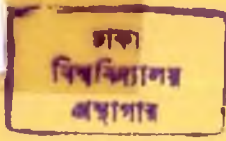


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# PROJECT MANAGEMENT IN BANGLADESH : A STUDY OF THE ROLE OF THE IMED

**UJJAL ACHARJEE**

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DEPARTMENT OF PUBLIC ADMINISTRATION  
FACULTY OF SOCIAL SCIENCES  
UNIVERSITY OF DHAKA  
DHAKA, BANGLADESH  
2000

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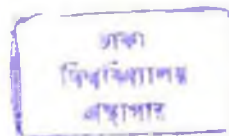
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**THIS RESEARCH WORK IS SUBMITTED IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE  
MASTER OF PHILOSOPHY (M. PHIL.) IN PUBLIC  
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DHAKA, BANGLADESH**

**Submitted by :**

**UJJAL ACHARJEE  
Registration No. 297  
Session 1995-1996  
Department of Public Administration  
Faculty of Social Sciences  
University of Dhaka**

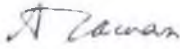
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## Certificate

This is to certify that the thesis entitled "PROJECT MANAGEMENT IN BANGLADESH : A STUDY OF THE ROLE OF THE IMED" is an outcome of extensive research done by Mr. UJJAL ACHARJEE for the award of Masters of Philosophy in Public Administration. The references cited in it have duly been acknowledged. The style and contents of the thesis have been approved and recommended for submission.

Supervisor :



**Professor Mohammad Asaduzzaman**

**Dean**

Faculty of Social Sciences

University of Dhaka

Dhaka 1000

Bangladesh

and

**Professor**

Department of Public Administration

Faculty of Social Sciences

University of Dhaka

Dhaka 1000

Bangladesh

384746



## Declaration

I hereby declare that the whole of the research work submitted as a thesis entitled "PROJECT MANAGEMENT IN BANGLADESH : A STUDY OF THE ROLE OF THE IMED" for the degree of Master of Philosophy in Public Administration at the University of Dhaka through the Department of Public Administration, is the results of my own investigations except where due acknowledgement has been given. The thesis has not been concurrently submitted in substance for any degree.



**UJJAL ACHARJEE**

M. Phil. Researcher (Final Part)  
Department of Public Administration  
Faculty of Social Sciences  
University of Dhaka  
Dhaka 1000  
Bangladesh

**..... DEDICATED TO MY PARENTS**

**LATE MR. LAL MOHAN ACHARJEE &  
LATE MRS. ASHALATA ACHARJEE**

**WHO HAD MADE THEIR HEAVENLY  
JOURNEY TO THE ETERNAL ABODE .....**

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## ACRONYMS

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ADB	Asian Development Bank
ADP	Annual Development Program
BADC	Bangladesh Agricultural Development Corporation
BPATC	Bangladesh Public Administration Training Centre
BRDB	Bangladesh Rural Development Board
BTMC	Bangladesh Textile Mills Corporation
CIDA	Canadian International Development Agency
DAE	Department of Agricultural Extension
DSPEC	Departmental Special Project Evaluation Committee
EC	European Commission
ECNEC	Executive Committee of the National Economic Council
ERD	External Resources Division
GoB	Government Organization
HPP	High Priority Project
IMED	Implementation, Monitoring and Evaluation Division
IRD	Internal Resources Division
LGED	Local Government Engineering Department
NEC	National Economic Council
OECF	Overseas Economic Cooperation Fund
PCP	Project Concept Paper
PCP	Project Concept Paper
PD	Planning Division
PDEU	Population Development and Evaluation Unit
PEC	Project Evaluation Committee
PEP	Productive Employment Project
PIB	Project Implementation Bureau
PID	Planning and Implementation Department
PMD	Project Monitoring Division
PMS	Project Management System
PP	Project Proforma
RADP	Revised Annual Development Program
RPCP	Rural Poor Co-operative projects
SIDA	Swedish International Development Agency
SPEC	Special Project Evaluation Committee
SSRC	Social Science Research Council
TAP	Technical Assistance Projects/Programs
UN	United Nations
WFP	World Food Program

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# CHAPTER ONE

**CHAPTER**  
**1**

## **INTRODUCTION**

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Bangladesh is a developing country. Bangladesh has not yet achieved economic emancipation, economic self-sufficiency because it has not yet in a position to meet the basic needs like food, cloth, shelter, education, health etc. Bangladesh is still facing hunger, poverty, malnutrition, inadequacy of resources, backwardness in education and above all economic stagnation. Bangladesh has implemented a substantial program of economic reform which has failed to improve the growth performance of the national economy. Because of these economic characteristics Bangladesh has to depend on foreign aid. A common feature of the national annual budget, specially the development budget that is largely depends of foreign aid, grant, loan etc. Project Management is an important part of our annual budget. Project management is a pre-planned schedule of different economic activities. Through successful project management a nation can achieve a definite goal or goals.

### **1.1 CONCEPT OF DEVELOPMENT**

In its real sense of the term 'Development' connects an aspect term of change and the change must be deliberate, purposive, planned, calculative and directional towards it's goal. Development refers to a change from an unsatisfactory stage to move desirable social stage and progress. Development is a multi-dimensional concept rather than completely considering it in terms of one dimension like socio-economic, political, cultural, environmental or administrative. Development has been seen as a



balanced and integrated process of change incorporation social, cultural and moral no less than economic and technological factors for change the better.

Development is a multidimensional process involving major changes in social structures, popular attitudes and national institutions, as well as the acceleration of economic growth, the reduction of inequality and the eradication of absolute poverty.<sup>1</sup> In fact, the concept of development includes the idea of growth.

Development, defined in terms of improvement in the quality of life of all people, should be conceived as a process of liberation of individual classes, and societies from situations of dependency and exploitation.<sup>2</sup> Government policies and programs for development can be examined in number of ways depending on the purpose and it's philosophy.

The strategies refer to development in the round, to overall development and not just to one aspect of development or to one sector.<sup>3</sup> Development is a planned and committed process against the forces of under development for establishing new pattern of progress and prosperity.

In development, the role of government includes both strategy and administration. Development strategies include various national objectives, political values, concerns ruling elites, prevailing ideologies as well as technical necessities.<sup>4</sup>

## **1.2 DEVELOPMENT PLANNING**

Planning has become a vital instrument in the strategy of modernization. Planning can be defined as a continuous process, which involves decisions or choices about alternative ways of using available reasons with the aim of achieving particular goals at sometime in future. Therefore, planning is to be considered as a useful tool in policy making of a country irrespective of its

socio-economic, political, administrative system and its stage of economic growth.

Development planning and policies encompass not only economic but also socio-political and administrative factors. Economic development and policies produce different impact on various socio-economic classes or interest groups.<sup>5</sup>

Development planning refers to two broad dimensions. One is planning and the rest one is development. Development planning involves a deliberate attempt on the part of the government to bring about socio-economic progress and institutional changes on a continuous basis.

### **1.3 DEVELOPMENT ADMINISTRATION AND PROJECT MANAGEMENT**

Administration is the process of achieving desired result through organizational activities and administrative capacity therefore is the capacity to achieve the desired results. Development administration is the process of socio-economic-political development of the people through the participation in policy-making, planning, implementation and evaluation.

Development administration refers to the administration of development programs, to the methods by large-scale organizations, notably governments, to implement policies and plans designed to meet development objectives .... (and to) .... the improvement of administrative capacities.<sup>6</sup> It is responsible for the formulation, implementation, monitoring and evaluation of policies, programs and projects relating to the development to the goals and activities of the Government.

Development administration emphasizes technical expertise and the will of government as the main factors determining the administrative capacity of the state.<sup>7</sup>

Project management is a systematic process by which various development plans can be successfully implemented towards its goal.

Project management is receiving much attention these days. The art and politics of management will vary from country to country and will depend on the concerned individuals and organizations.<sup>8</sup> The need for formal planning is indeed much greater for project work than for normal operations. Without effective planning, there may be chaos.<sup>9</sup> Various economic plans of the state are designed and implemented through project management. But a defective planning and defective implementation do harm to economic development of Bangladesh and hence the national development. As a result, it is commonly seen that the projects that are undertaken this year are being incompleting for the next financial year. It results in slow-pace development or termination of project on the midway that is it can not reach the targeted goal. Planning at the same time is much more necessary and much more difficult to execute in backward countries than in advanced countries. Planning Commission in association with other bodies plays a significance role in the process of public policy making in Bangladesh. Hence Implementation, Monitoring and Evaluation Division (IMED) of the Ministry of Planning involved with public sector project management and the monitoring and evaluation process of various development projects of concerned ministries/agencies.

#### **1.4 BACKGROUND OF THE RESEARCH**

To examine the necessity of project management for the development of our national economy and with the view to find out problems regarding this, the author was encouraged for such research. IMED is one of the executive bodies, interrelated with other government bodies/agencies for project management and its implementation, monitoring and evaluation activities. It is common that most of the times development projects of our government bodies/agencies could not be able to reach towards the goal. The IMED,

considered as eyes and ears' of the NEC, ECNEC, Planning Commission, Line Ministries and Development Partners regarding with the public sector project management and the monitoring and evaluation activities. Hence, what is the actual role of IMED and what is the operational linkage between IMED with other GoB? , why projects fail?, what should IMED perform to overcome such problems ? -- these questions led the author to carry out the research on the specific role of IMED in project management system of Bangladesh.

### **1.5 OBJECTIVES OF THE RESEARCH**

On the basis of the above background, the objectives of the present research stands as below :

- a. To identify the problems of project management run by the Government of the People's Republic of Bangladesh;
- b. To examine why projects fail to achieve their target and how they can succeed in real lifecycle in the project management environment in Bangladesh;
- c. To identify specific role of the IMED to remove out related problems of various government level projects in Bangladesh.

### **1.6 HYPOTHESIS**

- a. Only management problems are not the prime factors in public sector project management, some other factors are also related;
- b. The IMED is the prime body in monitoring and evaluation of development projects rather than other government bodies/agencies;

- c. The IMED project officials make inspection regarding to various development projects of different ministries/agencies in a same rate through the whole yearlong;
- d. The Project Directors of various sector corporations are highly controlled by their top management that causes delay in implementation of development projects;
- e. The IMED has sufficient and well expert manpower to conduct proper monitoring and evaluation functions of development projects of different government bodies/agencies.

## **1.7 METHODOLOGY OF THE STUDY**

### **1.7.1 STUDY AREA**

The research is carried out by Case Study Method. The study is the result of an intensive examination of the 'Implementation, Monitoring and Evaluation Division (IMED)'. IMED, one of the three executive divisions of the Ministry of Planning of the Government of the People's Republic of Bangladesh, is the executive part involved in national level project management with special reference to projects monitoring and evaluation activities. Apart from IMED, role of the government and semi-government bodies like Department of Agricultural Extension, Local Government Engineering Department (LGED), Bangladesh Rural Development Board (BRDB), Bangladesh Agricultural Development Board (BADC), Bangladesh Textile Mills Corporation (BTMC) and Bangladesh Oil, Gas and Mineral Corporation-Petrobangla has also been studied with a view to make a comparative assessment determining IMED and other ones on public sector project management.

### **1.7.2 SAMPLING**

This research is designed to make interview with 100 project officials from IMED and some other government bodies and sector corporations.

