriate agreements and for time-bound fulfillment of conditionalities and to devise a strong follow-up plan for the purposes.
- I/EA is to prepare, plan, design and appraise projects with appropriate flexibility for avoiding frequent amendments during implementation and SM, PC and IMED are to provide required technical support and extend expertise for the purposes.
- Concerned agencies are to stop flowing funds for unapproved projects in the years to come.

- MoEstb. and SM are to create and maintain a pool of experienced, skilled, efficient, knowledgeable, honest, dedicated, sincere, committed, pro-active, pro-people, courageous, energetic, hardworking, patriotic, rational, transparent and accountable, freely accessible and enabling PDs and other project personnel and appoint them in PM wherever and whenever necessary.
- PD is to ensure close supervision over implementation of every activity of the concerned project and concerned and senior officials of EA, BO, SM and IMED are to make frequent visits to project sides to supervise and oversee project performance.
- I/EA is to develop, SM is to ensure and IMED is strictly monitor implementation of appropriately designed yearly plan of project activities.
- EA is to schedule the yearly plan of activities in such a way that the targeted physical and financial progress can be achieved in any circumstances.
- I/EA is to make provisions of a high power steering committee, technical committees to be engaged for appropriate procurement, to make provisions of incentive packages for them and the project personnel within the framework of the projects.
- PC to simplify formats for project documents, the process for project approval and prepare sector-wise manual for appropriate preparation, planning, designing and appraisal of projects with procedural details.
- SM and MoEstb. are to strictly follow the guidelines for appointing full-time PDs for effective project implementation.
- All agencies concerned are to develop and maintain a good relationships/linkages with other agencies concerned and pursue the matters creating any sort of dysfunctional impacts on project implementation personally.
- MoF is to delegate more financial and administrative powers and authority to SM and PDs ensuring required accountabilities.
- MoF and PC are to delegate SM full powers of releasing all quarterly funds allocated in ADP based on the merits of the projects undertaken.
- The concerned agencies are to simplify land acquisition processes and to ensure appropriate compensation, rehabilitation and settlement. Local MPs are to be involved in evacuation process. The whole activities to this end to be considered as pre-investment functions of projects.
- IMED is to formulate, notify and circulate a well-structured unified bid-document for procuring works, goods and services and ensure its implementation.
- MoF is to create an incentive based salary structure for PDs and other project personnel for attracting appropriately skilled, experienced and efficient personnel.
- EA and SM are to enlist appropriately qualified contractors/suppliers prior to go for formal tender. They are to stop entry of MRSs into the list and drop them, if identified latter on and encourage formation of a strong contractors'/suppliers' association for offsetting ill-traits of MRSs, VIGs, PVIGs and OPEs.

- The Government should adopt a quick and severe punishment system in cases of identified corruption and degradation of ethical values and incentive package for honest, dedicated and sincere officers working for project implementation.
- MoHA is to adopt appropriate strategies to improve law and order situation and ensure “rule of law” in the country.
- Visits to project sides for monitoring, supervising and overseeing project performance should not be taken as a pleasure trips by the concerned officials.

The study suggests that the above mentioned measures, if adopted, would help improve the existing PM systems, increase project performance and tremendously support combating the existing PM problems or challenges.

3.6 PEAST-Analysis and SKART-Competencies for Future Project Management Challenges

Effective projects management requires strategic planning (Cleland, 1985, pp. 66-75) and sound managerial capabilities. There is a felt and crying need for increased managerial competencies to cope with the above-mentioned problems. Moreover, society, technology, communication systems and expectations of people are changing very fast. The future challenges of the project managers will be more complex. Index-4 depicts the foreseeable PEAST changes including future political, economic, administrative, social and technological challenges and required/concurrent SKART managerial competencies to cope with them. The identified PEAST problems and their respective SKART managerial competencies provide a generic framework for effective and more efficient project management in Bangladesh.

The foreseeable changes reveal more challenging tasks for the project managers. More political changes, agitation, corruption, politicizing development management, increased ill-traits of PBs, OPE, OPGs, VIGs and PVIGs, degradation of ethical values, increased administrative and *mastans*’ (rent-seekers’) dominance, conflicts and chaos, increased expectations of customers’ services or “value for money”, market competitions, donors’ pressures, public awareness, spreading and fast changing technology etc. are likely to come up [Index-4]. Handling all these requires dynamic project managers well equipped with adaptable management skills, knowledge, innovative thoughts and ideas, dynamic managerial abilities, commitment, good morals, honesty, dignity and appropriate technological know-how. This may be achieved through short, medium and long-term strategic and output-driven efforts with specified systems approaches.

Index-4 : Foreseeable Changes in Political, Economic, Administrative, Social and Technological (PEAST) Aspects of Project Management and Required Managerial Competencies [Skills, Knowledge, Abilities, Reliabilities and Technological know-how (SKART)] of the Project Managers to Cope with the Future Challenges.

Foreseeable PEAST Changes	Required SKART Managerial Competencies
A. POLITICAL	
(i) Positive	
➤ Political outlook of the politicians will change.	➤ Appropriate managerial abilities and adaptabilities to be developed.
➤ The politicians will educate themselves with the change circumstances.	➤ The Government officials will have to be trained-up according to the needs of the time.
➤ Introduction of new thoughts and ideas by the politicians.	➤ Develop ability to cope with the new challenges and adaptability to new situations.
➤ Changes in development policy.	➤ Maintain continuity and pruning of projects in new shapes and designs as per policy requirement.
➤ Donors' pressure to recruit efficient people in project management.	➤ Ensure right people in the right places during recruitment and placement.
➤ Size of ADP and the number of project may increase with the change of Govt.	➤ Managerial skills need to be developed for coping with the changing attitudes of the politicians.
➤ Donors' pressure for right men in right places.	➤ Develop positive attitudes towards positive changes in management.
➤ Democratic environment will improve.	➤ Ensure increased accountability and transparency. Develop mechanism for reducing misappropriation.
➤ Development-oriented politics will come up.	➤ Pro-people outlook of the government officials for project management.
➤ Democratic behaviour of the politicians will develop.	➤ Project management should take advantage of it for smooth implementation of the projects.
➤ More accountability will be demanded from political bureaucrats.	➤ The Government officials will have to acquire enhanced skills and earn reliabilities.
➤ Only knowledgeable and well-educated persons will come into politics.	➤ Appropriate training for Government officials for handling such politicians.
➤ Non-interference of politicians in selection of project personnel.	➤ Ensure selection of efficient and skilled project personnel.
➤ Beneficiaries would become more conscious.	➤ Efficient, well-educated and skilled PDs for Project Management and people's consciousness would be supported.
➤ The political leaders would not allow inefficient officers to work as PDs.	➤ The most efficient and skilled officers to be appointed as PDs.
➤ Increased People's participation in development project management.	➤ Increased demand for honest, sincere, accountable, transparent, efficient and pro-people project managers.
(ii) Negative	
➤ Politicizing development project	➤ Help develop appropriate legal framework for more

Foreseeable PEAST Changes	Required SKART Managerial Competencies
management. ➤ Illegal political influence during project implementation. ➤ Politicians would derive financial gains for feeding local supports. ➤ More political agitation and increased dominance in project management. ➤ Discontinuation of development efforts made after change of political Government. ➤ Increased polarization of own locality-based development efforts by influential MPs and Ministers.	efficient project management and offset such issues with accountability, sincerity, honesty and ethical values. ➤ Ensure successful implementation of development project by enforcing legal aspects and offset such issues with accountability, sincerity, honesty and ethical values.. ➤ Magisterial powers to be given to the PDs to handle the problems. ➤ More competent PDs to be appointed to handle the situation. ➤ Only feasible projects be undertaken and promoting continuation of undertaken development efforts be taken place. ➤ Ensure formulation of a rational framework with built-in-mechanism for country-wide harmonious development efforts.
➤ Increased political interference will take place during tender and awarding work-order. ➤ Implementation of projects becomes stagnant because of retrenchment. ➤ Nepotism, favouritism, corruption and political pressure will increase. ➤ Negative attitudes of the opposition party may jeopardize Government's new ventures. ➤ Rigidity in payment's requirement may develop. ➤ Growing impatience and intolerance may lead to political hindrance to project management. ➤ Different pressure and power groups will join together to exercise their ill traits. ➤ Pressure may come to include unnecessary projects in the ADP. ➤ Unacceptable development prescription of the World Bank/IMF. ➤ Party politics and local politics may aggravate project performance. ➤ Government officials may be rewarded for unauthorized party affiliation. ➤ The politicians would derive financial	➤ The project managers should take strong and unanimous legal stand for project management. Appropriate system should be developed for handling such situations. ➤ Develop own employees at agency levels. ➤ Ethical aspects should be nourished and maintained. The pressure may be faced tactfully and with superior intelligence of the project managers. ➤ Develop dynamic abilities to cope with such problems and acquire appropriate skills for handling such situations. ➤ Required flexibility to be ensured by the Government officials. ➤ Developing ability of managing conflicts, minimizing political hindrances through coordinated efforts of politico-administrative interfacing. ➤ Help develop mechanism for building civil society and promote it, which will offset the pressure groups. ➤ Ensure conducting of feasibility study before going for implementation of any projects. ➤ Increased ability of negotiation, uphold national interests and patriotism. ➤ Uphold dignity and strong principles in managing development project. ➤ Legal aspects should be enforced strictly and they should be punished for such identified affiliation. ➤ Magisterial powers to be given to PDs.

Foreseeable PEAST Changes	Required SKART Managerial Competencies
gains for feeding local supports. ➤ More political agitation and increased dominance in project management. ➤ Discontinuation of development efforts after change of Political Government. ➤ Increased polarization of own locality-based development efforts by influential MPs and Ministers.	➤ More competent PDs to handle the situation. ➤ Only the feasible projects be undertaken and promoting continuation of development efforts be taken place. ➤ Ensure formulation of rational framework with built-in-mechanism for country-wide harmonious development efforts.
B. ECONOMIC (i) Positive ➤ Questions of economic viability and sustainability of development project will come forward. ➤ Demands for better service may increase. ➤ Only need-based and sustainable projects will be included in the ADP. ➤ Demand for institutional reforms increased. ➤ Need for balanced development in every sector will increase. ➤ Non-dependency on donors' fund would increase. ➤ Increased fund allocation. ➤ Privatization and liberalization may take off speedily. ➤ Globalization may shape the economy in a positive way. (ii) Negative ➤ Too lengthy or not suitable fund release procedures. ➤ Misuse of allocated fund and allocation for unsustainable projects. ➤ Shortage/paucity of required fund. ➤ Donors' conditionality imposed. ➤ Project cost will increase due to money	➤ Develop knowledge on project viability and sustainability. ➤ Strategic management skills to be developed. ➤ Value for money to be ensured. ➤ Skilled manpower for efficient project management will be required. ➤ Holistic views to be developed amongst development managers. ➤ More competent and accountable PDs to be required for appropriate use of resources. ➤ Implementation plan needs to be changed. Allocation of fund as per the phasing in the approved project documents becomes possible. ➤ Develop skills and ability to cope with such challenges. ➤ Develop required know-how to cope with such situations. ➤ Initiatives to be taken to simplify fund release procedures. ➤ Only sustainable projects should be included in the ADP on a priority basis. Misappropriation to be controlled. More investment in productive sectors. ➤ Right-sizing the ADP and develop ability to ensure reasonable fund flow. Priority works should be implemented first. Local resource mobilization. ➤ Develop capacity for more effective aid negotiation. Incorporate relevant agency and the ministry in negotiation team. ➤ Timely implementation of development projects

Foreseeable PEAST Changes	Required SKART Managerial Competencies
devaluation. ➤ Time bound action plan in respect of implementation will not be possible. ➤ State intervention may halt the trend of liberalization and Globalization. Frequent project revision may be required. ➤ Number of unproductive projects will increase. ➤ Project management system may give ways to plundering public money. ➤ Scarcity of foreign aids or donors' supports for development would become almost nil.. ➤ Open market economic policy may discourage local investment. ➤ Resource scarcity may occur due to global changes in the economy.	should be ensured. Techniques of project revision will have to be incorporated in training curriculum. ➤ Project implementation plan needs to be revised giving priority to important components. ➤ Develop capabilities for coping with the changes. Contracting out for better consumer services may be applied. ➤ Quality & actual requirement, not quantity & patronizing someone's interests will have to be the focus of considerations. ➤ Implement suggested SKART-competencies for controlling such plundering process. ➤ Ensure mobilization of domestic resources and reduce dependency on foreign aids. ➤ Develop mechanism for patronizing local initiatives and create room for local investors. ➤ Only the most necessary and sustainable development projects to be undertaken.
C. ADMINISTRATIVE <i>(i) Positive</i> ➤ New techniques for development project management will come up. ➤ Skilled and well-trained officers and staff will be employed for project management ➤ Administrative structure rationalized. ➤ Donors' pressure for delegation of more financial powers will increase. ➤ Decentralization of administration for development activities. ➤ Recruitment rules and financial rules may require change to meet the future needs. ➤ People-oriented and citizen-chartered administrative change may occur. Top management support will be required.	➤ Training curriculum should incorporate updated project management techniques. ➤ Nepotism and favouritism will have to be replaced by skills and efficiency. People will feel encouraged to get appropriate training. ➤ Helps implement project in time. ➤ Project Directors will have to be delegated more financial powers and authority. ➤ Develop knowledge and change in attitudes towards such challenges. ➤ Help address such changes to ensure smooth functioning of administration. ➤ Participatory and community development approach should be given priority. Local initiatives should be encouraged. Focus on consumers' satisfaction should be kept in mind.
➤ Accountability of Government officials will be ensured through public representatives. ➤ Better-qualified people to be appointed for efficient project management.	➤ Skills to be develop to work with public representative peacefully in a good environment. ➤ Delegation of more financial and administrative power to be ensured. Should be well conversant about rules

Foreseeable PEAST Changes	Required SKART Managerial Competencies
➤ Pro-people, transparent and accountable development approach would be demanded. ➤ Controlling authority will be more concerned about smooth implementation of projects. ➤ Demands for techno-administrative skills will increase for smooth implementation of development projects. ➤ Delegation of more administrative and financial powers and authority. ➤ Demand for people with innovative ideas, having strong principles, reliability, good behaviour will increase for project management. ➤ Administrative reforms for more efficient public sector development management would become important. ➤ Situation will demand for new job-skills.	and procedures. ➤ Attitudinal changes of civil servants as service provider, not administrators, to be required. ➤ Develop close and effective monitoring mechanism for proper implementation of each individual development projects on the basis of its merits. ➤ Potential project managers will have to undergo techno-administrative project management training as per field requirement. ➤ Only able and reliable personnel should be selected as project managers. ➤ Develop capabilities to cope with the new situation through undergoing appropriate training. ➤ Attitudinally PDs have to be managers than administrators. ➤ Recruitment policy to be changed as per situational demands.
(ii) <u>Negative</u> ➤ Lack of adequate skilled manpower for project management. ➤ Inefficient officers will be a liability to the Government. ➤ Faces bottleneck to cope with the structure. ➤ More audit objections will be observed. ➤ Preference of people from administration cadre as PD is/will be given. ➤ Conflicts of interest may arise between project management and controlling authority. ➤ Nepotism may become as an uncontrollable facet of development project management. ➤ Project performance may decrease due to favouritism and recruitment/appointment of inappropriate project personnel. ➤ Frequent changes of PD. ➤ Full-time appointment of one PD to	➤ Developing sufficient number of permanent administrative set-up in project management line. ➤ They will have to be well-trained, otherwise golden handshake. ➤ Rationalization of existing structure will be required to cope with the problems. ➤ Only experienced and efficient officers will have to be employed as Project Personnel. ➤ Efficiency, not cadre will have to be the preference of selecting/appointing project managers. ➤ Effective coordination and coordinated implementation mechanisms to be devised. ➤ Dependable persons and their honesty will have to be rewarded at any cost. Nepotism and favouritism to be exemplarily punished. ➤ Recruitment/appointment criteria including job specification, qualifications etc. should be clearly spelt out in project documents. Every development agency should develop their own manpower for project management. ➤ Government circular regarding changes of PD should be strictly followed. ➤ Rules and regulation for this purpose should be strictly

Foreseeable PEAST Changes	Required SKART Managerial Competencies
several projects and system of providing other assignment at the same time will exist. ➤ Delaying procedure of land acquisition system will exist. ➤ Raw forms of project document will decelerate project performance. ➤ Political harassment will increase for law-abiding officers. ➤ Nepotism and politicization would aggravate. ➤ Top-down planning/administrative approach would not work any more. ➤ More politicizing administration would take place.	followed. If not possible, then contact out the responsibility by developing an effective supervision and follow-up monitoring system. ➤ Simplification of land acquisition procedures should worked out through inter-departmental coordination. ➤ Develop and assign appropriate personnel for project planning and designing. ➤ Increased knowledge about political behaviour and uphold rule of law and develop mechanism for protecting officials from such incidence. ➤ Patriotism to be appreciated through rewarding incentive packages. ➤ Bottom-up planning/management approach to be introduced and practiced and project personnel be oriented accordingly. ➤ Fair recruitment to be ensured, patriotism to be nourished.
D. SOCIAL <i>(i) Positive</i> ➤ Increased knowledge and more free flow of information in the society. ➤ Changes in socio-cultural value systems. ➤ Brilliant student will come forward, better service will be provided. ➤ Increased women's participation in development activities. ➤ More gender equity will be ensured. ➤ Community involvement in development activities may increase. ➤ People, especially women will be more aware of their rights. Expectation to state mechanism will increase. ➤ Increased concientization in the society. Socio-economic values may change for greater interest of the people. ➤ Increased social demands or expectations for services.	➤ More transparency and accountability of the Government officials to be ensured. ➤ Social acceptance of development activities to be considered. ➤ They will have to be provided with better positions to ensure good governance. ➤ More seminars and symposium in this line will have to be organized for ensuring social confidence. ➤ Women's participation in project management will have to be encouraged. ➤ Project managers should encourage community participation for better development. ➤ "Citizen Charter" should be followed and commitment to jobs and duties should be there. ➤ Bureaucrats, politicians and the mass people should develop attitudes for working hand in hand. ➤ Develop ability to cope with the changed circumstances.
<i>(ii) Negative</i> ➤ Level and status of social acceptance of development activities may change. ➤ Inefficient people will create problems.	➤ Future projection of the status of social acceptance to be assessed before undertaking development project. ➤ They should be motivated and developed.