In this research 50 IMED officials are selected. Among 50 officials there was 13 Directors, 16 Deputy Directors and 21 Assistant Directors were selected. Besides IMED, project officials from two revenue bodies like Department of Agricultural Extension, LGED and four sector corporations like BRDB, BADC, BTMC and Petrobangla were selected. A total of 50 project officials- 10 from Department of Agricultural Extension, 10 from LGED and 10 from BRDB, 10 from BADC, 5 from BTMC and 5 from Petrobangla were selected for the entire research work.

But due to training and other official activities it could only be possible to conduct survey by selected questionnaires on 35 IMED officials. Besides 35 project officials from rest of the government bodies/agencies were responded.

### **1.7.3 METHODS OF DATA COLLECTION**

For data collection a structured questionnaire was used which was based on various functions and problems of project management with special reference government level project. Moreover, data have been collected through structured and unstructured interviews with the project officials, high level administrative authorities and staff of the IMED and Planing Division, Department of Agricultural Extension, LGED, BRDB, BADC, BTMC, Petrobangla were interviewed with questionnaires and unstructured interviews.

Moreover in this research materials have been glanced from relevant literatures, reports, journals, text books, reviews and daily newspapers. This research, however, made use of all appropriate secondary sources of data and

information, such as the Annual Development Progress Report of the Planning Commission, Planning Commission Hand Book, Efficiency Study Reports of Annual Development Programs by the IMED, relevant literature, reports and reviews, policy papers and other IMED as well as other government documents.

The research work is based on the Survey Method as well as Interview Method those are intrinsically linked with Subjective Case Studies and to some extent on literature survey. Also Evaluation Method is widely used specially for the undertaken and on-going projects of various government bodies/agencies.

## **1.8 AN OVERVIEW OF CERTAIN EARLIER REPORTS**

Various researches and studies were carried out on Planning Commission and Project Management in Bangladesh. As far as IMED is concerned, no specific research work was carried out on IMED in the past. Based on the available information collected so far on IMED, the present research program in a baseline work on IMED.

## **1.9 LIMITATIONS OF THE RESEARCH**

- a. The principle venue of this research area centered IMED under Ministry of Planning of the GoB. Because of bureaucratic complexities/ administrative procedures it look long 60 days to get permission. It is undoubtedly killing of time.
- b. IMED Authority helped in this research. Thanks to IMED. But IMED imposed restrictions, which let to some problems to carry out the research.

- c. A set of questionnaire was prepared but some of the officials showed negative approach to answer the set of questionnaires rather interview and oral discussions in some respects, was the source of data collection.
- d. The research was not only centered to IMED rather it was also spread over some government, and autonomous bodies like Planning Division of the Ministry of Planning, Department of Agriculture Extension, LGED, BRDB, BADC, BTMC, Petrobangla etc. It also talks a great deal of time to secure permissions to work in those organizations.
- e. In many cases the concerned officials did not let to know or did not allow providing information, data, and documents/papers with the excuse of confidential.

#### **1.10 ORGANIZATION OF THE RESEARCH**

This research work is divided into nine chapters. Chapter 1 outlines the concept of development, development planning, development administration related with project management on the context of Bangladesh along with the background, objectives, hypothesis, methodology and limitations of the research. Chapter 2 provides on overview on conceptual framework of project management. Chapter 3 provides the information of the project management environment and project processing procedures in Bangladesh perspective. Chapter 4 is designed with the monitoring and evaluation concept of project management in Bangladesh context. Chapter 5 describes the features of IMED and role of IMED in public sector project management of Bangladesh. Chapter 6 results information on various organizations that involved in project management procedures. Chapter 7 is designed with project case studies. Chapter 8 represents the major findings of the whole research journey. Chapter 9 contains recommendations and conclusion.



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# CHAPTER TWO

# CHAPTER 2

## CONCEPTUAL FRAMEWORK OF PROJECT MANAGEMENT

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Proper planning strategy could ensure a greater degree of self-reliance in the development effort.<sup>1</sup> Hence government has to take various development programs. To implement various programs it is required to design and redesign various projects.

A national development plan is but a list of economic development projects.<sup>2</sup> The development process is a step-by step process. Every country, more so the developing countries with scarce resources need plans to guide their efforts for development. The plans can be converted into programs and projects.<sup>3</sup>

### 2.1 CONCEPT OF A PROJECT

A project is the most concrete step in planning process by which various undertaken programs can be implemented. The word 'Project' came from the Latin word "PROJICARE" that means, "To throw forth". Project is the building block of development planning.

Project is the medium by which financial resources can be transferred as capital resource. A project follows a specific time schedule.<sup>4</sup> Projects are defined as a "a package of measures which are limited or capable of limitation in regional, technical, economic and above all temporal terms, in order to achieve an objective."<sup>5</sup>

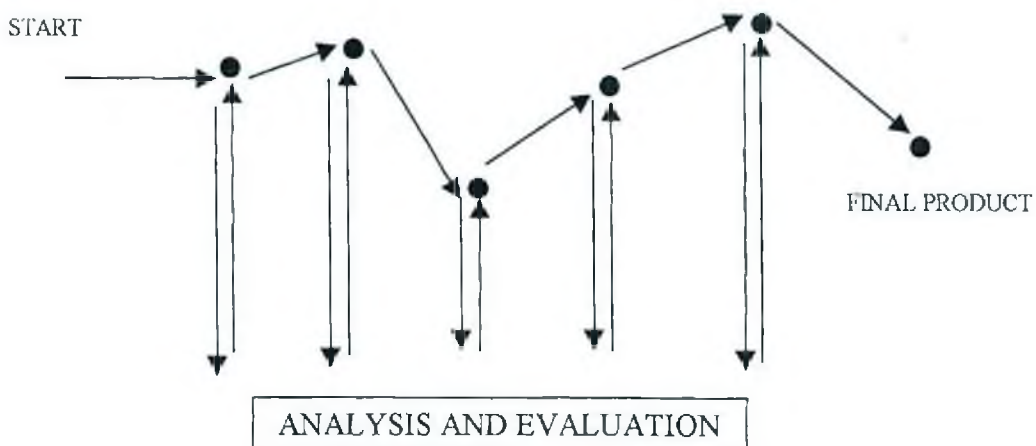
The word "Project" is now a days loosely mentioned to express various different situations. It is interesting to understand the accepted meaning expressed by the management scientists. The word "project" originates from the Latin word "Project" meaning "to throw forth". The original meaning has been modulated over the years and Chambers dictionary now gives the

following meanings: “A notion, speculative imagination, a projection, a scheme of something to be doing; a proposal for an undertaking an Undertaking.” The last three of these meanings accord best with what is meant by a project our present context.<sup>6</sup>

A project is a specific activity with a specific starting point and a specific ending point intended to accomplish specific objectives.<sup>7</sup>

A project starts with the identification of a “challenging” as used here means that in order to solve the problem or make use of the opportunity, substantial inputs of various kinds will be needed and will have to be managed in such a way so as to produce the required results. The term project is not used for any work, however demanding and serious, that is of routine nature. By ‘routine work’ here is meant work consisting of repetitious tasks.<sup>8</sup> All projects can be conceived of having a three stage cycle-design, execution and evaluation.<sup>9</sup>

One sets a goal, objective or target which one would like to achieve. The accuracy with which the goals are formed can be very much different in different types of projects. In one project it may be possible to state the goal(s) in quantifiable terms from the start and to formulate the sub-goals in easily measurable amounts, while in another it may not be possible to indicate anything more than a direction which to proceed.<sup>10</sup>



**Figure 2.1 : Research Project**  
Source : Chadha, S. (1989), p. 9

At times, like in research-like projects it is difficult to decide at the start how to proceed beyond a particular stage. There is a constant analysis and evaluation of the path being followed (figure 2.1). After a certain stage, it may, however, become possible to define the goals and sub-goals or goals for sub-projects. A situation like this often occurs in research projects.<sup>11</sup>

In projects with comparatively definable goals, the project team is generally subject to stricter constraints regarding the time available, cost barriers and quality requirements. Situations of this type are common in construction or industrial projects.<sup>12</sup> A project can be considered as a scheme or part of a scheme that is measurable both in terms of cost and return.

## **2.2 PROJECT AND PROGRAM**

Project and program are interrelated but there is some basic differences.<sup>13</sup>

- A.** A project has a specific starting and a specific ending but programs run for a long period.
- B.** A project has specific budget and within a specific period it tries to achieve its goal but program is a wide concept.
- C.** Several projects may remain under a specific program but the task range of a project/projects is/are specific.
- D.** Projects are the part of programs and programs are the part of planning. So projects are called "Sub-Program" and programs are called "Sub-Plan".

## **2.3 TYPES OF PROJECTS**

Projects can be classified in numerous ways depending upon the criterion of classification. The figure on the following page can be used as an indicator of some of the yard sticks for such professional, sectoral etc. divisions (figure 2.2).<sup>14</sup> A part from these, projects can even be divided on the fact whether technology is imported from abroad or if it is indigenously generated according to the financing source, according to the degree of importance,

according to the financial source, according to financial involvement in the project, according to social sectors, according to the managing authority divisions and according to the ownership structure i.e. private/public sector etc.<sup>15</sup>

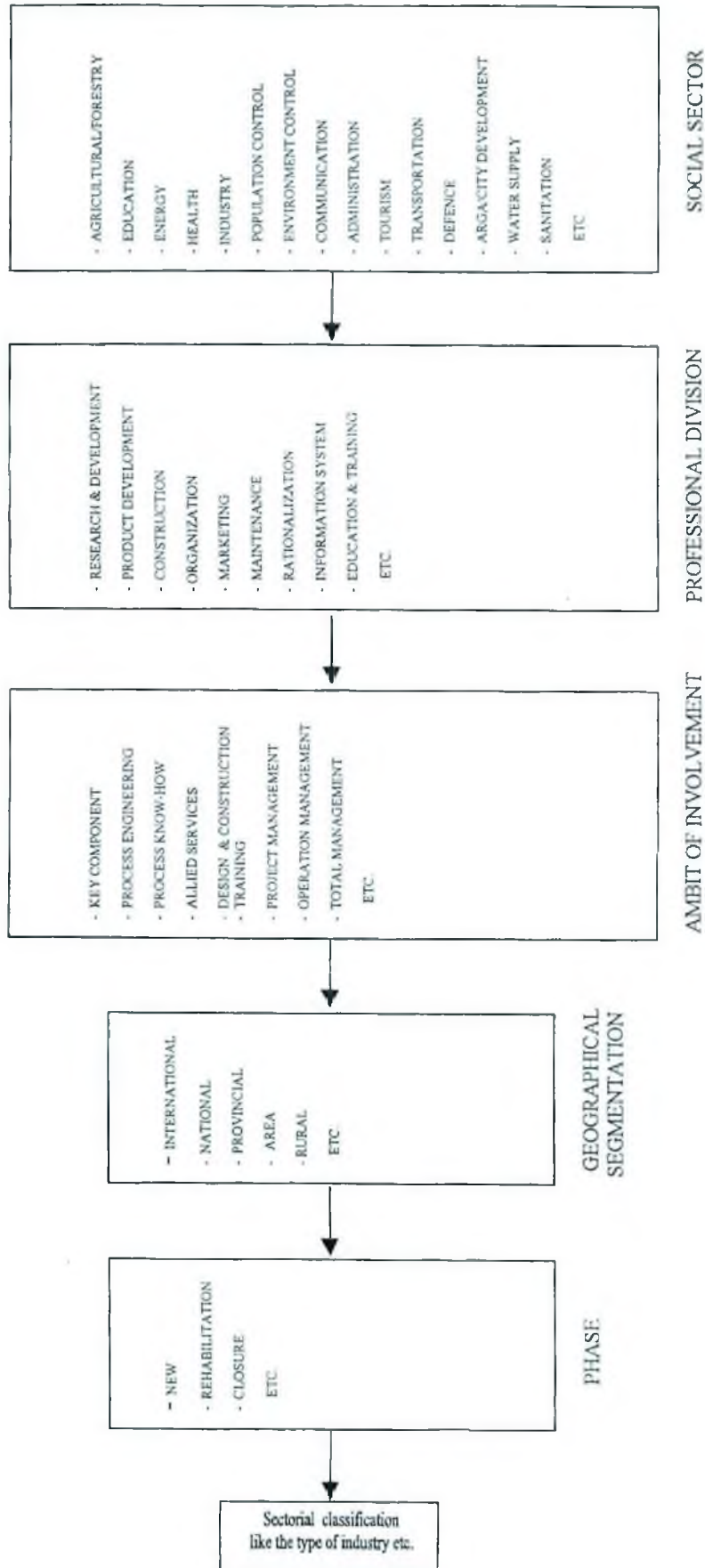


Figure (2.2) : Project Classification  
 Source : Chadha, S. (1989), p. 11

## **2.4 PROJECT CYCLE**

It is important to distinguish between the project life cycle and the project-product life cycle. The former has a shorter span than the latter, while the project life cycle is only concerned with the short-lived project system, the project-product life cycle embraces the life of the product or output produced or contributed by the project effort.<sup>16</sup>

Traditionally, a project cycle refers to identification, formulation, selection, implementation, monitoring and evaluation of projects. As usually, projects in public sector are controlled by concerned ministries/divisions. A pragmatic project cycle is composed with the activities of identification, selection, appraisal, design, implementation, completion, operation and maintenance.

## **2.5 PROJECT MANAGEMENT**

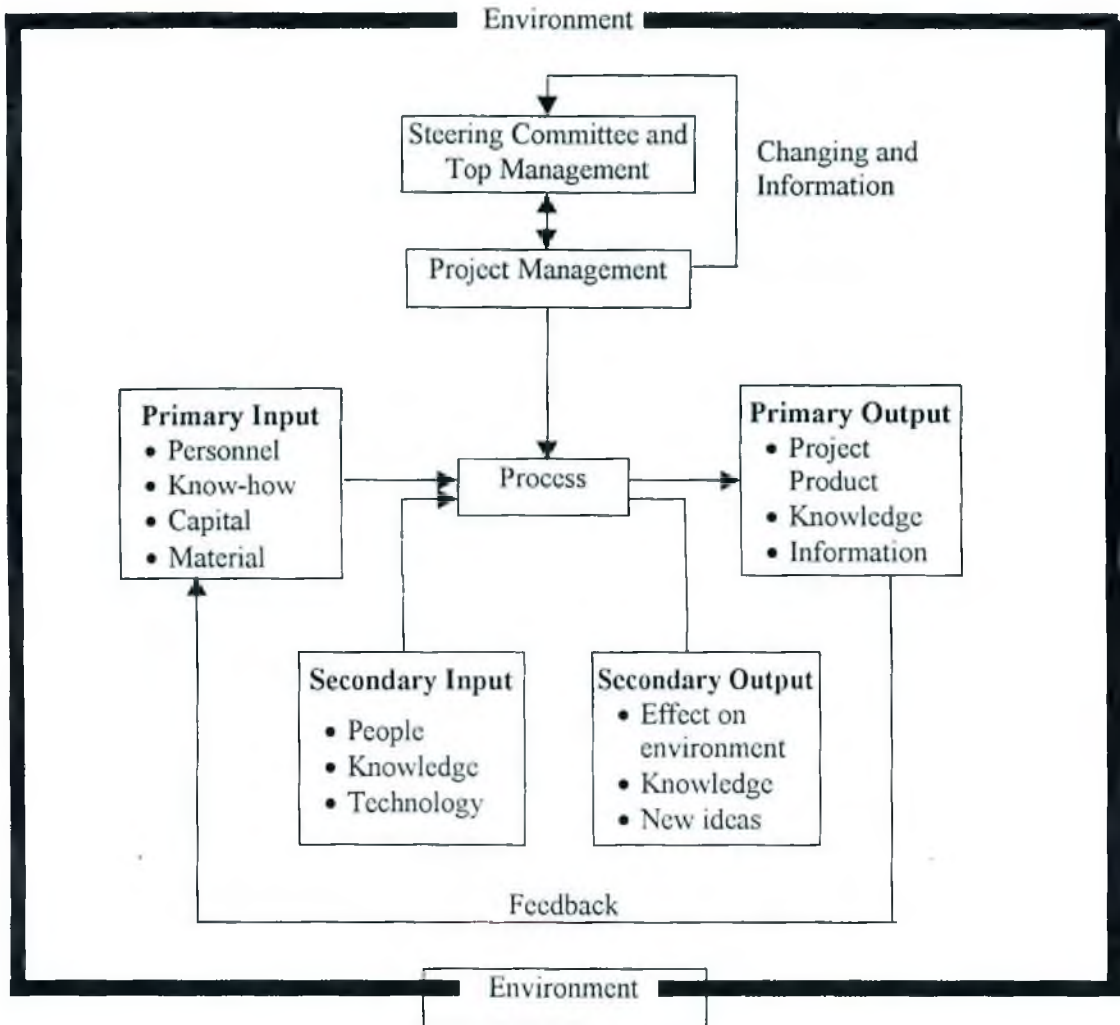
There is a semantic jungle around the meaning that is given to or understood by the term “ Project Management”. It can, however, legitimately mean:<sup>17</sup>

1. A management- educational discipline;
2. The directing part of a project organization;
3. The directing art of management to achieve project objectives.

The term is mainly used here in conformity with the last two meanings. The third meaning, which is fundamental in our present context, can be explicitly defined as follows:

The management is the steering required for securing the various inputs, processing them and transforming them into the desired outputs of the project system.

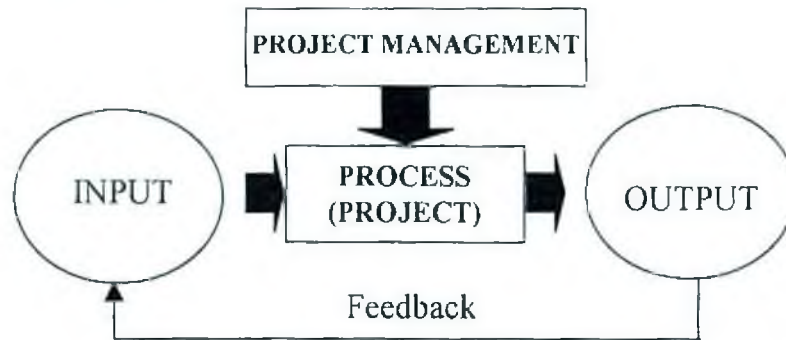




**Figure 2.3 : Project Management through Systems Approach**  
Source : Modified from Chadha, S. (1989), p. 13

The figure (2.3) is self-illustrative and explanatory. A project when looked through the systems approach as a tool of management is shown below.<sup>18</sup>

## ENVIRONMENT



**Figure 2.4 : Simplified systems view**  
Source : Chadha, S. (1989), p. 13

## 2.6 PROJECT MANAGEMENT SYSTEM

It is very important for a project management to adopt itself to its environment as early as possible to enable it to produce best possible results under the prevailing circumstances. Environment factors are those affect the project progress but which project management cannot legitimately change by the project management.<sup>19</sup>

Because of extensive difficulties in going from project concept to project execution it is necessary to have an organized and effective Project Management System (PMS) to provide discipline and control over every phases of a project.

The PMS is considered to consist of two basic elements :<sup>20</sup>

1. The basic tools, techniques and process for actually developing plans, schedules, reports etc.
2. The processes by which those individual elements are integrated into a single system, and by which a project team is organized and maintained.

The most important top management input in the project as well as for the PMS is the selecting/appointment of a suitable project director/manager. Various environmental factors are also considerable for the whole PMS.

Besides, there must be enough planning for the organization of the capital and other resources along with the resolution of contradictions; and there must be a clear vision of the society we are building the steps for.<sup>21</sup>

The logical framework of project management and project management system is an essential part that would be designed and redesigned according to specific goal/goals where planners and project directors have to perform their tasks with various technical aspects. Therefore it is a must to develop an appropriate perspective for our planning procedures and project management activities so that a fruitful project management procedures can be established.

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9. *Sirajuddin, M. (1980) Ibid. , p. 6.3.*
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15. *Ibid. , p. 10.*
16. *Ibid. , p. 10.*
17. *Ibid. , p. 13.*
18. *Ibid. , p. 13.*
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20. *Sirajuddin, M. (1980) Ibid. , p. 6.4.*
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# CHAPTER THREE

**CHAPTER  
3**

**PROJECT PROCESSING PROCEDURES IN  
BANGLADESH**

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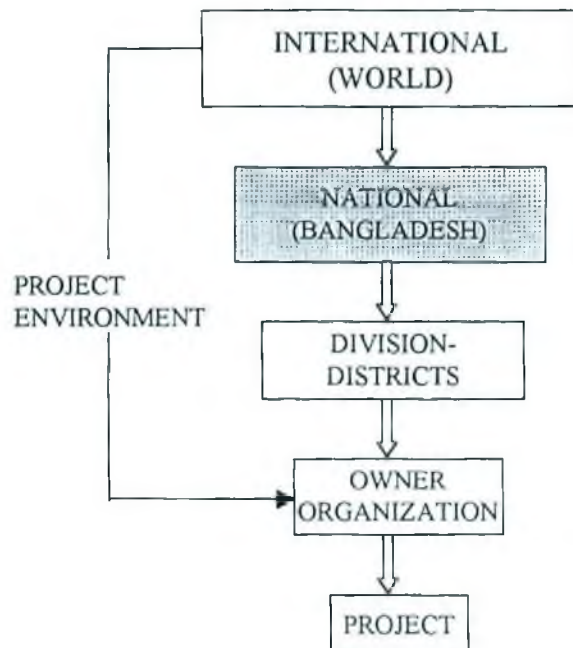
Development programs of Bangladesh within the framework of government's five year plan, constitute major attempts to enrich the socio-economic development of the country. Efficient project management and procedures for public sector project managements are the essential aspects for proper implementation of the projects where various government bodies/agencies are interrelated.

This chapter tries to focus on the project processing procedures in Bangladesh with environmental aspects.