Foreseeable PEAST Changes	Required SKART Managerial Competencies
➤ Phenetic agitation may increase. ➤ Community may not feel confident on project managers due to lack of fulfillment of their hopes and aspirations. ➤ Cellular family concept will come up. Values and norms will take new shape. ➤ Benefits will not reach the target people. ➤ Socio-cultural value systems may deteriorate, morals may be at stake.	➤ This should be taken care of by introducing positive publications and motivational activities. ➤ The project managers should encourage community participation in development activities under an appropriate guideline. ➤ Reinventing the Government mechanism for better service. ➤ Awareness development and capacity building projects will have to be preferred. ➤ Proper education to all to be ensured, ethical aspects of the officials to be encouraged.
➤ Religious superstition may decelerate project performance in some cases. ➤ Deteriorating social values amongst colleagues. ➤ Increased social unrest and deteriorating law and order situation.	➤ Devise appropriate mass awareness, conscientization, motivation and counseling programmes to cope with such situations. ➤ Social values to be nourished in the society and in the Government. ➤ Rule of law to be established.
E. TECHNOLOGICAL (i) Positive ➤ Demands for technology-based project management systems will increase. ➤ New technology will be introduced with new possibilities. ➤ Technological support will increase the project performance. ➤ Changed and modern technology to be applied for speedy implementation. ➤ New technology will spread automatically. ➤ Application of computer and IT will increase. ➤ Increased use of MIS and adoption of ICT. ➤ Demand for E-Governance would increase. (ii) Negative ➤ Required technologically skills persons may not be easily available. ➤ Some people within and outside the management system may take it otherwise.	➤ Technological skills of the Government to be developed and strengthened. ➤ Develop ability to cope with the new challenges and adaptability to technological changes. ➤ Project Managers will have to acquire appropriate IT-knowledge and skills (including e-mail facilities). ➤ Proper equipments to be collected and personnel involved to be trained appropriately. ➤ Project managers should keep pace with the technological advancement. ➤ Adapt to technological changes and increase capabilities to work with it. Formulate appropriate IT policy. ➤ Civil servants, specially the project managers' technological knowledge and skills to be developed. ➤ Required manpower with appropriate technological know-how to be available. ➤ Training programmes for Government officials should incorporate required IT-based curriculum. ➤ They may be made understood about the needs and benefits of technology through proper motivation, conscientization and counseling.

Foreseeable PEAST Changes	Required SKART Managerial Competencies
➤ Technology may threaten the job opportunities. The country may face more unemployment problems.	➤ Diversification in economic activities should be promoted. People should be sensitized for self-employment. State should play the role of facilitators.
➤ Employment generation may suffer due to spreading of technology.	➤ Diversification in employment generation may be ventured.
➤ Technological changes may be faster than the available facilities.	➤ Project managers to be appropriately adaptive to changes.
➤ Increased systems break in IT management.	➤ Increased technological know-how for safe-guarding performance management.

The Government of Bangladesh should adopt the “SKART competency Framework” formulated for combating the existing and future PM challenges. Effective implementation of such framework may bring about a paradigm shift in development project management arena. This would eventually help accelerate the implementation process of “The SAAIM-SKART Strategic Model Framework for Effective Project Management [Fig.-5].

3.7 Identification of Major Required Qualities of the Project Managers for Effective Project Performance

There is a proverb that “systems make a man perfect”. On the other hand, any system runs well when men behind the system work perfectly. Considering the existing and foreseeable project management problems or challenges, the study identified a good number of required characteristics or qualities of the project managers that would help achieve effective project performance.

The study categorized the identified required qualities of the project managers into Ethical, Administrative, Leadership and Other qualities (EALO-Qualities/Criteria) [Table-11]. Again, considering the number of respondents supported the project managers to have such qualities and their measured importance, the required qualities have been categorized into the most important, very important and important ones, which are as follows :

- (1) *The Most Important Qualities or Characteristics* (i.e. those identified by 100% respondents and their measured rate of importance is more than 90%) :
 - Transparent and accountable.
 - Skilled in project implementation.

- Thorough knowledge on required rules, regulations and procedures.
- Sincerity, honesty, neutrality and fairness in all actions and decisions.
- Thorough knowledge on concerned project document.
- Quick decision making power.
- Professionalism.
- Interactive and pro-active.
- Self-confident.
- Knowledgeable.
- Capable of working in groups/teams.
- Competing attitudes.

(2) *The Very Important Qualities or Characteristics* (i.e. those identified by 100% respondents and their measured rate of importance is more than 80% to 90%) :

- Creative/innovative.
- Committed.
- Punctuality.
- Lawfulness.
- Willingness to delegate powers and authority.
- Appraise good performance.
- Patriotism and loyalty.
- Rational and logical.
- Pro-people.
- Effective negotiator.
- Effective communicator.
- Courageous, energetic and hardworking.
- Patience/tolerance.
- Freely accessible.
- Firm religious beliefs/values.

(3) *The Important Qualities or Characteristics* (i.e. those identified by 75% to 100% respondents and their measured rate of importance is more than 70% to 80%) :

- Friendly, free, open and broad minded.
- Gender neutral.
- Knowledge on IT.

- Freely accessible.
- Enabling.
- Smart.
- Pro-active.
- Respects to others (people and subordinates).
- Amiable, polite, courteous and social.
- Co-operative/supportive.
- Customer-oriented.

The above mentioned qualities or characteristics have been organized according to the priority or importance given by the respondents. These qualities or characteristics may be incorporated into the selection criteria of PDs and other project personnel and for creating the proposed pool of PDs and other project personnel. Adoption of such criteria would, to a large extent, help achieve effective project performance and combat the existing and foreseeable project management problems or challenges.

3.8 SKART-Competency-Based SAAIM-Scheduled Plan of Action for the Existing and Future Project Management Challenges

Project management in Bangladesh faces diverse problems (Farid, 2002, pp.3-6 and Chadha, 1989, p.247). Many of them are well identified and chronic in nature (Imam, 2001, p.7). They are much talked about subjects in project management arena and demand initiatives for reformative measures.

The whole gamut of effective project management involves a series of responsibilities, which are performed and delivered by different Ministries, Divisions, Departments, Agencies and Institutions of the Government. Implementation of “SKART-Competency-Based SAAIM-Schedule Plan of Action” to cope with the existing and future challenges for effective project management calls for rigorous reformative measures and initiatives of all those institutions and agencies. The main focus of the study is to design a framework supported by an action plan for effective project management. This will, as a result, concurrently create a new cohort of skilled and efficient project managers, provide a systems approach and outline an efficient institutional framework, which will, ultimately, help achieve increased project performance.

Index-5 : SKART Competency-Based SAAIM-Scheduled Plan of Action Suggested to be Implemented by Various Agencies for Combating the Existing & Future Project Management Problems or Challenges.

<u>Short-Term Plan</u> <i>[To be Implemented within one Year]</i>	<u>Medium-Term Plan</u> <i>[To be Implemented within 2-3 Years]</i>	<u>Long-Term Plan</u> <i>[To be Implemented within 5 Years or more]</i>
□ A. Strategic Project Selection : At Initiating/Executing Agency Level		
- Set organizational/institutional mission and vision, formulate strategic development plan and then select the most effective and sustainable projects commensurate with the vision and mission statement. - Engage relevant persons for project feasibility study and finalize report before project appraisal. - Don't submit any project for approval without feasibility study and required cost-benefit analysis. - Strictly follow the planning discipline.	- Engage officers with strong principles in project management activities. - Developed protection mechanisms against ill-traits of <i>mastans</i> / rent-seekers and political elites. - Outline the required knowledge, skills, experiences, qualification, level/position etc. of potential PDs in the project document. - Assess the status of existing and future social acceptance before undertaking any development project.	- Develop required managerial skills for coping with the existing project management problems and the changing attitudes of the politicians for project selection. - Develop ability to cope with the new challenges and adaptability to new situation. - Adopt holistic approach amongst development managers in selecting appropriate development project.
□ A. Strategic Project Selection : At Sponsoring Ministerial Level		
- Don't go for processing or supporting any project without feasibility study. - Strictly follow the planning discipline. - Maintain close follow-up of the process of lining up required foreign assistance. - Permit EA to make direct contact with DA for lining up of required foreign assistance..	- Engage officers with strong principles in project management activities. - Developed protection mechanisms against ill-traits of <i>mastans</i> / rent-seekers and political elites. - Outline the required knowledge, skills, experiences, qualification, level/position etc. of potential PDs in consultation with PC, MoEstb. and MoF.	- Develop required managerial skills for coping with the existing project management problems and the changing attitudes of the politicians for project selection. - Develop ability to cope with the new challenges and adaptability to new situation. - Adopt holistic approach amongst development managers in selecting appropriate development project.
□ A. Strategic Project Selection : At Planning Commission Level		
- Don't go for approving/selecting any project without feasibility study and required cost-benefit analysis. - Develop mechanism to be adopted for assessing the status of existing and future social acceptance before undertaking any development project.	- Outline appropriate and detailed project planning procedures. - Sector-wise outline the required knowledge, skills, experiences, qualification, level/position etc. of potential PDs in consultation with SM, MoEstb. and MoF.	- Develop required skills in selecting appropriate development projects. - Formulate a rational framework with built-in mechanism for offsetting polarization of own locality-based development efforts by influential MPs and Ministers and for ensuring country-wide harmonious development efforts.

<u>Short-Term Plan</u> [To be Implemented within one Year]	<u>Medium-Term Plan</u> [To be Implemented within 2-3 Years]	<u>Long-Term Plan</u> [To be Implemented within 5 Years or more]
Organize training workshops on appropriate project planning/designing with required flexibility.	Develop protection mechanism against ill-traits of political elites and YPIGs in selecting projects for implementation.	- Adopt holistic approach amongst development managers in selecting appropriate development project. - Introduce and practice bottom-up planning /management for development and take massive intervention to re-orient persons and institutions concerned accordingly.
□ A. Strategic Project Selection : At MoF Level		
- Activate ERD in lining up required foreign assistance. - Appoint more capable and proactive officers at ERD. - Devised a strong follow-up plan for fulfillment of conditionalities.	- Strengthen involvement of SM in concluding loan agreement and in fulfillment of loan conditionalities. - Simplify the Process of agreement/disagreement to fulfillment of loan conditionalities. - Simplify the process of concluding loan agreement.	- Sector-wise outline the required knowledge, skills, experiences, qualification, level/position etc. of potential PDs in consultation with SM and MoEstb. and PC and IMED. - Mobilize more domestic resources for reducing dependency on foreign aids. - Develop effective mechanism for patronizing local initiatives and create room for local investors.
□ A. Strategic Project Selection : At ERD Level		
- Don't go for finding foreign funds for any project without feasibility study and required cost-benefit analysis. - Incorporate Ministry and agency concerned in negotiation team for more effective negotiation. - Give priority to participatory and community development approach and be focused on customers' satisfaction.	- In consultation with MoF strengthen involvement of SM in concluding loan agreement and in fulfillment of loan conditionalities. - In consultation with MoF simplify the Process of agreement/disagreement to fulfillment of loan conditionalities. - In consultation with MoF simplify the process of concluding loan agreement.	- Develop increased ability of negotiation upholding national interests and patriotism. - Develop diplomacy to offset ill-prescriptions of DPs in project selection.
□ B. Appropriate and Accommodative Project Appraisal : At Initiating/Executing Agency Level		
- Engage relevant persons for project feasibility study and finalize report before project appraisal. - Plan/design/prepare and appraise projects with foresightness and appropriate flexibility, which does require amendments.	Select/create own manpower for preparing, planning, designing and appraising projects, otherwise hire or consult skilled persons of other Government organizations. Or if required, engage consultant.	Develop own manpower through appropriate training for preparing, planning, designing and appraising the most flexible, accommodative but effective and appropriate projects.

<u>Short-Term Plan</u> [To be Implemented within one Year]	<u>Medium-Term Plan</u> [To be Implemented within 2-3 Years]	<u>Long-Term Plan</u> [To be Implemented within 5 Years or more]
- Take sufficient time for project planning. - Clearly spell out the consultants' and other manpower's required qualifications, skills, duties and responsibilities and other terms and conditions in the project documents. - Accommodate increased interfacing among and within organizations/agencies concerned. - Adopt holistic approach in appraising projects.	- Apprehend changed circumstances that may emerge during implementation and appraise projects incorporating required flexibility. - Develop a change/adversity management mechanism within project framework for smooth implementation of projects. - Introduce and adopt output/performance and competency based project appraisal system.	
□ B. Appropriate and Accommodative Project Appraisal : At Sponsoring Ministerial Level		
- Don't process or support any project without feasibility study. - Adopt holistic approach in appraising projects.	Develop own manpower through proper training for understanding well the appropriate preparation, planning, designing and appraisal of projects.	Devise and adopt a system for supporting PC with required field level information for the process of simplification of project appraisal systems and formats.
□ B. Appropriate and Accommodative Project Appraisal : At Planning Commission Level		
- Don't process or support any project without feasibility study. - Develop an in-built mechanism for clearly spelling out the consultants' and other manpower's required qualifications, skills, duties and responsibilities and other terms and conditions in the project documents. - Adopt holistic approach in appraising projects. - Organize regular intensive training programme through relevant training institutions incorporating peace-meal project planning, designing, preparation and appraising skills in modular form within a full package of total project management training course for all concerned.	- Develop sector-specialized manpower through proper training for understanding well the appropriate preparation, planning, designing and appraisal of projects. - Simplify the formats required for project preparation and appraisal. - Introduce and adopt output/performance and competency based project appraisal system.	Devise and adopt a system for accommodating field level feed-back information for the process of simplification of project appraisal systems and formats.
□ C. Accelerated Project Approval : At Initiating/Executing Agency Level		
Don't submit to process or approve any project without proper feasibility study.	Make sure that the projects are Planned/designed/prepared with appropriate flexibility so that it does not require amendments.	Develop required skills at agency level.

<u>Short-Term Plan</u> <i>[To be Implemented within one Year]</i>	<u>Medium-Term Plan</u> <i>[To be Implemented within 2-3 Years]</i>	<u>Long-Term Plan</u> <i>[To be Implemented within 5 Years or more]</i>
▪ Support organizing yearly training workshops in relevant training institutions by the PC, and extend necessary cooperation to agencies concerned. ▪ Ensure timely submission of recast project document (as and when required). ▪ Developed Protection mechanisms against ill-traits of <i>mastans</i>/rent seekers and political elites during project approval. ▪ Giver special preference to awareness development and capacity building projects.		
☐ C. Accelerated Project Approval : At Sponsoring Ministerial Level		
▪ Don't process or approve any project without proper feasibility study. ▪ Support organizing yearly training workshops in relevant training institutions by the PC and extend necessary cooperation to agencies concerned. ▪ Developed Protection mechanisms against ill-traits of <i>mastans</i>/rent seekers and political elites during project approval. ▪ Activate agencies and their officials concerned to work sincerely and efficiently for ensuring time-bound approval of projects. ▪ Discharge responsibilities of ensuring and maintaining time-bound approval system.	▪ Don't agree to flow funds for projects, feasibility study of which is not yet done or which is not a feasible one. ▪ Make sure that the projects are Planned/designed/prepared with appropriate flexibility. ▪ Process for approval only appropriately planned/designed projects. ▪ Approve relevant projects ensuring planned fund flow, if required, for implementation so that cost-over-run does not incur due to time-over-run. ▪ Stop supporting for flowing funds for unapproved projects.	▪ Develop required skills at agency level and help PC simplify project amendments procedures. ▪ Stop flowing funds for unapproved projects.
▪ Ensure community participation, specially women's participation during processing for approval of projects. ▪ Giver special preference to awareness development and capacity building projects during processing for approval.		

<u>Short-Term Plan</u> [To be Implemented within one Year]	<u>Medium-Term Plan</u> [To be Implemented within 2-3 Years]	<u>Long-Term Plan</u> [To be Implemented within 5 Years or more]
□ C. Accelerated Project Approval : At Planning Commission Level		
▪ Don't process or approve any project without proper feasibility study. ▪ Organize yearly training workshops in relevant training institutions and extend necessary cooperation to agencies concerned. ▪ Developed Protection mechanisms against ill-traits of <i>mastans</i>/rent seekers and political elites during project approval. ▪ Give more power and authority to SM to approve or select their own projects. ▪ Activate agencies and their officials concerned to work sincerely and efficiently for ensuring time-bound approval of projects. ▪ Ensure community participation, specially women's participation during approval of projects. ▪ Give special preference to awareness development and capacity building projects during approval. ▪ Simplify project approval system.	▪ Don't flow funds for projects, feasibility study of which is not yet done or which is not a feasible one. ▪ Make sure that the projects are Planned/designed/prepared with appropriate flexibility. ▪ Approve or process for approval only appropriately planned/designed projects. ▪ Ensure planned fund flow, if required, for implementation so that cost-over-run does not incur due to time-over-run. ▪ Develop sectoral manual outlining the criteria for approving projects or works of projects. ▪ Stop flowing funds for unapproved projects but only for nationally important project. ▪ Ensure and maintain time-bound approval system.	▪ Develop required skills at agency level and simplify project amendments procedures. ▪ Stop flowing funds for unapproved projects.
□ C. Accelerated Project Approval : At MoF Level		
▪ Give more power and authority to SM to approve or select their own projects.	▪ Don't flow funds for projects, feasibility study of which is not yet done or which is not a feasible one. ▪ Stop flowing funds for unapproved projects but only for nationally important project.	▪ Stop flowing funds for unapproved projects.
□ D. Integrated Project Implementation : At Initiating/Executing Agency Level		
▪ Appoint honest and capable PD & Project Personnel having thorough knowledge about procurement regulation and other relevant rules and regulations for project implementation.	▪ Develop mechanisms for protecting the project implementation process against potentially malafied intention of the VPIGs, VIGs, PBs, OPEs, and MRSSs.	▪ Help develop mechanisms for building civil society and promote it for offsetting different pressure groups, like VPIGs, VIGs, MRS, OPE, plundering public money by upholding the dignity and strong principles in managing development projects.