**3.1 MANAGEMENT SYSTEM OF DEVELOPMENT PROJECTS IN  
BANGLADESH**

**3.1.1 PROJECT ENVIRONMENT**

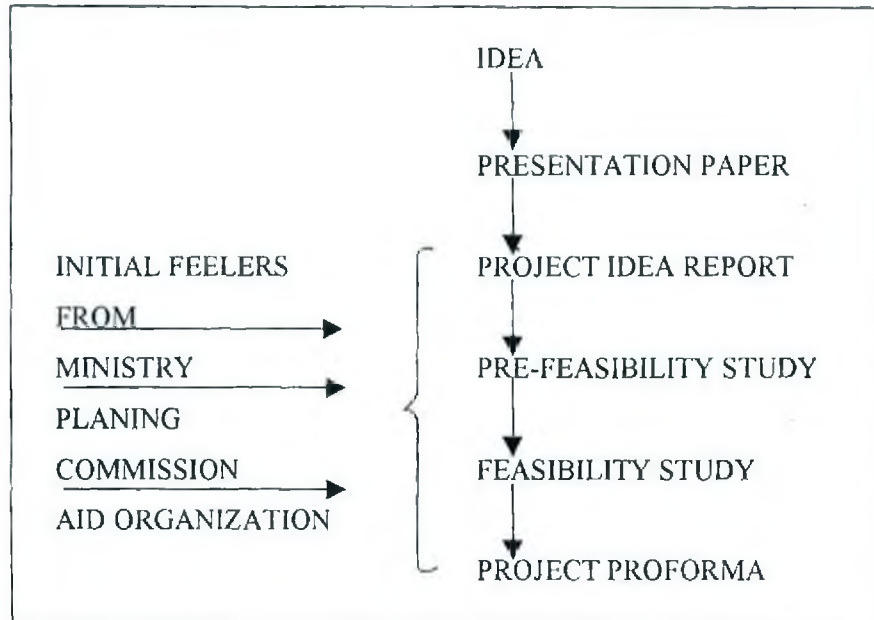
For a satisfactory implementation of any project it is necessary to follow the dictates of its environment. Every project has a different environment distinct from each and every other project. Environmental effects play a vital role in project management. Figure 3.1 shows the cone of environment. Any changes outside the control of the project management are its environmental changes.<sup>1</sup>



**Figure 3.1 : Hierarchy of Project Environment**  
Source : Modified from Chadha, S. (1989), p. 51.

### 3.1.2 PROJECT IDEA

The search for promising project ideas is the first step towards establishing a successful venture.<sup>2</sup> Every project starts with an idea of accomplishing something for certain benefit. A useful idea can in principle occur to anybody but unless it belongs to a dynamic and initiative strong person, there is a little change of it ever seeing the light of the day. The ideas need to be recorded, properly channelized, evaluated in series of stages before becoming basis for project profile generation. There is very wide range of those who can be a carriers of project ideas. The figure 3.2 shows the flow of project ideas, their collection, evaluation, elimination and selection.<sup>3</sup>



**Figure 3.2 : From Idea to Project Proforma**  
Source : Modified from Chadha, S. (1989), p. 54

When a project concept has been coordinated with the partner country, and the two sides have agreed to cooperate in implementing the project, a contract is entered into at government level.<sup>4</sup>

### **3.1.3 PROJECT CLASSIFICATIONS IN BANGLADESH**

Government of Bangladesh has set up certain regulations for the processing of development projects. The central organization for the development planning is the standing Planning commission. The commission sorts out different projects into various categories. The projects are divided on the basis of mainly 3 different criteria as below.<sup>5</sup>



## A. Criterion 1-Magnitude of Investment

### CRITERION 1 - MAGNITUDE OF INVESTMENT

CAT.	INVESTMENT SIZE	LEVEL OF APPROVING AUTHORITY
A	All projects/schemes costing up to Tk. two core or 20 million	Minister in-charge of the concerned Ministry on the recommendation of Departmental Project Evaluation Committee
	Note: However, (i) the feasibility studies for projects, (ii) planning cell projects, (iii) TA projects, (iv) BMRE projects, (v) PPP's are to be processed through Planning Com. and not by the line Ministry	
B	(i) All projects/schemes costing over Tk. twenty million or two cores and up to Tk. five core or Tk. 50 million	Minister in-charge of Planning on the recommendations of the Planning Commission Project Evaluation Committee
C	All projects/schemes costing more than those included in 'B' category	Executive Committee of the National Economic council (ECNEC) on the recommendations of the PC, PEC and the Planning Minister.
Note: all the above Projects have to be included in the 5 year plan with sufficient allocation.		

## B. Criterion 2-Project Benefits

For evaluating projects on needs as much as possible a candid picture of project benefits. Some projects have easily measurable outputs and the others have a comparatively difficult measurability of outputs. This can cause a dilemma to any project evaluator at a national level, when different projects compete for scarce resources. The projects have a varying degree of score on the social cost-benefit evaluation scale. Projects have been categorized for these reasons into following different types:<sup>6</sup>

- a. Type "X" Self-sustaining projects i.e. projects, which earn revenue through sale of output (goods and/or services). These may also be called directly productive projects. Notable examples of this type of projects are projects in the industry sector. It is to be noted that even such projects may include indirect and intangible benefits.

- b. Type “Y” productive but non-revenue earning projects i.e. projects which give rise to tangible output, benefit of which do not accrue directly to projects themselves but to other parties. Notable examples are irrigation projects themselves but to there parties. Notable examples are irrigation projects.
- c. Type “Z” Service sector projects i.e. projects which do not give rise to tangible output but provide service benefits to the society i.e. educational institutions, hospitals etc.

### C. Criterion 3-Priority

In allocation of resources, some projects are given a higher priority which are called High Priority Project (HPP) than the others based upon their importance for the country and some projects are considered to belong to the core of the development process.

A part from the vertical integration of core projects other points considered for classifying a project as a core project are following:<sup>7</sup>

- Only “approved”, “revise unapproved” and “PEC recommended” projects
- Adequate availability of foreign and local funds
- Project nearing completion
- “X” type and infrastructural development projects
- Shorter gestation period
- Foreign aided projects

The Government of Bangladesh has divided the project into two classes based upon this criterion:

- Core projects
- Non-core projects

Some of the benefits for a project to be classed as core project are:

- No reference is necessary to be made to Programming Commission and the disbursement is so called “automatic”

- Procurement of project transport vehicles is easier.
  - System of credit note allowed by NBR for CDST coverage can be used.
- Core projects are decided by the Programming Committee meetings.

#### **D. Other Classifications**

Apart from the above main three classifications, different governmental organizations classify the projects on the basis of other criteria. For example:<sup>8</sup>

- a. Lately GO has classed projects as Nationally Important Projects (NIP) and non-NIP projects. The classification is based upon:
  - Largeness of projects (category 'C')
  - Projects requiring inter-ministerial monitoring and therefore reporting to ECNEC
  - Projects facing problems and considered to make national level impactPreliminary selections done by Cabinet Division with members from PC and IMED. The final selection is done by ECNEC. There were 71 projects classed in this category in FY 1987-88. All NIPs are not necessarily core projects.
- b. External Resources Division (ERD) categories the project on the basis of source of aid e.g. World bank, ADB, UNDP, SIDA, CIDA, NORAD, FRG, DANIDA, SAUDI AID, JAPANESE AID, US AID etc.
- c. Planning Commission distributes the projects under the various sectors of the society e.g. social, educational, population control, industrial, energy, agricultural etc.
- d. Ministries divided their projects over the divisions, departments, bureaus corporations and other executive agencies.
- f. IMED sub-divides the projects also on the basis of approval and implementation stages, on geographical locations and ministry/division and agency-wise.

## **3.2 STAPES OF PROJECT PROCESSING PROCEDURES IN BANGLADESH**

### **3.2.1 INSTITUTIONAL INTERACTION**

The procedures mentioned below refer to approved projects only. In this section the description refers to investment projects as projects. The description below does not include defense projects, which do not go through the planning commission and it also excludes private sector projects.<sup>9</sup>

Processing of projects has been planned to be different for different categories of projects by Government of Bangladesh. The following three papers are the illustration of the project processing procedures for category 'A', 'B' and 'C' projects for which planned provisions have already been made. Mainly the following organizations and bodies are involved in the kinds of projects under study.<sup>10</sup>

- Management of various projects
- Management of owner companies
- Various corporations and Executing Agencies in Bangladesh
- Ministries
- Developmental Project Evaluation Committees
- Various Sector Divisions and Planning Division of Planning Commission (PC)
- Project Evaluation Committee (PEC)
- Implementation, Monitoring and Evaluation Division (IMED)
- Ministry of Planning (MP)
- Ministry of Finance (MF)
- External Resources Division (ERD)
- Executive Committee of National Economic Council (ECNEC)
- National Economic Council (NEC) etc.

Apart from the above, even Establishment Division and President's secretariat also play their roll in the pre and post- evaluation.

### **3.2.2 PROJECT FORMULATION**

Following steps are taken in the project formulation stage: <sup>11</sup>

- Project identification
- Check plan provisions and sector allocations
- Feasibility study, if required
- Determination of the necessity of foreign aid, if any.
- Project preparation by the Agency
- Approval of the project by the Head of the Agency
- Forwarding of the PP by the Agency to the line Ministry where it is handled by the Respective Planning Cells.

Project preparation brings a period defined in a preliminary way to the point at which it can be appraised. Project preparation is usually carried out by means of a "Feasibility Study". <sup>12</sup>

It is rather important criterion that project in process has been provided for in the 5-year plan. The Project Proforma prepared by an executing agency is addressed to the Secretary in the line Ministry but an attention is normally marked for the Joint Secretary (Development). <sup>13</sup>

The Project Proforma (PP) has to be a brief one to be prepared by the sponsoring ministry. The PP contains the description of the project with its purpose and objectives, sectoral allocation, source of financing, need for technical assistance with quality etc.

The flow of handling procedure can be as follows:

The planning cells of the ministry are supposed to examine the project proformas from the following angles:

- Financial viability
- Economic viability
- Conformity to the ministerial policies

A lot of preparatory works is needed over a period of time.

The Project ideas can be generated from below or simulated from about keeping in view the objectives, targets and strategy of the concerned sector of the national plan.<sup>14</sup>

The cells look into the (social) cost- benefit from pay-off and internal rate or return (IRR) etc. techniques. Although only 20 days are allowed per instructions, projects are rarely approved in this much time, because of claimed heavy workload on the Deputy Chiefs and Assistant Chiefs. If for some valid reasons, preparation of regular PP is not possible, preliminary Project Proforma (PPP) is processed.<sup>15</sup>

### **3.2.3 PROJECT APPRAISAL**

According to Government Instructions the following steps are needed for project appraisal:

- On receipt of project proposal on a Project Proforma (PP) from the Agency, the Planning Cell of the Ministry examines the project in the context of the sectoral targets, allocations, priority, technical, economic and financial viability etc.
- If the investment cost of the project is more than Tk. 20 millions the Ministry sends the PP to the concerned Sector Division of the Planning Commission for further processing.
- The sector Division of the Planning Commission examines the following aspects of the Project:
- Whether the project promises desired contribute for achieving sectional targets.

- Economic benefit in terms of employment generation, production increase etc.
- Financial viability
- Technical feasibility
- Likely availability of external resources
- Equipment, accommodation and other cost
- Benefit/cost ratio, internal rate of return etc. if applicable

On examination and when required, after discussion with Ministry, if the project is found acceptable, the Sector Division sends the PP back to the Ministry for required modification in the size and shape of the project. However, if necessary, Sector Division of the Planning Commission may initiate informal consultation for required modification of the project to expedite the processing.<sup>16</sup>

If the projects needs no modification or on receipt of the modified project Planning Commission circulates the PP to all members of the PES for their comments/ views. After receiving their comments, the Planning Commission places the project in the PEC meeting for its consideration.<sup>17</sup>

#### 3.2.4 PROJECT APPROVAL

It is remarkable that the minister for planning is empowered to approve a project costing upto Tk. 10 crore has to be placed to Executive Committee of the National Economic Council (ECNEC) for approval.

A project costing less than Tk. million core is approved by the Ministry concerned., A project costing between Tk. 20 to 50 million is examined by the PEC in the Planning Commission and if, after scrutiny, the PEC finds the project acceptable, it recommends the project for approval of the Minister for Planning. If the investment cost of the project is more than Tk. 50 million the PEC recommends the project for approval for the ECNEC. In case of

necessity for modification of the project or any of its components, the PEC recommends to the appropriate authorities for approval subject to certain changes in the PP. The PP, recast in line with the decision of the PEC, is placed before the competent authorities for approval.<sup>18</sup>

According to Government Rules, if the Ministry fails to incorporate all the recommendation of the PEC in the recast PP it sends it back to the Ministry again for incorporation of the changes as desired by the PEC. Obviously, such failure may cause inordinate delay involving wastage of valuable time for project processing. The project, on the basis of recommendation of the PEC, is placed before the Minister of Planning or before the ECNEC as the case maybe by the Secretary of the Planning Division along with a summary of the project. In case of projects costing above Tk. 50 millions, the summary is required to be approved by the Minister for Planning and also by the president before it is placed for approval of the ECNEC. Two summaries are sent to the Ministry of Planning after his approval one of the summary is sent for printing before placement to a ECNEC. The ECNEC examines such projects in its meeting and may either approve it as recommended by the PEC or with modification as desired by the ECNEC. The approval of projects by ECNEC is announced to public by mass media.

Approval of the project by the competent authority is conveyed to all concerned by:

- The concerned Ministry if the investment cost of the project is within Tk. 20 million.
- The planning Division, if investment cost of the project is over Tk. 20 million and up to Tk 50 million.
- The planning Division on the basis of the ECNEC meetings minutes circulated by ECNEC sectt. (Cabinet Division) in case of projects costing above Tk. 50 million.



Both direct and indirect costs and benefits are estimated. The appraisal procedure is that of investment cash flow analysis. Feasibility studies are the basis of all large-scale projects. Even attempt is made to include social cost and benefits by the so called shadow process.

The Feasibility Study (FS) is a study analyzing the economic, technical and financial viability of the project and evaluating its socio-economic and environmental impacts.<sup>19</sup> Hence survey and feasibility studies conducted wholly with funds provided by the government or autonomous corporations.

The results of the FS are contained in the feasibility study report, based on which the prospective Executing Agency and other organizations concerned decide whether the project should be implemented.<sup>20</sup>

For many projects of “Y” and “Z” type categories social cost-benefit analysis are resorted to. However, the lined -up project aid and socio-political factors like political imperatives over-ride social profitability criterion in many cases. The political pressures, seem to have increased on this ideally an analytical exercise particularly during the recent years. Projects are, apart from PC, also looked into by finance Division for cost, salary structure, rate and amount of material cost, by ERD for funds availability, by Establishment Division regarding requirement of personnel. After initial comments from all concerned, the PP is placed before the PEC, which should meet quite often.<sup>21</sup>

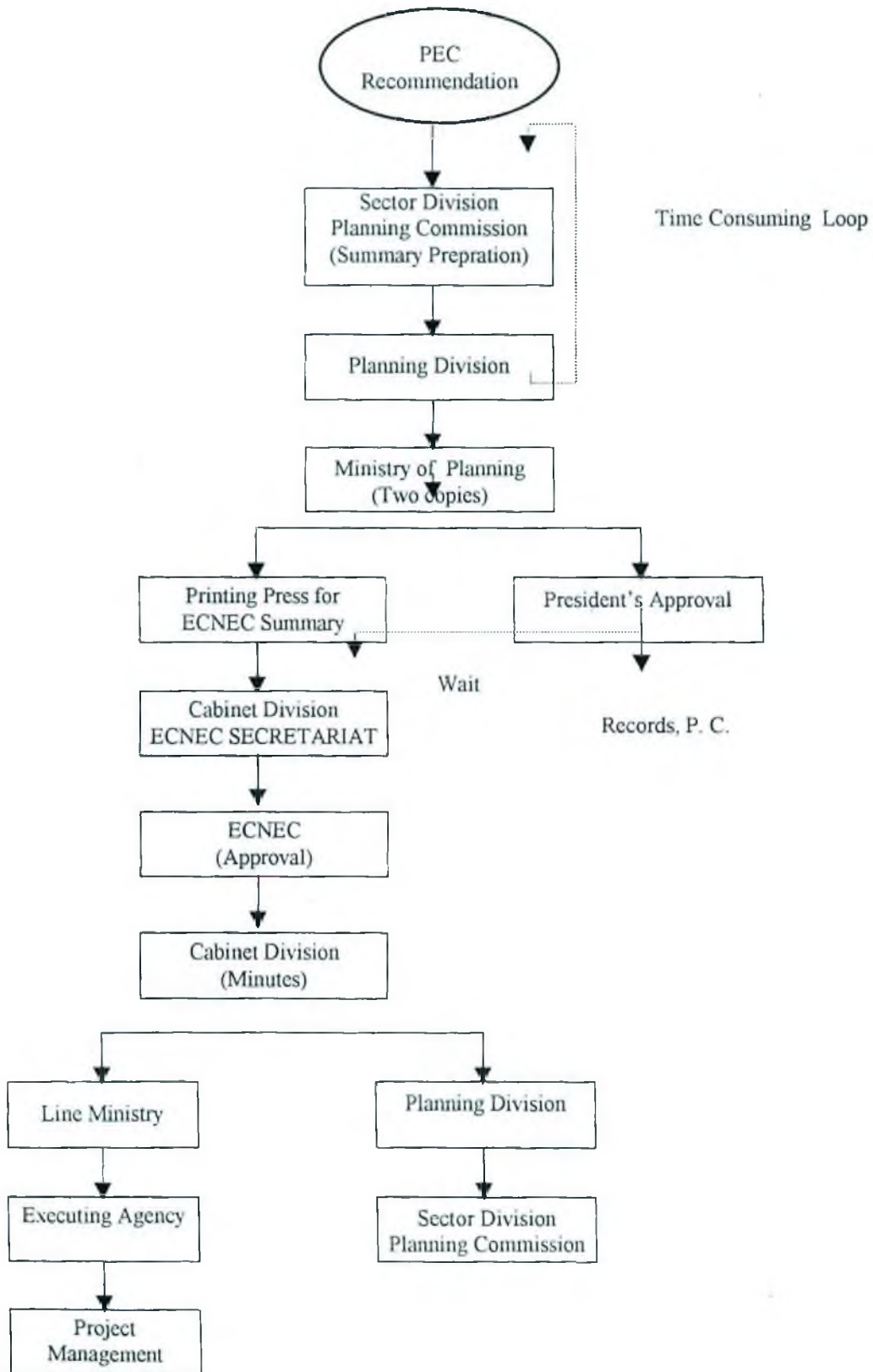


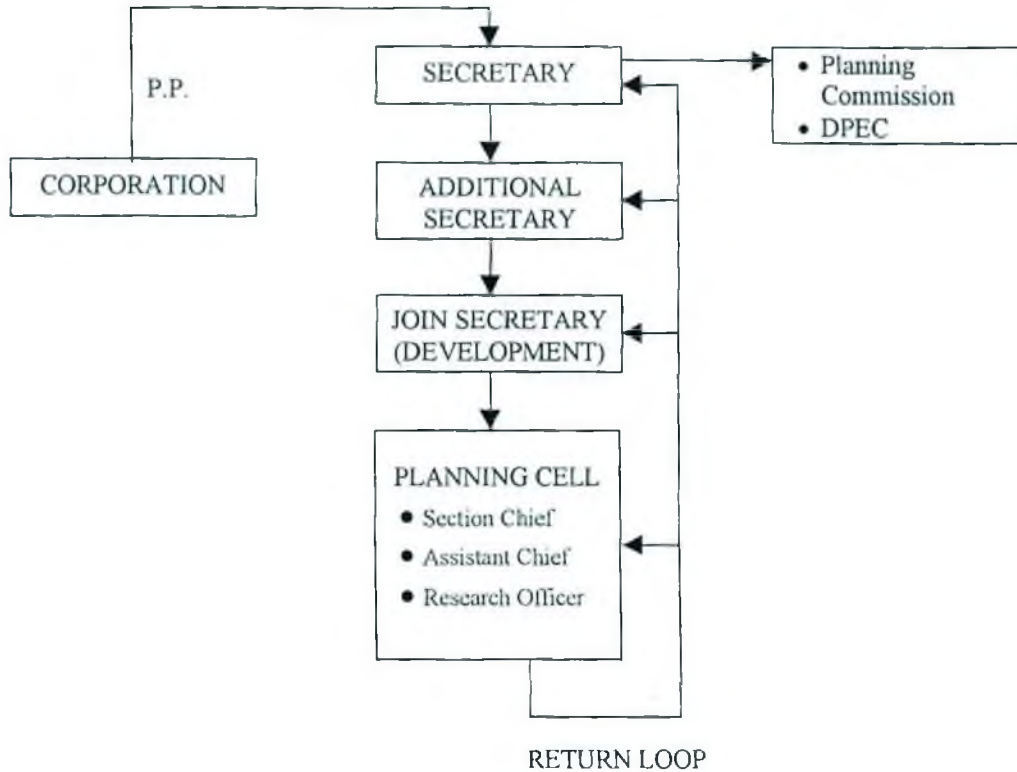
Figure 3.3 : Elaboration of steps after per recommendation for 'c' category projects

Source : Chadha, S. (1989), p. 64

In practice a number of informal contacts are made by officials and other interests and considerable view points of various persons, involved in the process, are already represented in the project proforma. The corporations even send advance copies to planning commission while submitting the PP to the Ministry. Before holding a PEC meeting, advance copies are sent to the members./ They are formally required to comment on these in writing, before the PEC meeting sits, to discuss various issues. Written comments are however, rarely received in practice even after reminders.<sup>22</sup>

A large number of copies are also required regarding these formalities like as 20 copies of the voluminous PP have to be submitted to the Sector division of PC in the first instance. After approval from PEC, 50 copies are to be submitted for approval of the Planning Minister and for submission to ECNEC and distribution.

Projects concerning defense works and funds from multilateral and bilateral donors consisting credit lines handled by MOF /BB do not pass through the normal project processing procedures. Apart from the overall project approval explained above there are detailed procedures within each organizations. For example, every ministry has important project associated functions to perform at the initial approval of the projects.<sup>23</sup>



**Figure 3.4 : Project Approval Ministry**  
Source : Chadha, S. (1989), p. 65

According to the Overseas Economic Corporation Fund of Japan the Feasibility Study report and it's precised outcome given below.

1. Background information on the project;
2. Objectives of the project;
3. Analysis of the need for the project;
4. Detailed comparison of the various potentiality viable alternatives;
5. Detailed description of the project;
6. Preliminary engineering designed analysis of technical feasibility;
7. Cost estimate for the project;
8. Implementation schedule;

9. Project implementation, operation and maintenance scheme
10. Evaluation of the technical, socio-economic and financial viability;
11. Possible project risks and recommendations.

### **3.2.5 EMPIRICAL EXCERPTS**

This stage is considered as the pre-implementation phase of project processing procedures.