<u>Short-Term Plan</u> [To be Implemented within one Year]	<u>Medium-Term Plan</u> [To be Implemented within 2-3 Years]	<u>Long-Term Plan</u> [To be Implemented within 5 Years or more]
□ C. Accelerated Project Approval : At Planning Commission Level		
▪ Don't process or approve any project without proper feasibility study. ▪ Organize yearly training workshops in relevant training institutions and extend necessary cooperation to agencies concerned. ▪ Developed Protection mechanisms against ill-traits of <i>mastans</i>/rent seekers and political elites during project approval. ▪ Give more power and authority to SM to approve or select their own projects. ▪ Activate agencies and their officials concerned to work sincerely and efficiently for ensuring time-bound approval of projects. ▪ Ensure community participation, specially women's participation during approval of projects. ▪ Give special preference to awareness development and capacity building projects during approval. ▪ Simplify project approval system.	▪ Don't flow funds for projects, feasibility study of which is not yet done or which is not a feasible one. ▪ Make sure that the projects are Planned/designed/prepared with appropriate flexibility. ▪ Approve or process for approval only appropriately planned/designed projects. ▪ Ensure planned fund flow, if required, for implementation so that cost-over-run does not incur due to time-over-run. ▪ Develop sectoral manual outlining the criteria for approving projects or works of projects. ▪ Stop flowing funds for unapproved projects but only for nationally important project. ▪ Ensure and maintain time-bound approval system.	▪ Develop required skills at agency level and simplify project amendments procedures. ▪ Stop flowing funds for unapproved projects.
□ C. Accelerated Project Approval : At MoF Level		
▪ Give more power and authority to SM to approve or select their own projects.	▪ Don't flow funds for projects, feasibility study of which is not yet done or which is not a feasible one. ▪ Stop flowing funds for unapproved projects but only for nationally important project.	▪ Stop flowing funds for unapproved projects.
□ D. Integrated Project Implementation : At Initiating/Executing Agency Level		
▪ Appoint honest and capable PD & Project Personnel having thorough knowledge about procurement regulation and other relevant rules and regulations for project implementation.	▪ Develop mechanisms for protecting the project implementation process against potentially malafied intention of the VPIGs, VIGs, PBs, OPEs, and MRSSs..	▪ Help develop mechanisms for building civil society and promote it for offsetting different pressure groups, like VPIGs, VIGs, MRS, OPE, plundering public money by upholding the dignity and strong principles in managing development projects.

<i>Short-Term Plan</i> <i>[To be Implemented within one Year]</i>	<i>Medium-Term Plan</i> <i>[To be Implemented within 2-3 Years]</i>	<i>Long-Term Plan</i> <i>[To be Implemented within 5 Years or more]</i>
▪ Appoint honest, efficient, skilled, knowledgeable (required), proactive, pro-people, courageous, hardworking, patriot, freely accessible, committed, transparent and accountable, rational and enabling persons as project managers. ▪ Do not recruit fresh people as project personnel. If fresh, train them first and engage thereafter. ▪ Ensure frequent visits to project sides and close supervisions by superior officials of SM, EA, IMED, PC and other officials concerned. ▪ Set time-bound target-oriented plan and schedule item of works according to CPM and LFW analysis of the project. ▪ Develop and ensure implementation of yearly plan of activities, strictly follow the yearly procurement plan. ▪ Schedule and start implementing at least 1.5 times works of the yearly plan in terms of expenditure and volume than the actual target. ▪ Formulate and engage a technical committees for procuring each type of goods/works/services. ▪ Develop a very good relationship/linkage with other related agencies and persons concerned. Pursue the matter creating project implementation problems personally. ▪ Adopt CPM and LFM for planning and implementing any development project. ▪ Develop effective co-ordination mechanism within project framework for organizations and authority concerned. ▪ Develop a high powered consultation forum [Steering Committee] within project framework incorporating all stakeholders/agencies concerned.	▪ Make provision within the project framework for attracting efficient/skilled personnel for project implementation. ▪ Create incentive package for project personnel within project framework ▪ Create incentive package for bid evaluators within project framework. ▪ Identify implementation problems of procurement regulation and bring it to the notice of the agencies concerned. ▪ Select and develop own manpower for project implementation. ▪ Contact out required portion of development activities ensuring appropriate and effective monitoring-supervision for smooth implementation.	▪ Develop mechanisms for financing own development projects.

<u>Short-Term Plan</u> [To be Implemented within one Year]	<u>Medium-Term Plan</u> [To be Implemented within 2-3 Years]	<u>Long-Term Plan</u> [To be Implemented within 5 Years or more]
▪ Change management set-up, if required. Ensure lawful, impartial, fair and transparent decisions in every step of the Project Personnel. ▪ Make provision within project framework for attracting efficient / skilled personnel for project implementation. ▪ Identify implementation problems of procurement regulation and bring it to the notice of the agencies concerned. ▪ Notify and continuously persuade concerned authority about appointment of PD (if required). ▪ Engage officers with strong principles in project management activities. ▪ Enlist a group of qualified contractors/suppliers/authorized agents for different categories of works, goods and services prior to go for formal tender. ▪ Give priority to honest, dedicated and sincere officers in selecting PDs.	▪ Developed protection mechanisms against ill-traits of mastans/rent seekers and political elites. ▪ Stop entry of mastans/rent-seekers into contractors/suppliers list and to drop them if identified latter on. ▪ Encourage to formulate a strong contractors'/suppliers' association for off-setting mastans/rent-seekers' dominance. ▪ Adopt severe punishment system in case of identified corruption and degradation of ethical values. ▪ Incorporate incentive package within project framework for dedicated, honest and sincere officers working in project implementation. ▪ Make provision within project framework for engaging officers from CCC to oversee issues of corruption and degradation of ethical values.	
□ D. Integrated Project Implementation : At Sponsoring Ministry Level		
▪ Select honest, efficient, skilled, knowledgeable (required), proactive, pro-people, courageous, hardworking, patriot, freely accessible, committed, transparent and accountable, rational and enabling persons as project managers. ▪ Identify implementation problems of procurement regulation and bring it to the notice of the agencies concerned. ▪ Don't appoint firsthand PD for implementing development projects. ▪ Make PD held responsible for appropriate utilization of released funds for the project concerned.	▪ Select and develop own manpower for project implementation. ▪ Develop mechanisms for protecting the project implementation process against potentially malafied intentions of the VPIGs. ▪ Maintain a pool of PDs with required knowledge, skills, experiences and efficiencies and appoint them immediately, wherever and whenever necessary. ▪ Strictly follow the guideline of appointing full-time PD.	▪ Develop mechanism of releasing all quarterly funds allocated in ADP without concerning any agency and automatically releasing them in time, if the concerned PD do not ask to hold them. Make PD held responsible for appropriate utilization of released funds for the project concerned. ▪ Develop mechanisms for building civil society and promote it for offsetting different pressure groups, like VPIGs, VIGs, MRSSs, OPEs, plundering public money by upholding the dignity and strong principles in managing development projects. ▪ Extend maximum cooperation to EA for smooth implementation of development projects.

<u>Short-Term Plan</u> <i>[To be Implemented within one Year]</i>	<u>Medium-Term Plan</u> <i>[To be Implemented within 2-3 Years]</i>	<u>Long-Term Plan</u> <i>[To be Implemented within 5 Years or more]</i>
▪ Give priority to honest, dedicated and sincere officers in selecting PDs.		
□ D. Integrated Project Implementation : At Planning Commission Level		
▪ Avoid over inclusion of projects in ADP and right-size ADP. ▪ Protect development functions from the malafied intentions of the VPIGs, VIGs, PBs, MRSs and OPEs.	▪ Develop sectoral implementation manual with procedural details to be followed for every major item of works. ▪ Let SM to receive a yearly lum grants for all of its project together and allocate funds in ADP according to the merit of the projects. ▪ Let the SM agencies concerned determine the amount of yearly lum grants to SM in an inter-Ministerial meeting.	▪ Extend maximum cooperation to SM & EA for smooth implementation of development projects.
□ D. Integrated Project Implementation : At IMED Level		
▪ Identify implementation problems of procurement regulation from the field experiences. ▪ Organize yearly workshop on implementation problems of procurement regulation involving representatives of all concerned and disseminate the outcomes..	▪ Develop unified bid document for procuring different types of works, goods and services. ▪ Finalize unified bid document through trial-run workshop assessment ensuring participation of representative of all concerned. ▪ Notify and circulate the unified well-structured bid document to all agencies concerned. ▪ Make necessary amendments of procurement regulation and finalize it through trial-run workshop assessment ensuring participation of representative of all concerned.	▪ Empirically develop an effective and sustainable integration approach with sector-wise procedural details for project implementation.
□ D. Integrated Project Implementation : At MoEstb. Level		
▪ Select honest, efficient, skilled, knowledgeable (required), pro-active, pro-people, courageous, hardworking, patriot, freely accessible, committed, transparent and accountable, rational and enabling persons as project managers. ▪ Help PC in right-sizing ADP.	▪ Maintain a pool of PDs with required knowledge, skills, experiences and efficiencies and appoint them immediately, wherever and whenever necessary. ▪ Strictly follow the guideline of appointing full-time PD.	▪ Develop mechanisms for building civil society and promote it for offsetting different pressure groups, like VPIGs, VIGs, MRS, OPE, plundering public money by upholding the dignity and strong principles in managing development projects.

<u>Short-Term Plan</u> <i>[To be Implemented within one Year]</i>	<u>Medium-Term Plan</u> <i>[To be Implemented within 2-3 Years]</i>	<u>Long-Term Plan</u> <i>[To be Implemented within 5 Years or more]</i>
▪ Don't appoint firsthand PD for implementing development projects. ▪ Give priority to honest, dedicated and sincere officers in selecting PDs.	▪ Extend maximum cooperation to SM & EA for smooth implementation of development projects.	
□ D. Integrated Project Implementation : At MoF Level		
▪ Provide full power to SM of releasing all quarterly funds allocated in ADP and automatically releasing them in time, if the concerned PD do not ask to hold them. ▪ Simplify fund release procedures and right-size ADP.	▪ Create an incentive package or an incentive based salary structure for project personnel for attracting efficient, skilled and experienced project personnel ▪ Delegate SM and PD to have more administrative and financial powers. ▪ Delegate PD to have power, authority to delegate some of his/her administrative and financial powers to other project personnel and held responsible for ensuring their accountability.	▪ Make sufficient financial provisions for undertaking effective implementation monitoring and training purposes.
□ D. Integrated Project Implementation : At MoHA Level		
▪ Bring the <i>mastans</i>/Rent-seekers under legal measures.	▪ Improved Law and order situations.	▪ Conduct regular research on issues of improving law and order situations and do the needful according to the research findings.
□ D. Integrated Project Implementation : At Other Ministerial/Agency Level		
▪ Ensure appropriate rehabilitation/ resettlement and compensation against land acquired, as early as possible. ▪ Take pre-cautionary measures against <i>mastans</i>/rent-seekers/ill-politics during land acquisition process. ▪ Simplify evacuation process and involved local MPs in evacuation process.	▪ Simplify the Land acquisition process and consider it as a pre-investment expenditure and flow fund for procuring land accordingly.	▪ Conduct problem-oriented research regularly and do the needful according to the research findings.
□ E. Managing Project Implementation Monitoring-Evaluation : At Initiating/Executing Agency Level		
▪ Have close supervision over every activity under implementation.	▪ Develop and introduce IT-based project implementation monitoring-evaluation system.	▪ Develop IT-linkage with SM, PC and IMED for sharing information on development management.

<u>Short-Term Plan</u> <i>[To be Implemented within one Year]</i>	<u>Medium-Term Plan</u> <i>[To be Implemented within 2-3 Years]</i>	<u>Long-Term Plan</u> <i>[To be Implemented within 5 Years or more]</i>
▪ Arrange for other superior officials of SM and IMED to make frequent visits to physically oversee project performance. ▪ Make provision of a high powered Project Steering Committee within the project framework and their monthly visit to physically oversee project performance. ▪ Provide appropriate training to personnel engaged or to be engaged in project implementation monitoring and supervision. ▪ Ensure monitoring implementation regularly and evaluate achievements for future reference or planning.	▪ Strengthen implementation monitoring and evaluation with IT-support systems. ▪ Always maintain IT-supported implementation updates.	▪ Introduce and adopt such monitoring-evaluation approach that help develop appropriate legal framework for ensuring efficient project management and offsetting plundering of public money through politicizing, non-transparent, shadow-legal, dishonesty, corruption and unethical means. ▪ Conduct problem-oriented research regularly and do the needful according to the research findings.
□ E. Managing Project Implementation Monitoring-Evaluation : At Sponsoring Ministerial Level		
▪ Make frequent visits to oversee project performance. ▪ Always maintain IT-supported implementation updates.	▪ Strengthen implementation monitoring and evaluation with IT-support systems.	▪ Introduce and adopt such monitoring-evaluation approach that help develop appropriate legal framework for ensuring efficient project management and offsetting plundering of public money through politicizing, non-transparent, shadow-legal, dishonesty, corruption and unethical means. ▪ Conduct problem-oriented research regularly and do the needful according to the research findings.
□ E. Managing Project Implementation Monitoring-Evaluation : At IMED Level		
▪ Provide appropriate training to personnel engaged or to be engaged in project implementation monitoring and supervision. ▪ Ensure monitoring implementation regularly and evaluate achievements for future reference or planning. ▪ Make frequent visits, at least once in a quarter, to oversee project performance.	▪ Develop and introduce IT-based project implementation monitoring-evaluation system. ▪ Strengthen implementation monitoring and evaluation with IT-support systems. ▪ Always maintain IT-supported implementation updates.	▪ Develop and introduce IT-based Networking systems with EA, SM, PC and other agencies concerned for project implementation monitoring-evaluation system. ▪ Develop and strengthen performance-based evaluation systems and introduce evaluation approach that help develop appropriate legal framework for ensuring efficient project management and offsetting plundering of public money through politicizing, non-transparent, shadow-legal, dishonesty, corruption and unethical means.

<i>Short-Term Plan</i> <i>[To be Implemented within</i> <i>one Year]</i>	<i>Medium-Term Plan</i> <i>[To be Implemented within</i> <i>2-3 Years]</i>	<i>Long-Term Plan</i> <i>[To be Implemented within</i> <i>5 Years or more]</i>
Engage a third party for project monitoring or evaluation, if IMED does not have required manpower.	Ensure making provisions of incentive package within project framework for project monitoring and evaluation and for on-going, mid-term, terminal and performance evaluation.	Conduct problem-oriented research regularly and do the needful according to the research findings.

Note : SM = Sponsoring Ministry, PC = Planning Commission, IMED = Implementation Monitoring and Evaluation Division, EA = Executive Agency, MRS = Mastans and Rent-Seekers, DP = Development Partners, OPE = Other Political Elites, PB = Political Bureaucrats, PD = Project Director, PB = Political Bureaucrats, MoEstb. = Ministry of Establishment, MoHA = Ministry of Home Affairs, MoF = Ministry of Finance, MoP = Ministry of Planning, TI = Training Institutions, ERD = Economic Relations Division, VIG = Vested Interest Groups and VPIG = Vested Private Interest Groups, CCC = Commission for Controlling Corruption.

The “SKART Competency-Based SAAIM-Scheduled Plan of Action” as designed cannot be implemented overnight. The Government should undertake short, medium and long-term efforts for implementation of the plan as scheduled in Index-5. The plan identified various agencies involved in the process and outlined their roles at different stages of project management cycle. Implementation of the designed plan would result in a better systems approach, attract managerial talents, create a new cohort of project managers characterized by strategic thinking, honesty, moral ethics, modern technological know-how, broad knowledge-base, effective skills, dynamic abilities, realistic approach and innovative thoughts and ideas for leadership challenges in project management.

3.9 The “SAAIM-SKART Strategic Model Framework” for Combating Project Management Challenges

Reviewing the results of all the indices a model-framework named “SAAIM-SKART Strategic Model Framework,” comprising of an integrated 5 x 5 x 4 matrix has been developed [Fig. 4] under the nomenclature presented in Index-6.

The model framework depicts that every Ministry, Division and agency concerned will have their own institutional strategic missions/visions for undertaking development efforts. The main purpose of the framework is to outline systems approaches or measures for achieving increased project performance by combating the existing and up-coming PM problems or challenges.