Attempts have been made to enforce fixed allocated days for every step. Processing and approval for “A” category project shall take highest 67 days from the approval of project in the Board of the Agency to notification of the approval by the Ministry. For “C” type projects, where substantial revision of PP is necessary for resubmission to PEC, maximum 187 days are allowable from the day of its first formulation. In practice almost every step takes a much longer duration. There are a number of tables on which a project file has to move.<sup>24</sup>

### **3.2.6 PROJECT IMPLEMENTATION START**

The projects are executed by the executing agencies under the control, supervision and support of the administrative Ministry. Depending on its priority and recommendation from the programming Committee and clearance from the appropriate authority a project may be included in ADP before or after its approval. Approval of a project however does not mean automatic clearance for starting implementation of the project. Despite a project’s approval actual resource availability for its execution depends on its relative priority, size over-all resource position, linkage with other projects etc. therefore, even after a project’s approval by the competent authority, its execution does not start till it is included in the Annual Development Program (ADP) or cleared in advance by the competent authority for inclusion the revised ADP.<sup>25</sup>

The process of fund release will vary according to the approval stage of the project and according to the procedure prescribed from time to time by the Ministry of Finance. Further during the processing, a number of corrections, amendments and modifications take place. Planning Commissions approval weighs very heavy. It seems almost impossible that a Project Proforma (PP) is approved straight away without modifications and reservations the first time it is placed for approval.<sup>26</sup>

The evaluation report needs to clear about the target, actual performance and clear information about the implementation activities of the project and the summary of the evaluation report has to be enclosed with the PP.

### **3.3 TECHNICAL ASSISTANCE PROJECT**

Technical Assistance (TA) plays an important role in the development sector of our national economy. TA projects are foreign aided projects where the donor's assistance constitutes the cost of the project wholly or partly. Technical Assistance Projects /Programs are generally undertaken for providing consultancy services, supply of equipments and training facilities.<sup>27</sup>

#### **3.3.1 PROCERDURES FOR PROCESSING OF TAP**

This portion is extract from ERD's general instruction and guidelines on planning, programming, processing and implementation of Technical Assistance (TA). This portion is extract from ERD's General Instruction and Guidelines on Planning, Programming, Processing and Implementation of Technical Assistance Project (TAP) circulated on May 1992.

##### **A. APPROVAL OF TAPP**

1. The Departmental Special Project Evaluation Committee (DSPEC) shall be complete to consider and recommend a TA project for approval of the minister of the concerned Ministry/Division where cost does not exceed Taka

one crore. After approval of a TAP, the concerned Ministry/Division shall copy the approved TAPP to the Planning Commission and the ERD for necessary action. However, any TAP, which leads to or may lead to capital investment, must be approved by the Special project Evaluation Committee (SPEC) of Planning Commission, irrespective of its cost.

2. TA projects costing above Taka one crore shall have to be considered and recommended by the SPEC before its approval by the Ministry of Planning.
3. Where the DSPEC/SPEC has determined that revision to the TAPP are necessary before approval of the TAPP can be finalized, such revision should normally be carried out and the TAPP resubmitted within a period of two weeks.
  4. Should under special circumstances, finalization of TA negotiation with a development partner becomes essential before the TAPP can be processed for approval, anticipatory approval of such a proposal may be accorded by the concerned minister as per the approval limit. Such approval will be subject to post-facto confirmation in a subsequent meeting of DPEC/SPEC to be held within three months.
  5. Projects, which will have to go to the SPEC, need not be considered by the DSPEC. The DSPEC/SPEC will ensure that overlapping and duplication of similar activities through other TA projects under execution are avoided and that the projects are in conformity with the plan objectives and sectoral development programs and activities.

#### **B. REVISION OF A TAP**

1. A TAP shall have to be revised under the following circumstances:

Changes in the scope and component of the project;

Changes in design; and

Increase in the cost due to inclusion of any new item not included in the original approved project.

2. If the cost of a TAP exceeds 25% of its original cost, then approval of the appropriate approving authority will be required. Proposal for extending the implementation period of a TAP must be conveyed to the Planning Commission and ERD at least three months prior to the original date of completion of the project. No revision of the TAPP will be needed merely for time extension without involving increase in the cost.

3. Proposal for post-factor approval of a TAP shall not be entered.

4. No revision of the TAPP will be required if the proposed increase in the total cost does not exceed 25% of the originally approved amount. Where the total cost increase exceeds this amount, approval of a revised TAPP will be required in according with the specified procedures.

### **3.4 ANNUAN DEVELOPMENT PRIORGRAM**

This portion is extract from the Government Circular.

#### **3.4.1 PROCEDURES REQUIRED FOR ADP**

1. Timely preparation of the Annual Development Programme (ADP) is very important role in a centrally planned developing economy like Bangladesh. Due to resource constraints, the available resources have to be utilized to the maximum possible extent and at the most appropriate sectors of national economy to achieve the desired objective of growth at the shortest possible time. The Annual Development Programme is prepared by the Government every year to ensure selection of the most desired development projects in various sectors and allocation of the limited amount of available resources to ensure a balanced and sustained growth of the economy. ADP is the list of the development projects (both Investment and Technical Assistance) that are proposed to be implemented during a physical year and the amount of money allocated for those projects. In other words, the ADP may be termed as the development budget of the government prepared by the Planning Commission as against the revenue budget prepared by the Finance



Division. The Planning Commission every year for the development sector also prepares revised Annual Development Programme (RADP).

2. The national priorities are well defined and very clearly stated in the national plan documents. There is pressing demand for allocation of more and more money to various sectors, where-as availability of resources for the purpose is very much limited. Therefore, utmost careful attention should be given in selecting a project for inclusion in the ADP. The priority sectors should be given maximum allocation along with the on going projects, which are nearing completion, or those, which have direct production impacts. Moreover, since our balance of payment situation is not satisfactory, emphasis should be given on investments that reduce the pressure on balance of payments. There is also the perpetual problem of too many projects, which result in thin spreading of resource and non-completion of the projects within the approved budget allocation. This is very harmful as development outlay tends to be excessively inflationary and capital output ratio deteriorates. In the same breath it is to be noted that development outlay must have a proper balance between investment immediate production and investment in n infrastructure or long gestation production schemes. In the choice of a proper balance lies the control switch for inflation and growth.
3. Keeping in view the following guidelines, the various Ministries/divisions are required to formulate proposals, specially the new ones, for inclusion in the Annual Development programme (ADP).
  - a. While sending proposals for allocation of funds in the ADP, priority should be given to the projects, which are at the advanced stage of completion, and the projects, which are foreign, aided.

- b. It would be desirable to propose allocation of local currency for new projects only after ensuring allocation of sufficient amount of local currency for completion of the on-going projects.
- c. It is desirable to propose new projects for inclusion in the ADP from the list of the projects, which are already included in the 3 year Rolling Plan/5 year national development plan. Foreign aided new projects will only be considered for inclusion in ADP, if agreements for foreign assistance have been made or firm assurance for funding has been received.
- d. Allocation of foreign aid would be considered keeping in view its availability and capability of its utilization.
- e. Technical Assistance projects will be included in the ADP separately. A TA project which has not been approved or recommended by SPEC for approval and for which agreement of foreign assistance has not been concluded or assurance for foreign assistance has not been received will not be considered for inclusion in the ADP.
- f. The projects implement able through foreign food assistance will be included in the ADP for 1996-997 separately (as part –IV). Food for work, VGD and other projects which are implemented through foreign food assistance will have to be included in the ADP separately.
- g. Projects proposed to be implemented by corporations with their own money shall have to be shown in the ADP separately. Proposals for such projects can only be made if surplus money is available for implementation of those projects after meeting all the outstanding government dues. Such projects will be accommodated in the ADP even if sectoral allocations are exceeded because of their inclusion..

- h. Necessary provision for CD/VAT estimated objectively, should be made in the proposals for inclusion in the ADP. Moreover, interest charge on on-going projects should be correctly estimated.
  - i. As a general rule, unapproved projects will not be included in the ADP. Without allocation to get foreign assistance, in a separate part.
4. Keeping in view the objectives of the national development plan and availability of limited resources, attention is given on the following points while preparing the ADP:
- a. Core sectors receive priority;
  - b. Directly productive sectors claim the major share of available resources. Likewise, in any project directly productive components shall claim substantial amount of project allocation;
  - c. Projects in advanced stage of completion will receive majority in allocation so as to complete them quickly;
  - d. Aided projects shall be provided sufficient allocation so that maximum aid disbursement can take place; and
  - e. The number of projects should be reduced to the minimum and should match the available resources.

#### **3.4.2 METHOD OF FINALIZING ADP**

A programming committee has been constituted in the planning commission to examine the project proposals, fix their priorities and determine the allocations to be provided in ADP. The member heads the committee, Programming of planning commission and representatives from Finance Division, IMED and ERD are included in it as members. Normally the

programming committee undertakes review of the ADP, beginning the middle of November each year to finalize the Revised ADP and make the first projection of ADP for the following year. The committee is educated to finalize its recommendations for ADP in the month of April each year for consideration by the Planning Commission and presentation to the National Economic Council (NEC) for approval. However, finalization of the ADP is not normally done before June as the proposals from various Ministries/Divisions do not reach the Planning Commission in due time.

### **3.5 PROCEDURES REQUIRED FOR PROJECT DIRECTORS TO SECURE FUND RELEASE**

1. Timely release of fund and its proper utilization are two very important factors for completion of a project in due time. The project director of a development project as the chief executive is mainly responsible for proper and successful implementation of a project. Availability of necessary funds in time is a vital factor for facilitating smooth implementation of a project. Financial provisions are made in the Annual Development Programmed (ADP) for execution of a project and funds are released by the concerned administrative Minister/Division in four quarterly installments within a financial year as per the rules and procedures laid down by the government. However, the proposal for release of funds has to be initiated by the project Director keeping in view the ADP allocation and other relevant factors. The government has reviewed and examined the procedure for release of funds under ADP and taken appropriate measures for simplification for such procedures and other administrative and financial complexities.. The Development Wing of Finance Division vide its order dated 12.04.94 has delegated some enhance financial powers to the administrative Ministries/divisions, Heads of Departments and their subordinate officers, particularly to the project directors of the development projects. The Ministries/Divisions/heads of departments/project directors are

empowered to delegate their financial powers, if necessary, to their subordinate authorities under the finance Division order dated 12.04.94 by keeping the finance Division informed. The delegation of power is however subject to the relevant provisions of the Rules of Business 1975 (corrected upto 1989) and regulations and general instructions/orders issued by the government from time to time. Ministry of health and Family welfare has also delegate some financial Power vide memo No.- 709, dated 17.07.1994.

2. A project Director will have to initiate actions to secure release of fund and this should only be done keeping in view the provisions made there for in the Annual Development Programme. Financial provisions are normally made in the ADP for approved projects, but the projects, which have been recommended for approval by the Pre ECNEC/ interministerial meeting are also included in the ADP. Normally at the beginning of the financial year in the month of July, a Project Director starts actions to secure release of fund allocated in the ADP. As a first step, the lump allocation in the ADP has to be divided into four quarterly installments, component-wise keeping in view the provision of ADP and the PP/PCP of the project and sent to the administrative Ministry/Division for approval. This division of allocation can be approved by the administrative Ministry in the case of an approved project but the concurrence of the Planning Commission and the finance Division is required for approval of such division of allocation of an unapproved project. Approval of division of the allocation component-wise by the competent authority is the pre-requisite for the release of funds of a development project. The project director may send the proposal for release of fund to the administrative Ministry along with the proposal for division of ADP allocation or may send it separately also.