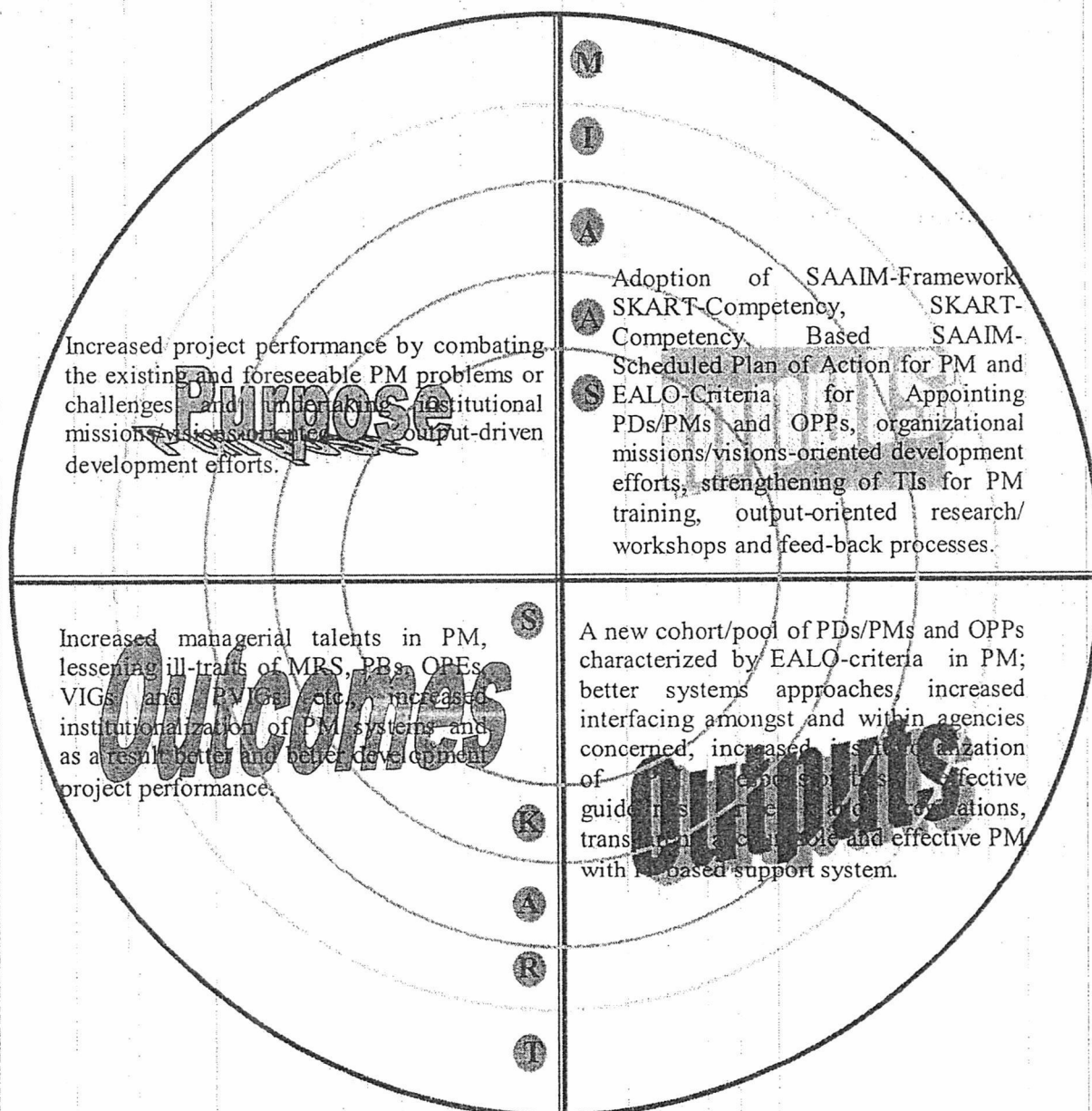
Index-6 : SAAIM-SKART Matrix for Combating Project Management Challenges

	Purpose	Inputs	Outputs	Outcomes
Strategic [Selection]	❖	❖	❖	❖
Accommodative [Appraisal]	❖	❖	❖	❖
Accelerated [Approval]	❖	❖	❖	❖
Integrated [Implementation]	❖	❖	❖	❖
Management [Monitoring-Evaluation]	❖	❖	❖	❖

Skills
Knowledge
Abilities
Reliabilities
Technical Know-How

Different Ministries, Divisions, agencies and institutions have certain pre-determined responsibilities and the developed SAAIM-Framework, SKART-Competency, SKART-Competency Based SAAIM-Scheduled Plan of Action suggested certain seeded changes in their responsibilities. Adoption of such changes along with EALO-criteria for appointing PDs/PMs and OPPs, strengthening of TIs for PM training, output-oriented research and feed-back processes, outlined in the frameworks and plans mentioned above would, as input-systems, bring a paradigm shift in the output systems of PM. As a result, a new cohort/pool of PDs/PMs and OPPs characterized by EALO-criteria in PM, better systems approaches, increased interfacing amongst and within agencies concerned, increased institutionalization of PM responsibilities, effective guidelines, required rules and regulations, transparent, accountable and effective PM with IT-based support systems would develop. These would, in turn, help develop/generate increased managerial talents, lessen ill-traits of MRS, PBs, OPEs, VIGs and PVIGs etc., institutionalize effective PM systems and ultimately better and better development project performance would be achieved.

Fig.4 : SAAIM-SKART Strategic Model Framework for Effective Project Management.



CHAPTER – IV

4.0 Policy Suggestions and Conclusion

The traditional ways of managing development projects do not guarantee any success, rather with the world changing more and more quickly and the society getting more and more complex, they will eventually guarantee the failure (Newbold, 1988, p. xxi). There is no single development project around the world which does not face any problem. But the nature and intensity of problems may vary from project to project and country to country. So long the problems a project has, do not create any negative impact on its performance, they are not that much considerable.

However the study indicates that project management in Bangladesh suffers from diverse problems and many of them are very common and chronic in nature. In fact, the problems are widely regarded as so intractable and inevitable that they are treated as accepted parts of the reality.

4.1 Policy Suggestions

The present study identifies two systems approaches to deal with the whole gamut of project management problems. The first one is to select the “core drivers” or root causes” of the identified problems, which are to be called the “core problems”. The “core problems” can be defined as those few “core drivers” that should be chosen to attack first and that cause the majority of the project management problems. If the right core drivers can be eliminated, it would enable to eliminate all the problems that stem from them. That’s why, instead of trying to eliminate the problems individually, interventions should be undertaken to eliminate the core drivers. Otherwise, the problem will persist.

The second one is to undertake measures for eliminating all the problems identified in the project management systems. But elimination of some or many of the core drivers may take longer time. Until and unless the country is institutionally, instrumentally (systems approaches), environmentally (management and social), technically (PM skills) and technologically (IT-support systems) well- equipped or ready, it would be far reaching to achieve the goals of eliminating all core drivers. However, two approaches may run side by side, until the country is able to attack certain core drivers.

4.1.1 Identification of “Core Drivers” and Suggested Measures

Looking into the nature and intensity of problems and indices of framework analysis, the study identified as many as six “core drivers”. Some of these “core drivers” have wider areas of coverage wherein existence of several “sub-core drivers” may be quite visible. However, the identified core drivers are as follows :

- (a) Lack of (appropriate) skilled personnel required for and engaged in PM functions;
- (b) Inappropriate system of selecting/appointing PDs/PMs and OPPs;
- (c) Politicizing development projects and ill-traits;
- (d) Degradation of ethical values and increased corruption;
- (e) Proliferation and dominance of MRSs/VIGs; and
- (f) Inappropriate/inadequate institutional, delivery, linkages and support systems.

The most important measures suggested for attacking the identified core drivers are :

- All agencies concerned (including Ministries, Divisions etc.) must develop their own manpower equipped with required knowledge, skills, professionalism and required other EALO-qualities in PM line.
- MoEstb. and SM must create and maintain a pool of experienced, skilled, efficient, knowledgeable, honest, dedicated, sincere, committed, pro-active, pro-people, courageous, energetic, hardworking, patriotic, rational, transparent and accountable, freely accessible and enabling PDs and other project personnel and appoint them in PM wherever and whenever necessary.
- No agency should propose or support or process for approval or approve any project without proper feasibility study or flow funds for project implementation which are not feasible.
- The Government should adopt a quick and severe punishment system in cases of identified corruption and degradation of ethical values and incentive package for honest, dedicated and sincere officers working for project implementation.
- EA and SM must enlist appropriately qualified contractors/suppliers prior to go for formal tender. They have to stop entry of MRSs into the list and drop them, if identified latter on and encourage formation of a strong contractors'/suppliers' association for offsetting ill-traits of MRSs, VIGs, PVIGs and OPEs.
- MoHA has to adopt and undertake appropriate strategies to improve law and order situation and ensure “rule of law” in the country.
- IMED should formulate, notify and circulate a well-structured unified bid-document for procuring works, goods and services and ensure its implementation.

- All agencies concerned are to develop and maintain a good relationships/linkages with other agencies concerned and pursue the matters creating any sort of dysfunctional impacts on project implementation personally.
- MoF should create an incentive based salary structure for PDs and other project personnel for attracting appropriately skilled, experienced and efficient personnel.
- Visits to project sides for monitoring, supervising and overseeing project performance should not be taken as a pleasure trips by the concerned officials.

4.1.2 The Other Measures Suggested for Combating PM Problems

- The Ministries, Divisions and agencies concerned should adopt measures outlined in the SAAIM-Framework, SKART-Competencies, SKART-Competency-Based SAAIM-Scheduled Plan of Action and the SAAIM-SKART Strategic Model Framework for combating the existing and foreseeable PM problems or challenges.
- I/EA must outline the required knowledge, skills, experiences, qualifications, levels/positions and other qualities of the potential PDs, other project personnel and consultants (if required) in the project documents appropriately.
- TIs should be strengthened for most effective PM training, create platforms and conduct regular research for assimilation and dissemination of real life situations and outcomes respectively.
- ERD has to be activated and more skilled, efficient, pro-active, patriotic personnel should be appointed, it should involve SM and I/EA for effective aid negotiation, for accelerating appropriate agreements and for time-bound fulfillment of conditionalities and has to devise a strong follow-up plan for the purposes.
- I/EA must prepare, plan, design and appraise projects with appropriate flexibility for avoiding frequent amendments during implementation and SM, PC and IMED are to provide required technical support and extend expertise for the purposes.
- Concerned agencies must stop flowing funds for unapproved projects in the years to come.
- MoEstb. and SM should follow the EALO-criteria for selecting PDs/PMs and other project personnel.
- PD must ensure close supervision over implementation of every activity of the concerned project and concerned and senior officials of EA, BO, SM and IMED have to make frequent visits to project sides to supervise and oversee project performance.
- I/EA is to develop, SM is to ensure and IMED is strictly monitor implementation of appropriately designed yearly plan of project activities.
- EA is to schedule the yearly plan of activities in such a way that the targeted physical and financial progress can be achieved in any circumstances.
- I/EA is to make provisions of a high power steering committee, technical committees to be engaged for appropriate procurement, to make provisions of incentive packages for them and the project personnel within the framework of the projects.

- PC should simplify formats for project documents, the process for project approval and prepare sector-wise manual for appropriate preparation, planning, designing and appraisal of projects with procedural details.
- SM and MoEstb. must strictly follow the guidelines for appointing full-time PDs for effective project implementation.
- MoF should delegate more financial and administrative powers and authority to SM and PDs ensuring required accountabilities.
- MoF and PC should delegate SM full powers of releasing all quarterly funds allocated in ADP based on the merits of the projects undertaken.
- The concerned agencies are to simplify land acquisition processes and to ensure appropriate compensation, rehabilitation and settlement. Local MPs are to be involved in evacuation process. The whole activities to this end to be considered as pre-investment functions of projects.

4.2 Conclusion

Competency has no value in itself, unless it is applied for appropriate purposes. Similarly, a framework designed for effective project management has no value unless it is appropriately operationalized with its functional integrity and required institutional supports. Appropriate operationalization of a designed framework depends upon many internal and external forces and environment. Commitments of the Government, politicians and political bureaucrats, systems integrity of management functionaries, skills and efficiency, ethical values and morale of the persons concerned, conscientization amongst civil society about “value for money” etc. are some of the most important forces that can regulate the systems functions of the designed framework.

Appropriate implementation of the designed “SAAIM-SKART Strategic Model Framework” adopting the “SAAIM-Framework” and “SKART-Competencies” along with its “SKART-Competency-Based SAAIM-Scheduled Plan of Action” would obviously help achieve a paradigm shift in development project management systems through its seeded changes by eliminating the persistently aggravating PM problems in the country. But the designed framework has to be whole-heartedly owned first by all stakeholders concerned. Such owning would eventually take control over the systems, forces and environment and as a result increased development project performance would take place.

TABLES**Table - 1 : Distribution of Respondents by their Stakeholder Groups in Public Sector Project Management.**

Stakeholder Groups	Distribution of Respondents	
	Number	%
Sponsor/Concerned Public Sector Trainer	9	10.71
Ministry of Finance	14	16.67
Ministry of Establishment	16	19.05
Ministry of Planning	4	4.76
Other Ministry	35	41.67
Planning Commission	5	5.95
IMED	5	5.95
ERD	12	14.29
PWD/Department of Architecture/LGED	8	9.52
Other State Owned Organizations/Sector Corporation	18	21.43
Project Managers/Directors	48	57.14
Donor Agency	3	3.57
NGO/Private Organization	4	4.76
Field Administration	33	39.29
Construction Enterprise Owner	6	7.14
Supplier	9	10.71
Total	229	272.62

Note : Figures include multiple responses.

Table-2 : Distribution of Respondents by their Cadre/Profession and Last Educational Attainment.

Cadre/Profession	B.Sc./B. Com./B.A.	M.Sc./M. Com./M.A.	MS/M. Phil	Ph. D.	Total
BCS Administration	5(5.95)	35(41.67)	5(5.95)	1(1.19)	46(54.76)
BCS Economic		1(1.19)			1(1.19)
BCS Ansar	1(1.19)				1(1.19)
BCS Taxation		1(1.19)			1(1.19)
BCS Agriculture		1(1.19)			1(1.19)
BCS Information		1(1.19)			1(1.19)
BCS Health			1(1.19)		1(1.19)
BCS Railway Engineering		1(1.19)			1(1.19)
BCS Public Works	1(1.19)	1(1.19)			2(2.38)
Career Trainer		3(3.57)	4(4.76)	2(2.38)	9(10.71)
Other Non-Cadre	1(1.19)	2(2.38)	2(2.38)		5(5.95)
Construction Enterprise Owner	5(5.95)	1(1.19)			6(7.14)
Supplier	4(4.76)	5(5.95)			9(10.71)
Total	17(20.24)	52(61.91)	12(14.29)	3(3.57)	84(100.00)

Note : Figures within parenthesis indicate relative frequency.

Table - 3 : Distribution of Respondents by their Cadre/Profession and Length of Service.

Cadre/Profession	Length of Service (in years)				Total
	11-16	17-20	21-25	26-30	
BCS Administration			24(28.57)	22(26.19)	46(54.76)
BCS Economic		1(1.19)			1(1.19)
BCS Ansar	1(1.19)				1(1.19)
BCS Taxation			1(1.19)		1(1.19)
BCS Agriculture				1(1.19)	1(1.19)
BCS Information			1(1.19)		1(1.19)
BCS Health				1(1.19)	1(1.19)
BCS Railway Engineering				1(1.19)	1(1.19)
BCS Public Works			1(1.19)	1(1.19)	2(2.38)
Career Trainer	1(1.19)	1(1.19)	5(5.95)	2(2.38)	9(10.71)
Other Non-Cadre		1(1.19)	2(2.38)	2(2.38)	5(5.95)
Construction Enterprise Owner	2(2.38)	2(2.38)	1(1.19)	1(1.19)	6(7.14)
Supplier	3(3.57)	3(3.57)	2(2.38)	1(1.19)	9(10.71)
Total	7(8.33)	8(9.52)	37(44.05)	32(38.10)	84(100.00)

Note : Figures within parenthesis indicate relative frequency.

Table - 4 : Distribution of Respondents by their Training Experiences on Project Management Issues.

Name of Training	Distribution of Respondents	
	Number	%
a. In-Country Training Experiences		
1. SSC	39	46.43
2. ACAD	40	47.62
3. Procedure for Fund Release	3	3.57
4. Project Preparation	2	2.38
5. Project Appraisal & Industrial Management	2	2.38
6. Project Management & Appraisal	7	8.33
7. Project Preparation, Monitoring & Evaluation	10	11.91
8. Procurement of Goods and Services for Aided Project	4	4.76
9. Interface Between Development & Revenue Budget	2	2.38
10. PPR-2003	1	1.19
11. Strengthening of Capacity Building	1	1.19
b. Training Experiences Abroad		
1. Project Management Course	7	8.33
2. Programme for Development Managers	2	2.38

Name of Training	Distribution of Respondents	
	Number	%
3. Development Planning	1	1.19
4. International Project Evaluation	1	1.19
5. Productivity Promotion	1	1.19
Total (a+b)	123	146.43

Note : Figures include multiple responses. 39 and 40 persons of the total respondents have undergone SSC and ACAD at BPATC respectively, where they have got an exposure on project management issues. Other than these, out of the total only 17 respondents received short in-country training related to project management issues. Among them, there were only 7 respondents who received both in-country and foreign training related to project management issues.

Table-5 : Frequency Distribution of Respondents by their Nature of Project Management Experiences

Nature of Project Management Experiences	Distribution of Respondents	
	No.	%
Worked/working as Project Director	48	57.14
Worked/working as other project personnel.	24	28.57
Supervised/supervising project implementation.	48	57.14
Planned/designed/prepared project document(s).	36	42.86
Monitored/monitoring project implementation.	57	67.86
Evaluated/evaluating project implementation.	41	48.81
Did/doing Consultancy for project implementation/ planning/preparation/monitoring/ evaluation.	7	8.33
Conducted training session(s) on project management issues.	15	17.86
Worked/working as contractor/supplier of project goods/ services.	9	10.71
Worked/working as GoB counterpart to Donor Agency	1	1.19
Worked/working as Bid Document Evaluator	1	1.19

Note : Frequency includes multiple responses.

Table-6 : Frequency Distribution of Respondents by their Project Management Responsibilities, Training and Experiences

Nature of Project Management (PM) Responsibilities	Distribution of Respondents by their PM Training & Experiences				
	Training			Experiences	
	Local	Foreign	No Training	Have	Don't Have
Worked/working as Project Director	14(29.17)	6(12.50)	28(58.33)	6(12.5)	42(87.50)
Worked/working as other project personnel.	6(25.00)	2(8.33)	14(29.17)	4(16.57)	20(83.33)
Supervised/supervising project implementation.	21(43.75)	-	27(56.25)	12(25.00)	36(75.00)
Planned/designed/prepared project document(s).	12(33.33)	-	24(66.67)	9(25.00)	27(75.00)
Monitored/monitoring project implementation.	21(36.84)	2(3.51)	34(59.65)	13(22.81)	44(77.41)
Evaluated/evaluating project implementation.	15(36.59)	3(7.32)	23(56.10)	15(36.59)	26(63.41)
Did/doing Consultancy for project implementation/ planning/preparation/monitoring/ evaluation.	-	-	7(100.00)	-	7(100.00)
Conducted training session(s) on project management issues.	4(26.67)	2(13.33)	9(60.00)	3(20.00)	12(80.00)
Worked/working as GoB Counterpart to Donor Agency	-	-	1(100.00)	-	1(100.00)
Worked/working as Bid document evaluator	-	-	1(100.00)	-	1(100.00)

Note : Figures within the parenthesis indicate relative frequency and the frequency includes multiple responses. SSC and ACAD are inclusive of the respondents' training experiences.

Table-7 : Frequency Distribution of Respondents by their Responses Regarding the Existing Project Management Problems or Challenges in our Country.

Nature of Existing Problems or Challenges	Distribution of Responses		
	No.	%	Rate of Importance (%)
Lack of skilled personnel in preparing project document.	84	100.00	75.93
Raw form of project documents	84	100.00	72.22
Lack of project feasibility study	72	85.71	57.71
Lack of appropriate project planning	84	100.00	75.93
Delay in project preparation and amendment	84	100.00	92.59
Frequent amendments of project	75	89.29	66.67
Weak management of project and delay in taking decisions during project implementation	84	100.00	90.74
Lack of skilled/efficient and trained personnel/ manpower for implementing projects	84	100.00	72.22

Nature of Existing Problems or Challenges	Distribution of Responses		
	No.	%	Rate of Importance (%)
Delay in inviting tenders	84	100.00	81.48
Lack of appropriate and unified bidding documents	72	85.71	57.41
Delay in bid evaluation	74	88.10	61.11
Complicated procedures for procuring project works, goods and services	75	89.29	59.26
Lack of knowledge of the project managers about existing rules and procedures of procuring project works, goods and services	75	89.29	62.96
Co-ordination gaps between executing agency and other related agencies.	84	100.00	77.78
Delay in appointment of PD and other project personnel	84	100.00	68.62
Lack of full-time PD for project implementation	84	100.00	66.67
Frequent transfer of PD	84	100.00	70.37
Lack of appropriate selection of PD for project implementation.	84	100.00	83.33
Delay in releasing funds for project financing	84	100.00	88.89
Inadequate allocation for the project and inappropriate fund allocation in ADP	75	89.29	68.52
Lack of appropriate supervision/inspection and monitoring by superior officials	84	100.00	75.93
Lack of appropriate delegation of administrative and financial powers	84	100.00	70.37
Lack of delegation of administrative and financial powers within project personnel	84	100.00	64.81
Inadequate monitoring and evaluation	84	100.00	74.07
Delay in complication of land acquisition process	84	100.00	92.59
Complication in getting possession of land	84	100.00	83.33
Delay in lining up foreign assistance for the project	84	100.00	87.04
Delay in concluding loan agreement with development partners	84	100.00	77.78
Delay in fulfilment of loan conditionalities	84	100.00	68.52
Delay in appointment of consultant	84	100.00	75.96
Politicising development projects	84	100.00	81.48
Proliferation and dominance of <i>mastans</i> (rent-seekers)	84	100.00	68.52
Degradation of ethical values and increased corruption	84	100.00	79.62
Delay in project approval process	84	100.00	87.04
Complicated forms for preparing project documents	84	100.00	66.67
Lack of positive attitudes of the project personnel	18	21.43	14.81
Lack of sincerity of the project personnel	18	21.43	29.63
Lack of interest to do Government works	18	21.43	11.11

Note : The frequency includes multiple responses.

Table-8 : Frequency Distribution of Respondents by their Responses Regarding the Existing Project Management Problems or Challenges and the Agencies Responsible for Addressing or Overcoming them in our Country.

Existing Problems and Agencies Responsible	Distribution of Responses		
	No.	%	Rate of Importance (%)
□ Lack of skilled personnel in preparing project document.			
• Sponsoring Ministry	84	100.00	83.33
• Planning Commission	65	77.38	53.70
• IMED	54	64.29	38.89
• Executing Agency	84	100.00	90.74
• Benefiting Organisations	27	32.14	24.07
• Training Institutions	9	10.71	07.41
□ Raw form of project documents			
• Sponsoring Ministry	84	100.00	74.07
• Planning Commission	63	75.00	50.00
• IMED	54	64.29	33.33
• Initiating/Executing Agency	84	100.00	92.59
□ Lack of project feasibility study			
• Sponsoring Ministry	84	100.00	81.48
• Planning Commission	75	89.29	50.00
• IMED	54	64.29	31.48
• Initiating/Executing Agency	72	85.71	77.78
• ERD	45	53.57	26.56
• Ministry of Finance	54	64.29	37.07
• Development partners	63	75.00	53.70
□ Lack of appropriate project planning			
• Sponsoring Ministry	84	100.00	83.33
• Planning Commission	63	75.00	53.70
• IMED	62	73.81	33.33
• Executing Agency	84	100.00	77.78
• ERD	45	53.57	27.78
• Ministry of Finance	61	72.62	37.04
• Development partners	43	51.19	33.33
• Consultant	05	05.95	05.56
□ Delay in project preparation and amendment			
• Sponsoring Ministry	84	100.00	85.19
• Planning Commission	62	73.81	66.67
• IMED	54	64.29	42.59
• Executing Agency	84	100.00	90.74
• ERD	64	76.19	40.74
• Ministry of Finance	64	76.19	31.48
• Development partners	63	75.00	40.74

Existing Problems and Agencies Responsible	Distribution of Responses		
	No.	%	Rate of Importance (%)
□ Frequent amendments of project			
• Sponsoring Ministry	72	85.71	72.71
• Planning Commission	72	85.71	64.81
• IMED	63	75.00	48.15
• Executing Agency	72	85.71	64.81
• ERD	63	75.00	46.30
• Beneficiaries/Benefiting organization	54	64.29	42.59
• Ministry of Finance	72	85.71	44.44
• Development partners	63	75.00	46.30
□ Weak management of project and delay in taking decisions during project implementation			
• Sponsoring Ministry	84	100.00	72.22
• Planning Commission	84	100.00	62.96
• IMED	63	75.00	50.00
• Executing Agency	76	90.48	74.07
• ERD	27	32.00	20.37
• Beneficiaries/benefiting organization	54	64.29	31.48
• Ministry of Finance	54	64.29	42.59
• Development partners	45	53.57	31.48
• Vested private interest group(s)	72	85.71	64.81
□ Lack of skilled/efficient and trained personnel/manpower for implementing projects			
• Sponsoring Ministry	72	85.71	79.63
• Planning Commission	41	48.81	31.48
• IMED	42	50.00	27.78
• Executing Agency	72	85.71	68.52
• Beneficiaries/benefiting organization	59	70.24	48.15
• Development partners	35	41.67	33.33
• Vested private interest group(s)	53	63.10	38.89
□ Delay in inviting tenders			
• Sponsoring Ministry	72	85.71	66.67
• Executing Agency	84	100.00	81.48
• Beneficiaries/benefiting organization	52	61.90	42.59
• Development partners	44	52.38	33.33
• Vested private interest group(s)	53	63.10	42.59
□ Lack of appropriate and unified bidding documents			
• Sponsoring Ministry	63	75.00	61.11
• Planning Commission	72	85.71	66.67
• IMED	55	65.48	46.30
• Executing Agency	56	66.67	62.00
• ERD	45	53.57	38.89
• Ministry of Finance	72	85.71	68.52

Existing Problems and Agencies Responsible	Distribution of Responses		
	No.	%	Rate of Importance (%)
• Development partners	33	39.29	31.48
• Beneficiaries/benefiting organization	41	48.81	25.93
• Vested private interest group(s)	34	40.48	29.63
□ Delay in bid evaluation			
• Sponsoring Ministry	72	85.71	66.67
• IMED	47	55.95	33.33
• Executing Agency	84	100.00	87.04
• ERD	45	53.57	25.93
• Ministry of Finance	45	53.57	31.48
• Development partners	45	53.57	33.33
• Beneficiaries/benefiting organization	54	64.29	42.59
• Vested private interest group(s)	45	53.57	31.48
□ Complicated procedures for procuring project works, goods and services			
• Sponsoring Ministry	69	82.14	50.00
• IMED	84	100.00	81.48
• Executing Agency	54	64.29	55.56
• Ministry of Finance	45	53.57	38.89
• Beneficiaries/benefiting organization	45	53.57	38.89
□ Lack of knowledge of the project managers about existing rules and procedures of procuring project works, goods and services			
• Sponsoring Ministry	84	100.00	87.04
• Planning Commission	43	51.19	27.78
• IMED	36	42.86	22.22
• Executing Agency	78	92.86	79.63
• Ministry of Finance	45	53.57	27.78
• Development partners	41	48.81	27.78
• Beneficiaries/benefiting organization	42	50.00	22.22
□ Co-ordination gaps between executing agency and other related agencies.			
• Sponsoring Ministry	79	94.05	77.78
• Planning Commission	54	64.29	40.70
• IMED	53	63.10	38.89
• Executing Agency	84	100.00	92.59
• ERD	54	53.57	37.04
• Ministry of Finance	45	53.57	27.78
• Development partners	63	75.00	42.59
• Beneficiaries/benefiting organization	54	64.29	22.22
□ Delay in appointment of PD and other project personnel			
• Sponsoring Ministry	84	100.00	92.59
• Planning Commission	45	53.57	27.78
• IMED	54	64.29	38.89

Existing Problems and Agencies Responsible	Distribution of Responses		
	No.	%	Rate of Importance (%)
◦ Executing Agency	63	75.00	55.56
◦ Development partners	55	65.48	37.04
◦ Ministry of Establishment	72	85.71	68.52
❑ Lack of full-time PD for project implementation			
◦ Sponsoring Ministry	84	100.00	92.59
◦ Planning Commission	47	55.95	27.78
◦ IMED	34	40.48	20.37
◦ Executing Agency	75	89.29	77.78
◦ Ministry of Finance	33	39.39	18.52
◦ Development partners	45	53.57	31.48
◦ Ministry of Establishment	72	85.71	65.51
❑ Frequent transfer of PD			
◦ Sponsoring Ministry	84	100.00	96.30
◦ Planning Commission	45	53.57	22.22
◦ IMED	32	38.10	14.81
◦ Executing Agency	76	90.48	61.11
◦ Development partners	54	64.29	20.24
◦ Ministry of Establishment	17	20.24	18.52
◦ Political Pressure Groups	72	85.71	68.75
❑ Lack of appropriate selection of PD for project implementation.			
◦ Sponsoring Ministry	84	100.00	90.74
◦ Planning Commission	30	35.71	20.37
◦ IMED	30	35.71	22.22
◦ Executing Agency	63	75.00	61.11
◦ Development partners	35	41.67	27.78
◦ Ministry of Establishment	72	85.71	70.53
◦ Political Pressure Groups	09	10.71	09.26
❑ Delay in releasing funds for project financing			
◦ Sponsoring Ministry	84	100.00	77.78
◦ Planning Commission	84	100.00	68.52
◦ IMED	45	53.57	24.07
◦ Executing Agency	54	64.29	42.59
◦ Ministry of Finance	84	100.00	88.89
◦ Development partners	31	36.90	25.93
◦ Political Bureaucrats	27	32.14	27.78
❑ Inadequate allocation for the project and inappropriate fund allocation in ADP			
◦ Sponsoring Ministry	72	85.71	59.26
◦ Planning Commission	84	100.00	95.39
◦ IMED	45	53.57	35.19
◦ Executing Agency	53	63.10	37.04

Existing Problems and Agencies Responsible	Distribution of Responses		
	No.	%	Rate of Importance (%)
• Ministry of Finance	77	91.67	75.93
• Development partners	51	60.71	44.44
• Vested private interest group(s)	45	53.57	25.93
□ Lack of appropriate supervision/inspection and monitoring by superior officials			
• Sponsoring Ministry	84	100.00	81.48
• Planning Commission	54	64.29	48.15
• IMED	84	100.00	92.59
• Executing Agency	84	100.00	70.37
• Development partners	29	34.52	24.07
□ Lack of delegation of administrative and financial powers			
• Sponsoring Ministry	84	100.00	85.19
• Planning Commission	45	53.57	37.04
• IMED	45	53.57	35.19
• Executing Agency	63	75.00	42.59
• Ministry of Finance	84	100.00	92.59
□ Lack of delegation of administrative and financial powers within project personnel			
• Sponsoring Ministry	84	100.00	75.93
• Planning Commission	45	53.57	35.19
• IMED	35	41.67	29.63
• Executing Agency	63	75.00	64.81
• Ministry of Finance	84	100.00	92.59
• Project Director	84	100.00	96.30
□ Inadequate monitoring and evaluation			
• Sponsoring Ministry	84	100.00	83.33
• Planning Commission	54	64.29	44.44
• IMED	84	100.00	68.52
• Executing Agency	84	100.00	92.59
• Ministry of Finance	63	75.00	35.19
• Development partners			
• Beneficiaries /benefiting organization	84	100.00	68.52
□ Delay in/complication of land acquisition process			
• Sponsoring Ministry	63	75.00	55.55
• Executing Agency	69	82.14	61.11
• Ministry of Land	66	78.57	70.37
• Ministry of Establishment	36	42.86	29.63
• Ministry of Law	27	32.14	22.22
• DC Office	84	100.00	92.59
• Private vested interest group(s)	71	84.52	61.11
• Mastans/rent seekers	65	77.38	61.11
• Ministry of Housing & Public Works	07	08.33	09.26

Existing Problems and Agencies Responsible	Distribution of Responses		
	No.	%	Rate of Importance (%)
☐ Complication in getting possession of land			
• Sponsoring Ministry	54	64.29	29.63
• Executing Agency	71	84.52	53.70
• Ministry of Land	68	80.95	59.30
• Ministry of Establishment	32	38.10	16.17
• Ministry of Law	33	39.29	25.93
• DC Office	81	96.43	68.52
• Private vested interest group	84	100.00	75.93
• <i>Mastans</i> / rent seekers	72	85.71	61.11
☐ Delay in lining up foreign assistance for the project			
• Sponsoring Ministry	73	86.90	62.96
• Planning Commission	36	42.86	29.63
• ERD	84	100.00	92.59
• Ministry of Finance	63	75.00	48.15
• Development partners	73	86.90	62.96
• Project Director	54	64.29	40.74
• Ministry of Home Affairs	09	10.71	09.26
☐ Delay in concluding loan agreement with development partners			
• Sponsoring Ministry	84	100.00	72.22
• Planning Commission	54	64.29	44.44
• ERD	84	100.00	94.44
• Ministry of Finance	64	76.19	51.85
• Development partners	65	77.38	62.96
☐ Delay in fulfilment of loan conditionalities			
• Sponsoring Ministry	84	100.00	77.78
• Executing Agency	63	75.00	51.85
• ERD	84	100.00	70.37
• Ministry of Finance	63	75.00	59.30
• Development partners	84	100.00	88.33
• Project Director	75	89.29	62.96
☐ Delay in appointment of consultant			
• Sponsoring Ministry	84	100.00	87.04
• Planning Commission	54	64.29	37.04
• Executing Agency	76	90.48	68.52
• ERD	54	64.29	37.04
• Ministry of Finance	35	41.67	24.07
• Development partners	63	75.00	51.85
• Project Director	84	100.00	70.37
• Ministries of Foreign Affairs & Home Affairs	17	20.24	20.37

Existing Problems and Agencies Responsible	Distribution of Responses		
	No.	%	Rate of Importance (%)
☐ Politicising development projects			
• Sponsoring Ministry	77	91.67	66.67
• Planning Commission	63	75.00	40.74
• Executing Agency	78	92.86	59.26
• Political bureaucrats	84	100.00	92.59
• <i>Mastans</i> /rent seekers	84	100.00	92.59
• Other political elites	74	88.10	74.07
☐ Proliferation and dominance of <i>mastans</i> (rent-seekers)			
• Sponsoring Ministry	63	75.00	50.00
• Executing Agency	77	91.67	59.26
• Political bureaucrats	82	97.62	92.59
• <i>Mastans</i> /rent seekers	84	100.00	92.59
• Other political elites	76	90.48	74.07
• Project Director	81	96.43	90.74
☐ Degradation of ethical values and increased corruption			
• Sponsoring Ministry	84	100.00	68.52
• Planning Commission	54	64.29	31.48
• IMED	63	75.00	35.19
• Executing Agency	84	100.00	77.78
• Political bureaucrats	84	100.00	88.89
• <i>Mastans</i> /rent seekers	72	85.71	57.41
• Development partners	45	53.57	38.89
• Other political elites	36	42.86	35.19
• Project Director	84	100.00	74.07
☐ Lack of interest in project performance			
• Sponsoring Ministry	27	32.14	25.93
• Planning Commission	27	32.14	25.93
• IMED	27	32.14	25.93
• Executing Agency	28	33.33	25.93
• Project Director	84	100.00	68.52

Note : The frequency includes multiple responses.

Table-9 : Frequency Distribution of Respondents by their Responses Regarding the Required Measures for Addressing or Overcoming the Existing Project Management Problems or Challenges in our Country.

Measures for Overcoming the Existing Problems	Distribution of Responses		
	No.	%	Rate of Importance (%)
□ Lack of skilled personnel in preparing project document.			
• Have selected own manpower for the purpose	73	86.90	72.22
• Develop their skills through training	84	100.00	96.30
• Otherwise hire skilled personnel	73	86.90	61.11
• Engage consultant	62	73.81	33.33
• Consult skilled persons of other organization	61	72.26	50.00
□ Raw form of project documents			
• Have selected own manpower for the purpose	84	100.00	79.63
• Develop their skills through training	84	100.00	96.30
• Otherwise hire skilled personnel	64	76.19	48.15
• Engage consultant	44	52.38	29.63
• Consult skilled persons of other organization	55	65.48	35.19
• A full package of project management training course incorporating piece-meal project preparation package in moduler form within full package should be available	73	86.90	72.22
□ Lack of project feasibility study			
• No project should get approval without feasibility study	76	90.48	75.93
• Planning Commission should not process any project feasibility study of which is not done	53	63.10	55.56
• Planning cell/wing of sponsoring Ministry should be more cautious about feasibility study	84	100.00	81.48
• Development partners should not finance any project without feasibility study	84	100.00	68.52
□ Lack of appropriate project planning			
• Have selected own manpower for the purpose	77	91.67	77.78
• Develop their skills through training	84	100.00	94.44
• Otherwise hire skilled personnel	66	78.57	44.44
• Engage consultant	74	88.10	42.59
• Consult skilled persons of other organization	31	36.91	22.22
• A full package of project management training course incorporating piece-meal project planning package in moduler form within full package should be available	72	85.71	62.96
□ Delay in project preparation and amendment			
• Have selected own manpower for the purpose	75	89.29	68.52
• Develop their skills through training	73	86.91	81.48

Measures for Overcoming the Existing Problems	No.	%	Importance (%)
• Otherwise hire skilled personnel	63	75.00	81.48
• Engage consultant	45	53.57	24.07
• Consult skilled persons of other organization	54	64.29	35.19
• Simplify project amendment procedures	84	100.00	88.89
□ Frequent amendments of project			
• Give sufficient time for project planning	54	64.29	61.11
• Make sure that the projects are appropriately planned/designed/prepared with required flexibility so that it does not require amendments	84	100.00	96.30
• Ensure planned fund flow for implementation so that cost-over-run does not incur due to time over-run	78	92.86	72.22
• Approve only appropriately designed/planned projects.	77	91.67	72.22
□ Weak management of project and delay in taking decisions during project implementation			
• Appoint capable PD & project personnel	63	75.00	61.11
• Ensure frequent visits of project sides and close supervision by the superior officials	84	100.00	87.04
• IMED should make frequent visits during project implementation	72	85.71	59.26
• Ensure frequent visits of project sides and close supervision by the officials of the sponsoring Ministry	74	88.10	72.22
□ Lack of skilled/efficient and trained personnel/manpower for implementing projects			
• Appoint capable PD & project personnel	84	100.00	94.44
• Have selected own manpower for the purpose	72	85.71	62.96
• Develop their skills through training	72	85.71	77.78
• Otherwise hire skilled personnel	63	75.00	33.33
• Engage consultant	54	64.29	25.93
• Ensure accountability	10	11.91	11.11
□ Delay in inviting tenders			
• Have well-developed yearly implementation plan with detailed procedural activities	72	85.71	79.63
• Strictly follow the yearly procurement plan	64	76.19	68.52
• Appoint full-time PD as per provision	52	61.91	62.96
• IMED/Ministry of finance should prepare a unified bid document where specification and specific terms and conditions of procuring all sorts of works/goods/services can be accommodated	72	85.71	77.78