3. A project director is responsible for sending their proposal for release of fund containing all the requisite information to the administrative Ministry. Usually, the proposal for release of the fund for the first quarter is sent to the Ministry in the month of July. Funds are released by the administrative Ministry/division in four quarterly installments on the basis of the proposals reviewed from the project director as per the procedure laid down by the finance Division vide its office memorandum/no. FM/FD/D-1/Misc-46//95/401 (3000) dated 28th December 1997. Procedures for release of local currency fund, reimbursable project aid, CD/ VAT etc. of the approved and unapproved projects are also different. These procedures have been mentioned in the Finance Division's above mentioned O.M. and the relevant instructions and procedures in this regard is enclosed at.

### **3.5.1 ROLE AND RESPONSIBILITIES OF A PROJECT DIRECTOR**

The project director is the executive head of the project and as such he shoulders great responsibilities and plays important role for successful implementation of the project. As a general rule, the projects costing Taka five crore and above will require to have full time project directors having experience in the related field. The project director is to be appointed at the latest from the time of formulation of the project PP/TAPP and he should not be entrusted with any responsibility other than that of the project.

The role and the major responsibilities of a project director for successful completion of a project are given below:

#### **A. REGARDING PROJECT MANAGEMENT**

1. To distribute works in details among the employees of the project and fixation of standards of their activities. Moreover, coordination of the activities of all the working groups, including the project employees, consultants and suppliers is to be ensured.

2. Progress report for the previous year as per the IMED –02 proforma and implementation matrix for the current financial year are required to be sent to the IMED and the concerned sector of the planning commission by the third week of July every year. In case of foreign aided projects, such reports are required to be such to ERD also.
3. Progress report for the previous month in the IMED prescribed proforma has to be sent by the 10<sup>th</sup> of every month to the planning commission and IMED. Moreover, report on the financial and actual progress of the project in IMED-01 proforma for every three months has to be sent to IMED and planning commission within the third week of the expiry of the quarter. in case of foreign aided projects, such reports will have to be sent to ERD also
4. To send report to the development partners, if any, in time as per the terms of the agreement.
5. To raise the issues mentioned in the IMED's inspection report at the monthly review meeting held at the ministry and to implement the decisions taken thereon.
6. In pursuance of the Ministry of Establishment notification dated 30.07.94 and memorandum dated 18.01.95 and memorandum of finance Ministry, containing instructions regarding direct and contractual appointment to the posts of development projects, appointment to those may be given in due time by following the provisions contained in the recruitment rules/PP/TAPP of the project.
7. To introduce technological control system and reporting procedure for the project activities and work performance.

8. To settle the disputes of the concerned working group for implementation of the project, to inform all concerned in time about any change/revision in the project during its implementation and to establish control.
9. In case of any audit objection or raising of any complaint about irregularity in the implementation of the project immediate steps should be taken to meet the objection and settle the complain

#### **B. REGARDING PROJECT IMPLEMENTATION**

1. Formulation of over all action plan of the project at its inception and update in the same at the beginning of every financial year.
2. To identify the infrastructure works including all the major components of the project correctly and formulate detailed annual action program and over all final plan and their execution.
3. To ensure proper performance of the activities of the consultants/design consultants/supervision consultants,, formulation of the detailed technical map as the fixed action plan and to reviews the reports of the consultants regularly.
4. To ensure incurring of the expenditure in accordance with the rules and procedures of the government/development partners.
5. To prepare prior action plan for all the purchases to the made, agreements to be entered into and the consultants top be appointed keeping in view the implementation period of the project and to take necessary steps for their proper observance.
6. All the activities of the project should be kept confined within the approved annual activities of the project. Moreover, it has to be ensured that no expenditure is incurred beyond the DP allocation.



7. To ensure procurement of various goods and equipment in time as per the schedule of actual work of the project and proper utilization thereof.
8. To ensure progress of work according to the plan of actions and to inform all concerned about the problems, if any in implementing the project and to take steps for their solution.

**C. PURCHASE OF GOODS, ENTERING INTO AGREEMENTS AND APPOINTMENT OF CONSULTANTS**

1. All the project directors will follow the guidelines contained in ERD's memorandum no ERD/ Coord- I/MISE- 013 dated 26.05.92 while considering procurement of goods and equipment and appointing consultants. The project directors of the foreign aided projects should be well conversant with the procurement procedures of the concerned development partner and should follow those procedures, whenever necessary.
2. To take actions for procurement of goods, entering into agreements, appointing consultants in accordance with the provisions of delegation of financial powers as contained in the Finance Division memorandum dated 12.04.94.
3. At the inception of the project, keeping in view its implementation period an action plan/schedule should be prepared for purchase, entering into agreements and appointment of consultants. Steps should be taken to follow the action plan and to send a copy of the same to IMED at the beginning of the year.
4. To ensure transparency in the evaluation of tender bids, the criteria for evaluation of bids should be determined clearly and specifically and included in the tender documents. In case of foreign aided projects, such criteria should be fixed in consultation with the development

apartment. The project director will have to ensure that during evaluation of the bids there should not be any change in the criteria fixed for evaluation.

#### **D. ACTION IN RESPECT OF FINANCIAL DISCIPLINE**

1. Standards of financial propriety will have to be followed. The relevant sections of the Rules of Business 1975 (as corrected upto 1991)) subject to the observance and the relevant instructions issued by the government from time to time should be followed.
2. Formulation of component wise, over all and annual financial program, allocation/receipt of funds in time in accordance with the financial program should be ensured.
3. The fund receive against the allocation of the project is to be utilized timely and in accordance with the existing rules and regulations for incurring such expenditure.
4. In case of a foreign aided project,, the terms and conditions of credit and the credit agreement have to be followed and observed duly.
5. Expenditure control is to be introduced and up to date accounts of the project is to be maintained.
6. the power for re-appropriation of local currency allocation should be exercised subject tot instructions contained in the planning commissions memorandum no pc/programming/ADP-93—94/275 dated 26.06.94 and other relevant instructions issued by the Finance Division.
7. In case of reimbursable foreign aided project, the claim for reimbursement of the money spent is to be submitted to the development partner in due time and reimbursement of equivalent of the money spent in local currency is to be ensured. In this regard quarterly

report in the proforma prescribed by the IMED and finance Division is required to be submitted.

#### **E. MONITORING AND EVALUATION**

1. The action plan, CPM, bar chart etc. have to be reviewed/monitored regularly to see if desired progress has been achieved.
2. Activities of the contractor are to be intensively monitored and timely procurement of goods and equipment as per the action plan is to be ensured.
3. Whether the expenditures have been incurred in accordance with the rules and procedures of the government/development partners is to be monitored.
4. Within three months of the completion of the project, the completion report in the IMED-04 proforma has to be sent to all concerned through the administrative Ministry/Division.
5. During implementation of the project if it appears that there is no possibility of achieving the objectives of the project or there may be obstacles in the implementation of the project or if on the basis of evaluation, revision of the project is needed, the project director will take the initiative of revising the project. All the existing rules will, however, apply for such revision of the project.

After having a conceptual framework on project processing procedures of Bangladesh, the next chapter deals with the monitoring and evaluation system of project management.

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# CHAPTER FOUR

**CHAPTER  
4**

## **MONITORING AND EVALUATION OF PROJECTS : BANGLADESH PERSPECTIVE**

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National Development Plans – perspective, mid-term, short-term etc. may remain mere declaration of intentions if periodic evaluation of the performance of the various sectors of the economy is not undertaken by the planners.<sup>1</sup> Successful implementation of projects depend on proper monitoring and evaluation of projects with reference to plan objective.

A project is well designed if an evaluation plan is incorporated in the project proforma.<sup>2</sup> Monitoring as well as evaluation of the implementation of development projects included in the Annual Development Program.

### **4.1 AN INTRODUCTION TO PROJECT MONITORING AND EVALUATION**

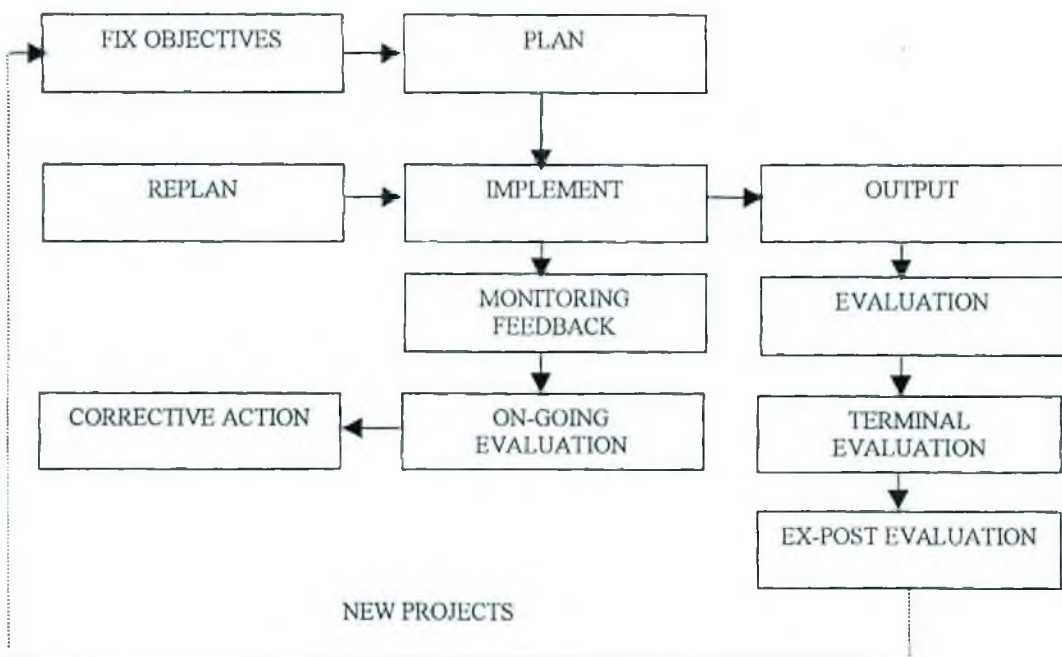
Monitoring and evaluation is a relative recent addition to the scientific management. Project management seen as a scientific management discipline rather than an ad-hoc master builders activity is by itself a rather newcomer.<sup>3</sup>

If we look at the project implementation as an input and out put system we are mainly dealing with the management control cycle whereby corrective action is initiated to improve upon subsequent results. Both with monitoring and evaluation we are mainly looking at the feedback information channel.<sup>4</sup>

Although “monitoring” is almost as old as implementation management, “evaluation” began to emerge both at country level and in the UN system in the early 1950s. Since then, it has evolved slowly and unevenly. There is a growing understanding, both among the donors and developing countries, of the importance of M & F as a tool for effective, objectives-oriented

management of development projects and programs. Together these two related M&F activities provide the means for development management's, planners and decision-makers to do the following things:<sup>5</sup>

- Monitor the progress of development activities during implementation and remain alert, in case of shortfalls or deviations for early corrective action;
- Ascertain systematically and objectively the relevance, efficiency and effectiveness of development activities and their impact on the intended beneficiaries; and
- Understand lessons for future development planning, i.e. for better formulation and implementation of projects and programs.



<sup>41</sup>  
 Figure 4.1: Implementation, Monitoring and Evaluation  
 Source : Chadha, S. (1989), p. 235

Each country will, no doubt, like to follow these principles in a flexible manner suitable its own circumstances, and each will eventually develop its own country's specific guidelines, handbooks and manuals.