Measures for Overcoming the Existing Problems	No.	%	
Have a Technical Committee engaging appropriate persons in preparing specifications and bid documents according to the nature of works, goods and services and for bid evaluation	72	85.71	61.11
□ Lack of appropriate and unified bidding documents			
IMED/Ministry of finance should prepare a unified bid document where specification and specific terms and conditions of procuring all sorts of works/goods/services can be accommodated	72	85.71	72.22
There should be a circular of using unified bid document by all concerned.	72	85.71	74.07
Introduce accountability system	09	10.71	09.30
□ Delay in bid evaluation			
Have a Technical Committee engaging appropriate persons in preparing specifications and bid documents according to the nature of works, goods and services and for bid evaluation	84	100.0	90.70
Have well-developed yearly implementation plan with detailed procedural activities	63	75.00	64.81
Strictly follow the yearly procurement plan	63	75.00	64.81
Create an incentive package for the evaluators within the project framework.	63	75.00	48.15
Introduce certification system for good performance	09	10.71	09.30
□ Complicated procedures for procuring project works, goods and services			
Project personnel must have thorough knowledge on the procurement regulations	84	100.00	85.19
Identify the problem areas of implementing procurement regulation and bring it to the notice of the agencies concerned.	54	64.29	64.81
Organise workshops on the issues involving all concerned.	63	75.00	46.30
Make necessary amendments	74	88.10	64.81
Introduce mandatory learning system for project personnel	07	08.33	07.41
□ Lack of knowledge of the project managers about existing rules and procedures of procuring project works, goods and services			
Do not engage any person in project implementation, who do not have appropriate knowledge about required rules and procedures.	84	100.00	87.04

Measures for Overcoming the Existing Problems	Distribution of Responses		
	No.	%	Rate of Importance (%)
• Train the project personnel first about existing rules and procedures of procuring project works, goods and services and thereafter engage them in work.	84	100.00	92.59
• Do not recruit fresh people as project personnel.	53	63.10	48.19
• Create an incentive package for project personnel within the project framework for attracting appropriately skilled persons.	72	85.71	70.37
• Organise workshops on related rules and regulations	06	07.14	07.41
□ Co-ordination gaps between executing agency and other related agencies.			
• The project personnel should develop a very good relationships/linkage with other related agencies.	84	100.00	87.04
• Pursue the matter creating project implementation problems personally	72	85.71	66.67
• Involve higher authority where problems are acute	84	100.00	87.04
• Solve problems through group discussions	08	09.52	11.11
□ Delay in appointment of PD and other project personnel			
• The Ministry concerned should maintain a panel of PDs to be appointed as and when necessary.	84	100.00	83.33
• The Executing Agency/Project office should bring it to the notice of the Ministry concerned earlier.	84	100.00	83.33
• The Executing Agency/Project office should pursue the matter continuously.	72	85.71	66.67
□ Lack of full-time PD for project implementation			
• The Ministry concerned should maintain a panel of PDs to be appointed as and when necessary.	84	100.00	83.33
• The Ministry concerned should strictly follow the guide-line of appointing full-time PD to save project's time and cost over-run.	84	100.00	87.04
• Ministry concerned must not appoint half-time PD, where full-time PD is required/ applicable.	84	100.00	88.89
• Create an incentive based salary structure within the project framework for attracting appropriately skilled PD.	72	85.71	61.11
• Own the project	05	05.95	07.41
□ Frequent transfer of PD			
• The Ministry concerned should have a long-term vision for project implementation	72	85.71	85.19

Measures for Overcoming the Existing Problems	Distribution of Responses		
	No.	%	Rate of Importance (%)
The Ministry concerned should not appoint such person to be required to transfer soon.	72	85.71	74.07
□ Lack of appropriate selection of PD for project implementation.			
The concerned Ministry should have a panel/pool of PDs with appropriate experiences, knowledge and skills required for effective project implementation.	84	100.00	88.89
No one should be appointed as first hand PD (i.e. without required knowledge, skills and experiences for project implementation).	72	85.71	75.93
Required knowledge, skills, experiences, qualification, level/position etc. of potential PDs of a certain project should be outlined in the project document and maintained accordingly.	84	100.00	83.33
□ Delay in releasing funds for project financing			
The sponsoring Ministry should have full power releasing all quarterly funds allocated in ADP for the project.	84	100.00	83.33
The sponsoring Ministry must automatically release all quarterly allocated funds in time, if the concerned PD do not ask to hold it.	61	72.62	61.11
PD will have to be made held responsible, if she/he can not appropriately utilise the released funds for the project.	62	73.81	72.22
□ Inadequate allocation for the project and inappropriate fund allocation in ADP			
Funds allocated in the ADP should be according to the merit of the projects to be determined by the sponsoring Ministry.	84	100.00	85.19
The sponsoring Ministry should receive a yearly lum grants for all of its projects together and should have full power to allocate funds to its projects.	78	92.86	72.22
The amount of yearly projects' lum grants should be determined by the agency concerned in an inter-Ministerial meeting.	63	75.00	66.67
□ Lack of appropriate supervision/inspection and monitoring by superior officials			
PD should have close supervision over every activity of the project under implementation.	72	85.71	83.33
Other superior officials should make frequent visits to oversee the project performance.	72	85.71	70.37

Measures for Overcoming the Existing Problems	Distribution of Responses		
	No.	%	Rate of Importance (%)
Superior and other officials of the sponsoring Ministry should make frequent visits to oversee the project performance.	84	100.00	78.93
IMED should make at least a quarterly visit to oversee the project performance.	84	100.00	70.37
There should be a high powered Steering Committee comprising members from all agencies concerned to oversee the project performance at least once in two months.	72	85.71	62.96
□ Lack of delegation of administrative and financial powers			
The sponsoring Ministry should be delegated more administrative and financial powers.	84	100.00	79.63
PD should be delegated more administrative and financial powers and authority.	74	88.10	68.52
PD should have the power and authority to delegate some of its administrative and financial powers and authority to other project personnel, of required.	71	84.52	70.37
□ Lack of delegation of administrative and financial powers within project personnel			
PD should have the power and authority to delegate some of its administrative and financial powers and authority to other project personnel, of required.	65	77.38	61.11
PD must delegate administrative and financial powers and authority to other project personnel required for smooth implementation of projects and ensure their accountability.	76	90.48	55.56
□ Inadequate monitoring and evaluation			
PD should have close supervision over every activity of the project under implementation.	84	100.00	98.15
Other superior officials should make frequent visits to oversee the project performance.	84	100.00	96.30
Superior and other officials of the sponsoring Ministry should make frequent visits to oversee the project performance.	62	73.81	57.41
IMED should make at least a quarterly visit to oversee the project performance.	84	100.00	92.59
There should be a high powered Steering Committee comprising members from all agencies concerned to oversee the project performance at least once in two months.	84	100.00	64.81

Measures for Overcoming the Existing Problems	Distribution of Responses		
	No.	%	Rate of Importance (%)
There should be some incentive packages for project monitoring and evaluation functions.	72	85.71	50.00
There should be provisions of on-going, mid-term, terminal and performance evaluation systems developed within the project framework.	84	100.00	70.37
IMED should engage an appropriate third party for project evaluation in time, if it does not have the required manpowers.	72	85.71	55.56
□ Delay in/complication of land acquisition process			
Land acquisition process should be simplified.	84	100.00	90.74
Land acquisition should be considered as a pre-investment activity, if the Government take policy decision to implement the project, funds for land acquisition should be allocated and disbursed prior to project approval.	73	86.91	64.81
□ Complication in getting possession of land			
Appropriate compensation should be made as early as possible	18	21.41	57.41
Rehabilitation/resettlement arrangements should be made appropriately.	15	17.86	48.15
Evacuation process should be simplified	06	07.14	20.37
Precautionary measures should be taken against <i>mastans</i>/rent-seekers/ill-politics.	18	21.41	48.15
Law of inheritance to be amended.	03	03.57	09.26
Land acquisition process to be simplified.	03	03.57	11.11
Involve local MPs for getting possessions of land.	03	03.57	11.11
□ Delay in lining up foreign assistance for the project			
ERD should be activated to line up required foreign assistance.	84	100.00	94.44
The sponsoring Ministry should have maintain close follow-up process in lining up required foreign assistance.	84	100.00	87.04
The sponsoring Ministry as well as the Executing agency should be permitted to have direct contact with development partners in lining up foreign assistance, if required.	72	85.71	72.22
□ Delay in concluding loan agreement with development partners			
The process of concluding loan agreement should be simplified.	84	100.00	85.19

Measures for Overcoming the Existing Problems	Distribution of Responses		
	No.	%	Rate of Importance (%)
More capable officers should be appointed in ERD	72	85.71	79.63
Involvement sponsoring Ministry should be strengthened.	72	85.71	75.93
□ Delay in fulfilment of loan conditionalities			
The process of agreement/disagreement to fulfilment of loan conditionalities should be simplified.	84	100.00	87.04
More capable officers should be appointed in ERD	75	89.29	75.93
Involvement sponsoring Ministry should be strengthened.	75	89.29	70.37
There should be a strong follow-up plan for fulfilment of agreed loan conditionalities.	63	75.00	59.26
□ Delay in appointment of consultant			
Consultants' qualifications, skills and other terms and conditions should be clearly spelt out in the project document	84	100.00	94.44
Provisions in the approved project document and in Procurement regulation should be strictly followed	77	91.67	72.22
□ Politicising development projects			
No project should get approval without proper feasibility study.	73	86.91	68.52
No project should get approval without required cost-benefit or other analysis.	74	88.10	77.78
Planning discipline should be strictly followed.	71	84.52	75.93
□ Proliferation and dominance of <i>mastans</i> (rent-seekers)			
Law and order situation should be improved.	84	100.00	96.30
Project authority should enlist a group of required qualified contractors/suppliers/authorised agents for different category of works, goods and services prior to go for formal tenders.	63	75.00	48.15
Project authority should scrutinise list before finalisation very carefully so that no identified mastans/rent seeker gets entry into the enlistment procedures.	76	90.48	61.11
Any mastan/rent seeker identified later on should be dropped from the list.	74	88.10	61.11

Measures for Overcoming the Existing Problems	Distribution of Responses		
	No.	%	Rate of Importance (%)
A strong contractors'/suppliers' association should be developed for offsetting rent-seekers' dominance.	71	84.52	51.85
□ Degradation of ethical values and increased corruption			
Severe punishment procedures should be adopted in case of corruption and degradation of ethical values.	84	100.00	94.44
Incentive package should be there within the project framework for dedicated, honest sincere officers working for project implementation.	78	92.86	66.67
Arrangement of engaging an officer from the Commission for Controlling Corruption should be made within the project framework.	70	83.33	37.04
Priority should be given to honest, dedicated and sincere officers in selecting PDs.	84 *	100.00	96.30
Ensure follow-up and supervision	07	08.33	09.26

Note : The frequency includes multiple responses.

Table-10 : Frequency Distribution of Respondents by their Responses Regarding the Strengths, Weaknesses, Opportunities and Treats/Risks of the Existing Project Management Systems in our Country.

SWOT - Elements	Responses	
	No.	%
A. <u>Strengths</u>		
• Co-ordinated efforts of concerned Ministries and agencies for project management.	3	3.57
• Regular implementation monitoring and evaluation of the projects.	9	10.71
• Timely recruitment of project personnel for procuring goods and services.	3	3.57
• Ample opportunities for work in projects.	3	3.57
• Availability of Donors' funds.	3	3.57
• Availability of required legal (rules and regulation) and institutional frameworks for project implementation.	30	35.71
• Availability of skilled manpower within Government for effective project management.	39	46.43
• Appropriate formats for preparing project documents.	9	10.71
• Creation of planning cell/wing in every Ministry.	3	3.57
• Means of quick service delivery.		
• Political commitments.	6	7.14
• Monthly ADP review meetings of the sponsoring Ministries.	3	3.57
• Provision of Steering Committee for project implementation.	3	3.57
B. <u>Weaknesses</u>		
• Unnecessary delay in all stages of projects by the implementing agencies.	9	10.71
• Delay in releasing funds/Fund constraints.	15	17.86
• Delay in providing feed-back about implementation status of the projects.	3	3.57
• Excessive dependency on Donors' assistance.	6	7.14
• Excessive dependency on consultants.	3	3.57
• Lack of feasibility study of projects.	6	7.14

SWOT- Elements	Responses	
	No.	%
• Lack of technical/skilled manpower. • Delay in project selection/approval processes. • Deteriorating law and order situation. • Improper selection of PDs. • Complicated and 'not well-thought off' procurement procedures. • Frequent amendments of projects. • Lack of full-time PDs for project implementation. • Deteriorating ethical values, increased corruption. • Unfair bidding procedures. • Inadequate project monitoring and evaluation. • Unplanned, hurried and vision-less investment. • Raw form of project documents/inappropriate planning. • Time overrun as a result cost overrun in project implementation. • Low project performance. • Inadequate fund allocation in ADP for project implementation. • Project personnel engaged in business.	45 12 6 21 6 6 6 6 3 6 3 3 3 6 12 3	53.57 14.29 7.14 25.00 7.14 7.14 7.14 7.14 3.57 7.14 3.57 3.57 3.57 7.14 14.29 3.57
C. Opportunities • Frequent foreign visits. • Provision for adequate logistics supports in projects. • Increasing foreign private investment. • Growing Donors' interests in helping for development. • Ample opportunities to maintain a pool of efficient, skilled and experienced personnel for effective project management. • Increasing involvement of political leaders in development efforts. • Increased demand for "Value for Money". • Cheap labours. • Availability of adequate project management training facilities. • Strengthening associates organs in the society.	3 3 3 12 15 3 6 6 6 3	3.57 3.57 3.57 14.29 17.86 3.57 7.14 7.14 7.14 3.57

	Responses	
	No.	%
• Development of team spirit.	3	3.57
• Committed young generations.	3	3.57
• Nation-wide poverty reduction programme.	3	3.57
D. <u>Threats/Risks</u>		
• Politicising development projects.	42	50.00
• Excessive dependency on Donors' assistance.	9	10.71
• Misuse of delegated powers for project management.	3	3.57
• Deteriorating law and order situation.	6	7.14
• Lack of incentives for efficient and honest project personnel.	3	3.57
• Decreasing "Value for Money" or cost escalation.	9	10.71
• Poor project performance.	9	10.71
• Deteriorating ethical values, increased corruption.	18	21.43
• Proliferation and dominance of <i>Mastnas</i> /Rent-seekers.	39	46.43
• Non-availability and uncertainty of funds.	3	3.57
• Ways of implementing projects may cause hazardous environmental impacts in future.	3	3.57
• Absence of political wills and commitments for development.	3	3.57
• Absence of appropriate training package for manpower development.	3	3.57
• Contractors' syndicates.	9	10.71
• Unstable socio-political situation.	3	3.57

Note : The frequency includes multiple responses.

Table-11 : Frequency Distribution of Respondents by their Responses Regarding the Required Qualities/Characteristics of the PDs for Better or Effective Project Performance.

Required Qualities/Characteristics of PDs	Distribution of Responses		
	No.	%	Rate of Importance (%)
□ Ethical Qualities/Characteristics			
• Sincerity, honesty, neutrality and fairness in all actions and decisions.	84	100.00	92.59
• Firm religious beliefs/values.	84	100.00	79.63
• Courageous, energetic and hardworking.	84	100.00	81.48
• Patriotism and loyalty.	84	100.00	85.19
• Punctuality.	84	100.00	88.89
• Respects to others (people and subordinates).	75	89.29	70.37
• Patience/tolerance.	84	100.00	81.48
• Rational and logical.	84	100.00	85.19
• Amiable, polite, courteous and social.	75	89.29	70.37
• Competing attitudes	84	100.00	90.26
□ Administrative Qualities/Characteristics			
• Transparent and accountable	84	100.00	98.19
• Lawfulness	84	100.00	87.04
• Skilled in project implementation.	84	100.00	94.44
• Thorough knowledge on required rules, regulations and procedures.	84	100.00	92.59
• Thorough knowledge on concerned project document.	84	100.00	90.74
• Quick decision making power	84	100.00	90.74
• Professionalism	84	100.00	90.74
• Willingness to delegate powers and authority	84	100.00	87.04
• Freely accessible	84	100.00	81.48
• Customer-oriented	84	100.00	68.52
• Appraise good performance	84	100.00	87.04
• Enabling	84	100.00	72.22
• Co-operative/supportive	63	75.00	70.37
□ Leadership Qualities/Characteristics			
• Interactive and pro-active.	84	100.00	90.74
• Pro-people.	84	100.00	85.19
• Self-confident	84	100.00	90.74
• Knowledgeable	84	100.00	90.74
• Smart	84	100.00	72.22
• Creative/innovative	84	100.00	88.89
• Freely accessible	84	100.00	74.07
• Capable of working in groups/teams	84	100.00	90.74

Required Qualities/Characteristics of PDs	Distribution of Responses		
	No.	%	Rate of Importance (%)
• Effective communicator	84	100.00	83.33
• Effective negotiator	84	100.00	85.19
• Friendly, free, open and broad minded	84	100.00	77.78
• Committed	84	100.00	88.89
• Pro-active	84	100.00	70.37
☐ <i>Other Qualities/Characteristics</i>			
• Gender neutral	75	89.29	75.93
• Knowledge on IT	75	89.29	74.07

STAKEHOLDERS' ANALYSIS

Stakeholders	Interests		Influences		Dimensions/Remarks/Assumptions
	Today	In 5 yrs.	Today	In 5 yrs.	
Initiating/Executing Agency	H	H	L	M	The Initiating/Executing Agency will be able to select and develop required skills, expertise and knowledge of its own personnel exclusively for PM. It will encourage formation of appropriately enlisted qualified contractors' association for getting rid of MRS. Moreover, it will develop mechanisms for getting rid of external pressures to a considerable extent in appointing project managers and other relevant project personnel.
Sponsoring Ministry	M	H	M	H	Increased demand for appropriate persons in PM will lead SM to create a panel of skilled, efficient, honest, sincere, dedicated, pro-active, pro-people, energetic, courageous, hardworking, patriot, rational, transparent and accountable, knowledgeable and gender neutral PDs and other project personnel and they will be appointed and posted in a more appropriate manner. More powers and authorities to be delegated to SM for undertaking, fund releasing and implementing its own projects. Moreover, it will develop mechanisms for getting rid of external pressures to a considerable extent in appointing project managers and other relevant project personnel.
Ministry of Establishment	M	H	M	H	The Mentor's responsibility of the Ministry of Establishment in PM will lead it to create a panel of skilled, efficient, honest, sincere, dedicated, pro-active, pro-people, energetic, courageous, hardworking, patriot, rational, transparent and accountable, knowledgeable and gender neutral PDs and other project personnel and they will be appointed and posted in a more appropriate manner. Its areas of concern will intensively expand from its own projects to all development projects to be undertaken by the government.
Ministry of Finance	H	H	H	H	The Ministry of Finance has great interests in and strong influences on project management issues. There may be incorporation of some more delegation of responsibilities to SM and the project authority. Still then, the interests and influences of the ministry will remain high.

Stakeholder Analysis Continue

Stakeholders	Interests		Influences		Dimensions/Remarks/Assumptions
	Today	In 5 yrs.	Today	In 5 yrs.	
Ministry of Planning	H	H	H	H	The Ministry of Planning has and will have great interests in and strong influences on project management issues. At the very beginning it may not agree to many of the proposed changes needed to undergo for effective project management in the country. But at large, it will have to accept and adopt the changes required.
Other Ministries	M	H	H	M	Concerned ministries will get rid of external pressures to a considerable extent in appointing project managers and other relevant project personnel, which will help generate their interests more. But their influence on project management will decrease to some extent owing to delegation of some more powers and authorities to the project managers and concerned agencies.
Planning Commission	H	H	H	H	The Planning Commission has strong interests and influences on project management issues. The power and authority of the commission will be further strengthened. It will formulate effective guidelines/manual and procedures for selecting, preparing, designing appraising and approving projects and extend necessary technical support to EA and SM. Despite some more delegation of responsibilities to the concerned ministry and project authority, the interests and influences of the Commission will remain high.
Field Administration	L	M	L	M	In some cases, field administration has a very low influence and interest in project management. After introduction of a new competency framework, their involvement in PM will increase. As a result, their interests and influences will also increase.
IMED	H	H	M	L	Since IMED is not able to and cannot look after all the projects under implementation, responsibilities of proper monitoring and evaluation of projects, which cannot be covered by them, may be delegated or contracted out to some relevant agencies/authorities. Therefore, IMED's influences will reduce to considerable extent. But it will continue to bridge the gaps between theories and practice for better project performance more effectively.

Stakeholder Analysis Continue

Stakeholders	Interests		Influences		Dimensions/Remarks/Assumptions
	Today	In 5 yrs.	Today	In 5 yrs.	
ERD	H	M	H	M	Right now, it is the responsibility of the ERD "for what" and "with whom" to negotiate for aided projects. After introduction of a new competency framework the project authorities and the concerned agencies/ministries may be involved in the process of aid negotiation. Therefore, ERD may find lesser interests and influences.
PWD/DA/LGED	H	M	H	L	As State Owned Organisation PWD/LGED has keen interests and strong influence on project management in terms of their civil works. If this organisation had to compete with the market forces "value for money", better "customer services" and "enabling" private entrepreneurs could have been ensured and its devil interests and influences could have been gone down tremendously.
Other State Owned Enterprises	H	L	M	L	As State Owned Enterprise (like BFIDC, Wood Workshop etc.), it has keen interests and strong influence on project management in terms of their relevant works. If these enterprises had to compete with the market forces "value for money", better "customer services" and "enabling" private entrepreneurs could have been ensured and their vested interests and influences could have been gone down tremendously.
Donor Agency	M	H	H	M	The donors will have direct linkages with concerned ministries/agencies and project authorities. This will generate their interests more but their influence will decrease owing to the active involvement of concerned ministries and agencies, who are supposed to be more conversant about the <i>pros</i> and <i>cons</i> of the projects to be undertaken. But donors' funding may be reduced to a considerable extent.
Project Managers	H	H	L	M	Right now the project managers may have some benefits otherwise for which most of them feel highly interested in working for projects. After introduction of a new competency framework, only the competent people will have the chances to be engaged in project management with attractive incentive package, more powers and authorities. For these their interests will remain high and power of influence will increase owing to their better performance and skills.

Stakeholder Analysis Continue

Stakeholders	Interests		Influences		Dimensions/ Remarks/ Assumptions
	Today	In 5 yrs.	Today	In 5 yrs.	
People/Staff	L	M	L	L	Only skilled persons will be engaged for project management. The concerned staff will have more opportunities to participate effectively in the project management process and will get extra benefits in terms of incentive package. This will generate their interests more to work with honesty, honour and dignity.
Social pressure group/ NGO / Trade Unions/ Civil Society/ <i>Mastars</i> (Rent-seekers)	H	M	H	M	At present the Trade Unions and <i>Mastars</i> (Rent Seekers), some times backed by political leaders, have keen economic interests in project management affairs and have immense influence on selecting local development projects. Professional skill development of the civil servants and development of some positive social forces like Social Pressure Group, NGOs and Civil Society etc. will offset such ill-traits.
Contractors/Suppliers	H	H	L	L	Contractors/Suppliers have high interests in project management because of their survival in business. Consideration of their views in project management may serve their deserved interests, which will in turn contribute to effective implementation of projects. They will form strong associations of qualified contractors/suppliers for protecting their own interests from MRSs and for their survival.
Public/The People	L	M	L	M	At present, the public or the people, who are said to be the centre of all development efforts, have a very little confidence on public sector project managers in terms of their sincerity, commitments, honesty, transparency, accountability and reliability. Therefore, they do not feel interested in development project management as a whole. After proper implementation of the proposed framework they may have better chances to participate in the processes of project planning, implementation, monitoring and evaluation. After some years, their ability to influence in selecting need-based and sustainable development projects at local level may increase considerably. Value for money will emerge among them.
NGO/Private Organization	L	M	L	M	NGOs have a little influence and interests on public sector project management. After introduction of a new competency framework their influence and interests as development partners will increase.

Stakeholder Analysis Continue

Stakeholders	Interests		Influences		Dimensions/Remarks/Assumptions
	Today	In 5 yrs.	Today	In 5 yrs.	
Training Institutions	L	M	L	M	Market force will demand for increasingly efficient, skilled and knowledgeable persons in PM. The concerned training institutions will be more interested to conduct effective PM training. Its responsibility to this end will increase. Interfacing between TI and other agencies concerned will also increase. It will have more active role in PM and PM-research and policy framing through providing Consultancy to the Government and other agencies concerned.

Note : H = High, M = Medium, L = Low.

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

Savar, Dhaka, Bangladesh

QUESTIONNAIRE

Designing A Comprehensive Framework For Combating Development Project Management Problems in Bangladesh

[N. B. : This questionnaire has been designed to develop "a comprehensive framework for combating project management problems in Bangladesh". The output of the study would mainly be used professional purposes. Please give your candid opinion on the issues. The information given by you will therefore be kept strictly confidential.]

Part-A : General Information About Stakeholder Groups

- 1.0 Please identify your Stakeholder Group in Public Sector Project Management from the following [pl. put tick as many as applicable for you (where you have worked before or are working now)] :

◇ Sponsor / Concerned Public Sector Trainer	◇ IMED	◇ Project Manager/Director
◇ Ministry of Finance	◇ ERD	◇ NGO/Private Organization
◇ Ministry of Establishment	◇ PWD	◇ Construction Enterprise owner
◇ Ministry of Planning	◇ Other State Owned Organization	◇ Supplier
◇ Other Ministry	◇ PARC	◇ Other type of Contractor
◇ Planning Commission	◇ Donor Agency	◇ Others (pl. specify).....

- 1.1 Last Educational Attainment :
(Please put ✓ mark)

Illiterate

SSC/HSC pass

B.Sc/B.Com/B.A.

M.Sc/M.Com/M.A

MS/M.Phil

Ph.D.

- 1.2 Name of Cadre :
- Non-Cadre (Pl. Specify) :

- 1.3 Length of Service/Profession : 11-16 Years ☐
- (Please put ✓ mark) 17-20 Years ☐
- 21-25 Years ☐
- 26-30 Years ☐
- 30 + Years ☐

1.4 In-Country Training Experiences :

Sl. No.	Institution	Name/Nature of Training Course	Duration
<i>A.</i>	<i>Training on Project Management Issues</i>		

1.5 Training Experiences in Abroad :

Sl. No.	Country	Institution	Name/Nature of Training Course	Duration
<i>B.</i>	<i>Training on Project Management Issues</i>			

1.6 Do you have experiences in the following project management activities ? [Please put tick marks where appropriate]

- ☐ Worked/working as Project Director
- ☐ Worked/working as other project personnel.
- ☐ Supervised/supervising project implementation.
- ☐ Planned/designed/prepared project document(s).
- ☐ Monitored/monitoring project implementation.
- ☐ Evaluated/evaluating project implementation.
- ☐ Did/doing Consultancy for project implementation/planning/preparation/monitoring/evaluation.
- ☐ Conducted training session(s) on project management issues.
- ☐ Worked/working as contractor/supplier of project goods/services.
- ☐ Worked/working as (please specify)

Part-B : Identification of Major Project Management Problems, their Levels and Solutions

- 2.0 What do you think are the existing major project management problems or challenges in our country ? [please put tick marks, add new ones (if any) and circle your rate of importance, where 1 = lowest, 6 = highest]

Nature of Existing Problems	Rate of Importance					
☐ Lack of skilled personnel in preparing project document.	1	2	3	4	5	6
☐ Raw form of project documents	1	2	3	4	5	6
☐ Lack of project feasibility study	1	2	3	4	5	6
☐ Lack of appropriate project planning	1	2	3	4	5	6
☐ Delay in project preparation and amendment	1	2	3	4	5	6
☐ Frequent amendments of project	1	2	3	4	5	6
☐ Weak management of project and delay in taking decisions during project implementation	1	2	3	4	5	6
☐ Lack of skilled/efficient and trained personnel/manpower for implementing projects	1	2	3	4	5	6
☐ Delay in inviting tenders	1	2	3	4	5	6
☐ Lack of appropriate and unified bidding documents	1	2	3	4	5	6
☐ Delay in bid evaluation.	1	2	3	4	5	6
☐ Complicated procedures for procuring project works, goods and services	1	2	3	4	5	6
☐ Lack of knowledge of the project managers about existing rules and procedures of procuring project works, goods and services	1	2	3	4	5	6
☐ Co-ordination gaps between executing agency and other related agencies.	1	2	3	4	5	6
☐ Delay in appointment of PD and other project personnel	1	2	3	4	5	6
☐ Lack of full-time PD for project implementation	1	2	3	4	5	6
☐ Frequent transfer of PD	1	2	3	4	5	6
☐ Lack of appropriate selection of PD for project implementation.	1	2	3	4	5	6
☐ Delay in releasing funds for project financing	1	2	3	4	5	6
☐ Inadequate allocation for the project and inappropriate fund allocation in ADP	1	2	3	4	5	6
☐ Lack of appropriate supervision/inspection and monitoring by superior officials	1	2	3	4	5	6
☐ Lack of appropriate delegation of administrative and financial powers	1	2	3	4	5	6
☐ Lack of delegation of administrative and financial powers within project personnel	1	2	3	4	5	6
☐ Inadequate monitoring and evaluation	1	2	3	4	5	6

Nature of Existing Problems	Rate of Importance					
☐ Delay in complication of land acquisition process	1	2	3	4	5	6
☐ Complication in getting possession of land	1	2	3	4	5	6
☐ Delay in lining up foreign assistance for the project	1	2	3	4	5	6
☐ Delay in concluding loan agreement with development partners	1	2	3	4	5	6
☐ Delay in fulfilment of loan conditionalities	1	2	3	4	5	6
☐ Delay in appointment of consultant	1	2	3	4	5	6
☐ Politicising development projects	1	2	3	4	5	6
☐ Proliferation and dominance of <i>mastans</i> (rent-seekers)	1	2	3	4	5	6
☐ Degradation of ethical values and increased corruption	1	2	3	4	5	6
☐ Delay in project approval process	1	2	3	4	5	6
☐ Complicated forms for preparing project documents	1	2	3	4	5	6
☐ Others (specify)	1	2	3	4	5	6
☐	1	2	3	4	5	6
☐	1	2	3	4	5	6

- 2.1 Please identify the agency/agencies responsible for addressing/overcoming the following identified project management problems or challenges in our country? [please put tick marks, add new ones (if any) and circle your rate of importance, where 1 = lowest, 6 = highest]

Existing Problems and Agencies Responsible	Rate of Importance					
☐ Lack of skilled personnel in preparing project document.						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Raw form of project documents						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Initiating/Executing Agency	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Lack of project feasibility study						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6

Existing Problems and Agencies Responsible	Rate of Importance					
• Initiating/Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Lack of appropriate project planning						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Delay in project preparation and amendment						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Frequent amendments of project						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Beneficiaries/Benefiting organization	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Weak management of project and delay in taking decisions during project implementation						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6

Existing Problems and Agencies Responsible	Rate of Importance					
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Beneficiaries/benefiting organization	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Vested private interest group(s)	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Lack of skilled/efficient and trained personnel/manpower for implementing projects						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Beneficiaries/benefiting organization	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Vested private interest group(s)	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Delay in inviting tenders						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Beneficiaries/benefiting organization	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Vested private interest group(s)	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Lack of appropriate and unified bidding documents						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Beneficiaries/benefiting organization	1	2	3	4	5	6
• Vested private interest group(s)	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
•	1	2	3	4	5	6

Existing Problems and Agencies Responsible		Rate of Importance					
☐ Delay in bid evaluation							
• Sponsoring Ministry	1	2	3	4	5	6	
• Planning Commission	1	2	3	4	5	6	
• IMED	1	2	3	4	5	6	
• Executing Agency	1	2	3	4	5	6	
• ERD	1	2	3	4	5	6	
• Ministry of Finance	1	2	3	4	5	6	
• Development partners	1	2	3	4	5	6	
• Beneficiaries/benefiting organization	1	2	3	4	5	6	
• Vested private interest group(s)	1	2	3	4	5	6	
• Others (specify)	1	2	3	4	5	6	
•	1	2	3	4	5	6	
☐ Complicated procedures for procuring project works, goods and services							
• Sponsoring Ministry	1	2	3	4	5	6	
• Planning Commission	1	2	3	4	5	6	
• IMED	1	2	3	4	5	6	
• Executing Agency	1	2	3	4	5	6	
• ERD	1	2	3	4	5	6	
• Ministry of Finance	1	2	3	4	5	6	
• Development partners	1	2	3	4	5	6	
• Beneficiaries/benefiting organization	1	2	3	4	5	6	
• Vested private interest group(s)	1	2	3	4	5	6	
• Others (specify)	1	2	3	4	5	6	
•	1	2	3	4	5	6	
☐ Lack of knowledge of the project managers about existing rules and procedures of procuring project works, goods and services							
• Sponsoring Ministry	1	2	3	4	5	6	
• Planning Commission	1	2	3	4	5	6	
• IMED	1	2	3	4	5	6	
• Executing Agency	1	2	3	4	5	6	
• ERD	1	2	3	4	5	6	
• Ministry of Finance	1	2	3	4	5	6	
• Development partners	1	2	3	4	5	6	
• Beneficiaries/benefiting organization	1	2	3	4	5	6	
• Vested private interest group(s)	1	2	3	4	5	6	
• Others (specify)	1	2	3	4	5	6	
•	1	2	3	4	5	6	
☐ Co-ordination gaps between executing agency and other related agencies.							
• Sponsoring Ministry	1	2	3	4	5	6	
• Planning Commission	1	2	3	4	5	6	
• IMED	1	2	3	4	5	6	
• Executing Agency	1	2	3	4	5	6	

Existing Problems and Agencies Responsible	Rate of Importance					
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Beneficiaries/benefiting organization	1	2	3	4	5	6
• Vested private interest group(s)	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Delay in appointment of PD and other project personnel						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Lack of full-time PD for project implementation						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Frequent transfer of PD						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Lack of appropriate selection of PD for project implementation.						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6

Annex-

Existing Problems and Agencies Responsible		Rate of Importance					
☐ Delay in releasing funds for project financing							
• Sponsoring Ministry	1	2	3	4	5	6	
• Planning Commission	1	2	3	4	5	6	
• IMED	1	2	3	4	5	6	
• Executing Agency	1	2	3	4	5	6	
• ERD	1	2	3	4	5	6	
• Ministry of Finance	1	2	3	4	5	6	
• Development partners	1	2	3	4	5	6	
• Others (specify)	1	2	3	4	5	6	
•	1	2	3	4	5	6	
☐ Inadequate allocation for the project and inappropriate fund allocation in ADP							
• Sponsoring Ministry	1	2	3	4	5	6	
• Planning Commission	1	2	3	4	5	6	
• IMED	1	2	3	4	5	6	
• Executing Agency	1	2	3	4	5	6	
• ERD	1	2	3	4	5	6	
• Ministry of Finance	1	2	3	4	5	6	
• Development partners	1	2	3	4	5	6	
• Vested private interest group(s)	1	2	3	4	5	6	
• Others (specify)	1	2	3	4	5	6	
•	1	2	3	4	5	6	
☐ Lack of appropriate supervision/inspection and monitoring by superior officials							
• Sponsoring Ministry	1	2	3	4	5	6	
• Planning Commission	1	2	3	4	5	6	
• IMED	1	2	3	4	5	6	
• Executing Agency	1	2	3	4	5	6	
• Development partners	1	2	3	4	5	6	
• Others (specify)	1	2	3	4	5	6	
•	1	2	3	4	5	6	
☐ Lack of delegation of administrative and financial powers							
• Sponsoring Ministry	1	2	3	4	5	6	
• Planning Commission	1	2	3	4	5	6	
• IMED	1	2	3	4	5	6	
• Executing Agency	1	2	3	4	5	6	
• ERD	1	2	3	4	5	6	
• Ministry of Finance	1	2	3	4	5	6	
• Development partners	1	2	3	4	5	6	
• Others (specify)	1	2	3	4	5	6	
•	1	2	3	4	5	6	
☐ Lack of delegation of administrative and financial powers within project personnel							
• Sponsoring Ministry	1	2	3	4	5	6	

Existing Problems and Agencies Responsible	Rate of Importance					
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Project Director	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Inadequate monitoring and evaluation						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Beneficiaries /benefiting organization	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Delay in/complication of land acquisition process						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Ministry of Land	1	2	3	4	5	6
• Ministry of Establishment	1	2	3	4	5	6
• Ministry of Law	1	2	3	4	5	6
• DC Office	1	2	3	4	5	6
• Private vested interest group(s)	1	2	3	4	5	6
• Mastans/rent seekers	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Complication in getting possession of land						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Ministry of Land	1	2	3	4	5	6
• Ministry of Establishment	1	2	3	4	5	6
• Ministry of Law	1	2	3	4	5	6

Existing Problems and Agencies Responsible	Rate of Importance					
• DC Office	1	2	3	4	5	6
• Private vested interest group	1	2	3	4	5	6
• Mastans/ rent seekers	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Delay in lining up foreign assistance for the project						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Project Director	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Delay in concluding loan agreement with development partners						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Project Director	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Delay in fulfilment of loan conditionalities						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Project Director	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Delay in appointment of consultant						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6

Existing Problems and Agencies Responsible	Rate of Importance					
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• ERD	1	2	3	4	5	6
• Ministry of Finance	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Project Director	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Politicising development projects						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Political bureaucrats	1	2	3	4	5	6
• Mastans/rent seekers	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Other political elites	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Proliferation and dominance of <i>mastans</i> (rent-seekers)						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Political bureaucrats	1	2	3	4	5	6
• Mastans/rent seekers	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Other political elites	1	2	3	4	5	6
• Project Director	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Degradation of ethical values and increased corruption						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Political bureaucrats	1	2	3	4	5	6
• Mastans/rent seekers	1	2	3	4	5	6
• Development partners	1	2	3	4	5	6
• Other political elites	1	2	3	4	5	6
• Project Director	1	2	3	4	5	6

Existing Problems and Agencies Responsible	Rate of Importance					
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Others (specify)						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
•	1	2	3	4	5	6
☐						
• Sponsoring Ministry	1	2	3	4	5	6
• Planning Commission	1	2	3	4	5	6
• IMED	1	2	3	4	5	6
• Executing Agency	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
•	1	2	3	4	5	6

- 2.2 Please identify the required measures for overcoming the following identified project management problems or challenges in our country ? [please put tick marks, add new ones (if any) and circle your rate of importance, where 1 = lowest, 6 = highest]

Measures for Overcoming Existing Problems	Rate of Importance					
☐ Lack of skilled personnel in preparing project document.						
• Have selected own manpower for the purpose	1	2	3	4	5	6
• Develop their skills through training	1	2	3	4	5	6
• Otherwise hire skilled personnel	1	2	3	4	5	6
• Engage consultant	1	2	3	4	5	6
• Consult skilled persons of other organization	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Raw form of project documents						
• Have selected own manpower for the purpose	1	2	3	4	5	6
• Develop their skills through training	1	2	3	4	5	6
• Otherwise hire skilled personnel	1	2	3	4	5	6
• Engage consultant	1	2	3	4	5	6
• Consult skilled persons of other organization	1	2	3	4	5	6
• A full package of project management training course incorporating piece-meal project preparation package in modular form within full package should be available	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6

Annex-

Measures for Overcoming Existing Problems	Rate of Importance					
☐ Lack of project feasibility study						
• No project should get approval without feasibility study	1	2	3	4	5	6
• Planning Commission should not process any project feasibility study of which is not done	1	2	3	4	5	6
• Planning cell/wing of sponsoring Ministry should be more cautious about feasibility study	1	2	3	4	5	6
• Development partners should not finance any project without feasibility study	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Lack of appropriate project planning						
• Have selected own manpower for the purpose	1	2	3	4	5	6
• Develop their skills through training	1	2	3	4	5	6
• Otherwise hire skilled personnel	1	2	3	4	5	6
• Engage consultant	1	2	3	4	5	6
• Consult skilled persons of other organization	1	2	3	4	5	6
• A full package of project management training course incorporating piece-meal project planning package in modular form within full package should be available	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Delay in project preparation and amendment						
• Have selected own manpower for the purpose	1	2	3	4	5	6
• Develop their skills through training	1	2	3	4	5	6
• Otherwise hire skilled personnel	1	2	3	4	5	6
• Engage consultant	1	2	3	4	5	6
• Consult skilled persons of other organization	1	2	3	4	5	6
• Simplify project amendment procedures	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Frequent amendments of project						
• Give sufficient time for project planning	1	2	3	4	5	6
• Make sure that the projects are appropriately planned/designed/prepared with required flexibility so that it does not require amendments	1	2	3	4	5	6
• Ensure planned fund flow for implementation so that cost-over-run does not incur due to time over-run	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6

Measures for Overcoming Existing Problems	Rate of Importance					
□ Weak management of project and delay in taking decisions during project implementation						
• Appoint capable PD & project personnel	1	2	3	4	5	6
• Ensure frequent visits of project sides and close supervision by the superior officials	1	2	3	4	5	6
• IMED should make frequent visits during project implementation	1	2	3	4	5	6
• Ensure frequent visits of project sides and close supervision by the officials of the sponsoring Ministry	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Lack of skilled/efficient and trained personnel/manpower for implementing projects						
• Appoint capable PD & project personnel	1	2	3	4	5	6
• Have selected own manpower for the purpose	1	2	3	4	5	6
• Develop their skills through training	1	2	3	4	5	6
• Otherwise hire skilled personnel	1	2	3	4	5	6
• Engage consultant	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Delay in inviting tenders						
• Have well-developed yearly implementation plan with detailed procedural activities	1	2	3	4	5	6
• Strictly follow the yearly procurement plan	1	2	3	4	5	6
• Appoint full-time PD as per provision	1	2	3	4	5	6
• IMED/Ministry of finance should prepare a unified bid document where specification and specific terms and conditions of procuring all sorts of works/goods/services can be accommodated	1	2	3	4	5	6
• Have a Technical Committee engaging appropriate persons in preparing specifications and bid documents according to the nature of works, goods and services and for bid evaluation	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Lack of appropriate and unified bidding documents						
• IMED/Ministry of finance should prepare a unified bid document where specification and specific terms and conditions of procuring all sorts of works/goods/services can be accommodated	1	2	3	4	5	6

Measures for Overcoming Existing Problems	Rate of Importance					
• There should be a circular of using unified bid document by all concerned.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Delay in bid evaluation						
• Have a Technical Committee engaging appropriate persons in preparing specifications and bid documents according to the nature of works, goods and services and for bid evaluation	1	2	3	4	5	6
• Have well-developed yearly implementation plan with detailed procedural activities	1	2	3	4	5	6
• Strictly follow the yearly procurement plan	1	2	3	4	5	6
• Create an incentive package for the evaluators within the project framework.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Complicated procedures for procuring project works, goods and services						
• Project personnel must have thorough knowledge on the procurement regulations	1	2	3	4	5	6
• Identify the problem areas of implementing procurement regulation and bring it to the notice of the agencies concerned.	1	2	3	4	5	6
• Organise workshops on the issues involving all concerned.	1	2	3	4	5	6
• Make necessary amendments	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Lack of knowledge of the project managers about existing rules and procedures of procuring project works, goods and services						
• Do not engage any person in project implementation, who do not have appropriate knowledge about required rules and procedures.	1	2	3	4	5	6
• Train the project personnel first about existing rules and procedures of procuring project works, goods and services and thereafter engage them in work.	1	2	3	4	5	6
• Do not recruit fresh people as project personnel.	1	2	3	4	5	6
• Create an incentive package for project personnel within the project framework for attracting appropriately skilled persons.	1	2	3	4	5	6

Measures for Overcoming Existing Problems	Rate of Importance					
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Co-ordination gaps between executing agency and other related agencies.						
• The project personnel should develop a very good relationships/linkage with other related agencies.	1	2	3	4	5	6
• Pursue the matter creating project implementation problems personally	1	2	3	4	5	6
• Involve higher authority where problems are acute	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Delay in appointment of PD and other project personnel						
• The Ministry concerned should maintain a panel of PDs to be appointed as and when necessary.	1	2	3	4	5	6
• The Executing Agency/Project office should bring it to the notice of the Ministry concerned earlier.	1	2	3	4	5	6
• The Executing Agency/Project office should pursue the matter continuously.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Lack of full-time PD for project implementation						
• The Ministry concerned should maintain a panel of PDs to be appointed as and when necessary.	1	2	3	4	5	6
• The Ministry concerned should strictly follow the guide-line of appointing full-time PD to save project's time and cost over-run.	1	2	3	4	5	6
• Ministry concerned must not appoint half-time PD, where full-time PD is required/applicable.	1	2	3	4	5	6
• Create an incentive based salary structure within the project framework for attracting appropriately skilled PD.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Frequent transfer of PD						
• The Ministry concerned should have a long-term vision for project implementation	1	2	3	4	5	6
• The Ministry concerned should not appoint such person to be required to transfer soon.	1	2	3	4	5	6

Measures for Overcoming Existing Problems	Rate of Importance					
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Lack of appropriate selection of PD for project implementation.						
• The concerned Ministry should have a panel/ pool of PDs with appropriate experiences, knowledge and skills required for effective project implementation.	1	2	3	4	5	6
• No one should be appointed as first hand PD (i.e. without required knowledge, skills and experiences for project implementation).	1	2	3	4	5	6
• Required knowledge, skills, experiences, qualification, level/position etc. of potential PDs of a certain project should be outlined in the project document and maintained accordingly.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Delay in releasing funds for project financing						
• The sponsoring Ministry should have full power releasing all quarterly funds allocated in ADP for the project.	1	2	3	4	5	6
• The sponsoring Ministry must automatically release all quarterly allocated funds in time, if the concerned PD do not ask to hold it.	1	2	3	4	5	6
• PD will have to be made held responsible, if she/he can not appropriately utilise the released funds for the project.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Inadequate allocation for the project and inappropriate fund allocation in ADP						
• Funds allocated in the ADP should be according to the merit of the projects to be determined by the sponsoring Ministry.	1	2	3	4	5	6
• The sponsoring Ministry should receive a yearly lum grants for all of its projects together and should have full power to allocate funds to its projects.	1	2	3	4	5	6
• The amount of yearly projects' lum grants should be determined by the agency concerned in an inter-Ministerial meeting.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
•	1	2	3	4	5	6

Annex 3

Measures for Overcoming Existing Problems	Rate of Importance					
☐ Lack of appropriate supervision/inspection and monitoring by superior officials						
• PD should have close supervision over every activity of the project under implementation.	1	2	3	4	5	6
• Other superior officials should make frequent visits to oversee the project performance.	1	2	3	4	5	6
• Superior and other officials of the sponsoring Ministry should make frequent visits to oversee the project performance.	1	2	3	4	5	6
• IMED should make at least a quarterly visit to oversee the project performance.	1	2	3	4	5	6
• There should be a high powered Steering Committee comprising members from all agencies concerned to oversee the project performance at least once in two months.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Lack of delegation of administrative and financial powers						
• The sponsoring Ministry should be delegated more administrative and financial powers.	1	2	3	4	5	6
• PD should be delegated more administrative and financial powers and authority.	1	2	3	4	5	6
• PD should have the power and authority to delegate some of its administrative and financial powers and authority to other project personnel, of required.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Lack of delegation of administrative and financial powers within project personnel						
• PD should have the power and authority to delegate some of its administrative and financial powers and authority to other project personnel, of required.	1	2	3	4	5	6
• PD must delegate administrative and financial powers and authority to other project personnel required for smooth implementation of projects and ensure their accountability.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Inadequate monitoring and evaluation						
• PD should have close supervision over every activity of the project under implementation.	1	2	3	4	5	6
• Other superior officials should make frequent visits to oversee the project performance.	1	2	3	4	5	6

Measures for Overcoming Existing Problems	Rate of Importance					
• Superior and other officials of the sponsoring Ministry should make frequent visits to oversee the project performance.	1	2	3	4	5	6
• IMED should make at least a quarterly visit to oversee the project performance.	1	2	3	4	5	6
• There should be a high powered Steering Committee comprising members from all agencies concerned to oversee the project performance at least once in two months.	1	2	3	4	5	6
• There should be some incentive packages for project monitoring and evaluation functions.	1	2	3	4	5	6
• There should be provisions of on-going, mid-term, terminal and performance evaluation systems developed within the project framework.	1	2	3	4	5	6
• IMED should engage an appropriate third party for project evaluation in time, if it does not have the required manpowers.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Delay in/complication of land acquisition process						
• Land acquisition process should be simplified.	1	2	3	4	5	6
• Land acquisition should be considered as a pre-investment activity, if the Government take policy decision to implement the project, funds for land acquisition should be allocated and disbursed prior to project approval.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Complication in getting possession of land						
•	1	2	3	4	5	6
•	1	2	3	4	5	6
•	1	2	3	4	5	6
•	1	2	3	4	5	6
•	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Delay in lining up foreign assistance for the project						
• ERD should be activated to line up required foreign assistance.	1	2	3	4	5	6
• The sponsoring Ministry should have maintain close follow-up process in lining up required foreign assistance.	1	2	3	4	5	6

Measures for Overcoming Existing Problems	Rate of Importance					
	1	2	3	4	5	6
• The sponsoring Ministry as well as the Executing agency should be permitted to have direct contact with development partners in lining up foreign assistance, if required.						
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Delay in concluding loan agreement with development partners						
• The process of concluding loan agreement should be simplified.	1	2	3	4	5	6
• More capable officers should be appointed in ERD	1	2	3	4	5	6
• Involvement sponsoring Ministry should be strengthened.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Delay in fulfilment of loan conditionalities						
• The process of agreement/disagreement to fulfilment of loan conditionalities should be simplified.	1	2	3	4	5	6
• More capable officers should be appointed in ERD	1	2	3	4	5	6
• Involvement sponsoring Ministry should be strengthened.	1	2	3	4	5	6
• There should be a strong follow-up plan for fulfilment of agreed loan conditionalities.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Delay in appointment of consultant						
• Consultants' qualifications, skills and other terms and conditions should be clearly spelt out in the project document	1	2	3	4	5	6
• Provisions in the approved project document and in Procurement regulation should be strictly followed	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
□ Politicising development projects						
• No project should get approval without proper feasibility study.	1	2	3	4	5	6
• No project should get approval without required cost-benefit or other analysis.	1	2	3	4	5	6
• Planning discipline should be strictly followed.	1	2	3	4	5	6

[illegible]

- 2.3 Please identify the three most important **S**trengths, **W**eaknesses, **O**pportunities and **T**reats/Risks of the existing project management systems in our country.

SWOT - Elements

A. **Strengths**

1.

2.

3.

B. **Weaknesses**

1.

2.

3.

C. **Opportunities**

1.

2.

3.

D. **Threats/Risks**

1.

2.

3.

2.4

Please identify the required qualities/characteristics of the project managers (PDs) from the following for better or effective project performance [please put tick marks, add new ones (if any) and circle your rate of importance, where 1 = lowest, 6 = highest]

Required Qualities/Characteristics of PDs	Rate of Importance					
☐ Ethical Qualities/Characteristics						
• Sincerity, honesty, neutrality and fairness in all actions and decisions.	1	2	3	4	5	6
• Firm religious beliefs/values.	1	2	3	4	5	6
• Courageous, energetic and hardworking.	1	2	3	4	5	6
• Patriotism and loyalty.	1	2	3	4	5	6
• Punctuality.	1	2	3	4	5	6
• Respects to others (people and subordinates).	1	2	3	4	5	6
• Patience/tolerance.	1	2	3	4	5	6
• Rational and logical.	1	2	3	4	5	6
• Amiable, polite, courteous and social.	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Administrative Qualities/Characteristics						
• Transparent and accountable	1	2	3	4	5	6
• Lawfulness	1	2	3	4	5	6
• Skilled in project implementation.	1	2	3	4	5	6
• Thorough knowledge on required rules, regulations and procedures.	1	2	3	4	5	6
• Thorough knowledge on concerned project document.	1	2	3	4	5	6
• Quick decision making power	1	2	3	4	5	6
• Professionalism	1	2	3	4	5	6
• Willingness to delegate powers and authority	1	2	3	4	5	6
• Freely accessible	1	2	3	4	5	6
• Customer-oriented	1	2	3	4	5	6
• Appraise good performance	1	2	3	4	5	6
• Enabling	1	2	3	4	5	6
• Co-operative/supportive	1	2	3	4	5	6
• Others (specify)	1	2	3	4	5	6
•	1	2	3	4	5	6
☐ Leadership Qualities/Characteristics						
• Interactive and pro-active.	1	2	3	4	5	6
• Pro-people.	1	2	3	4	5	6
• Self-confident	1	2	3	4	5	6
• Knowledgeable	1	2	3	4	5	6
• Smart	1	2	3	4	5	6
• Creative/innovative	1	2	3	4	5	6

Part-C : Competencies and Action Plan for Future Challenges

What changes do you foresee in political, economic, administrative, social and technological (PEAST) aspects of Project management in Bangladesh ? What managerial competencies would be necessary for the project managers to cope with such future challenges ?

Changes in (please state the foreseeable changes)	Concurrent changes in managerial competencies of the project managers [Skills, Knowledge, Abilities, Reliabilities (including personal qualities/characteristics) and Technological know-how (SKART)]
POLITICAL <u><i>Positive</i></u>	
<u><i>Negative</i></u>	

Changes in (please state the foreseeable changes)	Concurrent changes in managerial competencies of the project managers [Skills, Knowledge, Abilities, Reliabilities (including personal qualities/characteristics) and Technological know-how (SKART)]
ECONOMIC <u>Positive</u> <u>Negative</u>	
ADMINISTRATIVE <u>Positive</u> <u>Negative</u>	
SOCIAL <u>Positive</u> <u>Negative</u>	
TECHNOLOGICAL <u>Positive</u> <u>Negative</u>	

- 4.0 What SAAIM [Strategic (selection), Accommodative (appraisal), Accelerated (approval), Integrated (implementation), Management (monitoring-evaluation) action plan do you suggest to be undertaken by the agencies concerned for better project performance and in meeting the future challenges.

Areas/Aspects of Action Plan	Suggested Specific Action Plan
Strategic [Selection]	
Accommodative [Appraisal]	
Accelerated [Approval]	
Integrated [Implementation]	
Management [Monitoring & Evaluation]	

- 5.0 Please give suggestions (if any) for more effective project management in the country.

[Thanks for your sincere co-operation]

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