## 4.2 TERMINOLOGY

Generally project monitoring and evaluation depends on specific terminology. In this portion, most of the ideas are glanced from Skylark Chadha.

### A. OBJECTIVES

Project objectives can be termed as the desired results from development programs and project. Objectives can be analyzed in a hierarchy of generally three levels e.g. short term, intermediate and long range.

For example in the Project Strengthening of MCH (Mother child Health) services 3rd phase (one of the pilot projects) the following hierarchy of objectives can be identified.

#### a. **SHORT TERM OBJECTIVES**

- Procurement and distribution of 2360 MCH Kits.
- Procurement and distribution of 800 midwifery kits.
- Procurement and distribution of 90366 D.D.S. Kits.
- Procurement of 14 ambulances
- Prevision for beds/ Linens, diets, furniture, and advisory services etc.

#### b. **INTERMEDIATE OBJECTIVES**

The institutional facilities with proper manpower will be improved during the plan period under this project to ensure rather facilitate:

- Immunization of at least 60% of the women in the reproductive age groups against tetanus, of the Union and the Upazila, having the static facilities.
- Immunization of 80% of the children against diphtheria, tetanus and pertusis. Over and above this project will directly arrange for the following long term services:

### **c. LONG TERM OBJECTIVES**

The project shall contribute towards achieving the following and thus improving upon quality of life:

- Reducing maternal mortality rate from 6 to 4 per 100 live births by 1990.
- Reducing infant mortality rate from 117 to 100 per 1000 live births by 1990.
- Reducing child mortality rate from 25 to 17 per 1000 live births by 1990.

### **B. INPUTS**

The goods, funds, services, manpower, technology and other resources provided for an activity with the expectation of producing outputs and achieving the objectives of a program/project are called 'Inputs'.

### **C. OUTPUTS**

The specific products which an activity is expected to produce from its inputs in order to achieve its objectives are called 'Outputs'. Examples of outputs of an integrated rural development project are:

- a. Physical outcomes such as the area irrigated, number of cooperatives established, kilometers of roads or irrigation canals constructed, of health facilities or schools constructed; and
- b. Service provided, e.g. farmers or extension agents trained and credits or health services provided to people.

### **D. EFFECTS**

The outcome of the use of project outputs are called 'Effects'. Examples include agricultural yields- specially, the incremental yields obtained from irrigated land, increase in fertilizer use as a result of improved credit services and supplies, increased use of health services or higher attendance at

schools because of availability of additional facilities or improved services , etc.

### **E. IMPACTS**

The outcome of project effect is called 'Impact'. It is an expression of the results actually produced, usually at the level of broader, long- range objectives. Impact may also be defined as the ultimate change in the living conditions of beneficiaries resulting (wholly or partially) from a project/ program. Examples include changes in actual living standards flowing from the project, e.g. increased income, improved nutritional status, increased literacy rates, wider participation by target groups in development planning and decision making and increased capacity for self-reliant, self-sustained development of beneficiary groups.

### **F. MONITORING**

Monitoring is the faculty of continuous, periodical or by exception reviews or overseeing by management at different levels of the hierarchy of the implementation of an activity/project to ensure that input deliveries (including finances), work schedules, targeted outputs and other required action are process according to designed plans and budgets. The purpose of monitoring is to achieve efficient and effective project performance by providing feedback to project management and inferences at all level. This enables management to improve operational plans and to take timely corrective action in case of shortfalls and constraints.

It is clear that for very simple projects (say, one road, one school, one building) the project management will not require an elaborate monitoring system since it will be so close to the project that no early warning is necessary in practice. In this sense, projects are always monitored. Although not necessarily in the systematic fashion described here. The management of more complex projects and programs will require a monitoring system to

keep an overview of implementation and operation and to identify issues that are general to the project.

## **G. EVALUATION**

On the onset it should be declared that many persons imply project appraisal by the term project evaluation. Although the current trend is towards using the term appraisal for ex-ante appraisal work and evaluation for ongoing, terminal and ex-post evaluation, the terms are often easily confused even in authentic literature, the reports/ manuals prepared by multilateral organizations, particularly in their older publications.

Monitoring outputs contribute directly towards inputs for evaluation.

Evaluation is an analytical process for systematically and objectively perceiving the relevance, efficiency, effectiveness and impact of activities in the light of their objectives. It is an organizational process for improving activities still in progress and for aiding management in future planning, programming and decision-making.

## **H. ON-GOING EVALUATION**

Ongoing evaluation or process evaluation, as it is also called, is the analysis during the implementation phase of an activity, of its continued relevance, efficiency and effectiveness and present and likely future outputs, effects and impact. It can assist decision makers by providing information about any desired adjustment of objectives, policies, implementation strategies, or other elements of the project, as well as providing information for future planning of development.

## **I. TERMINAL EVALUATION**

Terminal evaluation is undertaken near the completion of a project or from 6 to 12 months after project completion, either as a substitute for ex-post evaluation of projects with short incubation periods for results.

## **J. EX-POST EVALUATION**

Ex-post evaluation, which is also referred to as impact evaluation by many authors, is undertaken at full project development, i.e. some years after project completion when dull project benefits and impact are expected to have been realized.

The purpose of terminal and ex-post evaluations is two-fold:

- Measure the achievement of overall results of the project in terms of efficiency, outputs, effects and impact; and
- Assimilate lessons for future planning, i.e. the design or formulation, appraisal, implementation and monitoring and evaluation of development activities.

## **K. OTHER EVALUATIONS**

Apart from the above main types of evaluations some other indicators of evaluation are also often referred to:

- In-depth Evaluation
- Program Evaluations
- Thematic Evaluation

### **4.3 PROJECT MONITORING VERSUS PROJECT EVALUATION**

Monitoring and evaluation are basic management tools of Project Management for the purpose of :<sup>6</sup>

1. Controlling programme/project implementation in time and within resources; and
2. Assessing the validity of programme/project hypothesis and making predictions as to probable outcomes of continuing the programme/project or continuing it with modifications.

### **A. MONITORING**

Monitoring implementation of development projects is part of the formative evaluation system.<sup>7</sup> Monitoring is a management function that deals with periodic review of activity status to forecast achievement of various planned events.

By monitoring we understand a system of periodical review of activity status of a programme or project by which project work information can be relayed to planners and managers for correction purposes.<sup>8</sup> It involves all levels of the management in tracking and monitoring scheduled work with respect to time and cost, that is, the monitoring system promotes organized project work schedule, improves communication throughout an organization as well as between organizations, and allows wide spread report and chart usage.

### **B. EVALUATION**

The evaluation process is a process by which we determined and assess the value of the results of our prior activities to then predict the results of possible future activities.<sup>9</sup> Evaluation may, on the other hand, mean many things-it may mean ascertaining whether the targets of a programme or project have been achieved and if not why not? Is it necessary to abandon a programme or projects? Do the targets make sense? However, the following definitions can be tried :<sup>10</sup>

1. Systematic assessment of actions in order to improve planning or implementation of current and future activities.

2. Objective examination of the past in order to predict and control the future.
3. Critical assessment of what has been achieved of hypothetical planning in order to assess the reality.
4. Assessment of the individual programme/project in meeting specific objectives.

#### **4.3.1 DIFFERENCE BETWEEN MONITORING AND EVALUATION**

Monitoring is part of the on-going evaluation system; but there is difference between monitoring and evaluation to the extent that-<sup>11</sup>

1. Monitoring accepts the original plan and merely tracks actual progress against planned progress to ensure it is within planned time and resource constraints. Monitoring may, of course, bring to light a situation that world require evaluation.
2. Evaluation seeks to determine that happened and why, so that one can preplan the project. It does not assume one made the best original project design but challenges the design, that is, one tries to find out if one can do it in a better way or one do still need the project.

Evaluation seeks to answer three basic questions, which should be asked at all levels of management. <sup>12</sup> Three basic questions for evaluation are given below.

**Table 4.1 : Question wise Evaluation System**  
 Source : Modified from Sirajuddin, M. (1979)

ASPECTS	BASIC QUESTIONS
Effectiveness	<ul style="list-style-type: none"> <li>• Are the targets for outputs and purposes being achieved?</li> <li>• What are the reasons for success or failures?</li> </ul>
Significance	<ul style="list-style-type: none"> <li>• Will the achievement of the targets contribute to economic development or other higher goals beyond the project purpose?</li> <li>• To what extent?</li> <li>• What are the activity's advantages over possible alternatives?</li> <li>• What about side effects?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• Do the benefits justify the cost?</li> <li>• Are there more efficient means of achieving the same targets?</li> </ul>

The primary purpose of evaluation is to assist planners and managers in making decisions about programmes and projects by:<sup>13</sup>

1. Verifying the activity's appropriateness and effectiveness in order to permit an information decision about continuing the activity;
2. Providing a basis for selecting alternative courses of action; and by
3. Making lessons learned available for current or future planning.

In brief, evaluation is designed to assist management to obtain reasonably objective information about projects and programmes in a regular fashion so that lessons learned can be applied to current planning decisions or to future operations.



### **4.3.2 PROJECT EVALUATION AS A WHOLE**

In the project three distinct stages are discernible, namely, appraisal, implementation and ex-post evaluation. During the appraisal stage the project design should clarify the project inputs, outputs, purpose and goal and establish linkages between these levels. This should mean inclusion of evaluation and implementation plans within the project design itself. The definition of specific targets, of the purposes they are to serve, and of the means by which they are to be achieved will greatly facilitate subsequent evaluation of performance. The implementation plan should contain planning and scheduling of activities and the control mechanism for readjustments of action plan within the net-work itself. The ex-post evaluation plan should contain conditions that will indicate end of project status, and establish causal linkage between programme/project levels, between input and output, output and purpose, purpose and goal. It will also include means of verification for quantitative analysis.<sup>14</sup>

### **4.4 PROJECT MONITORING CHAIN IN BANGLADESH**

Process of project Monitoring starts at the project. Level itself. In a less fortunate country like Bangladesh where resources are quite scarce and the country is heavily dependent upon external resources, major development investment takes place in the public sector. Therefore, the position of the concerned executive agencies, ministries becomes significant in project implementation/monitoring. At the national level there is a body which monitors and evaluates the projects.<sup>15</sup>

#### **A. PROJECT LEVEL**

The project management with varying degree of penetration and accuracy carry out the monitoring and evaluation of the projects. The projects use CM, bar charts, periodical budget follow-up with different degree for success.

Generally it seems that large contractors perform this task in their own interest, In some projects the consultants perform this task.

### **B. AGENCY LEVEL/DIVISION LEVEL**

At the agency level there are Planning and Implementation Departments. The implementation wing is in charge of project monitoring and problem solving efforts at the agency level. Generally a large executive agency is divided into sectors (type of projects etc.) and they manually monitor the projects individually, sector wise and for the agency as a whole. The general pattern is management by exception in solving bottlenecks. This sectoral classification should not be confused with the sectoral classification of IMED or Planning Commission.

The Monitoring Section of different sector corporations like BRDB, BADC makes all arrangements for holding monthly internal ADP review meetings and prepare working papers containing progress, problems and comments on all projects under implementation.<sup>16</sup> The main activities of Monitoring Sections of different GoB are to review regularly the process of projects implementation of on going projects.

### **C. MINISTRY LEVEL**

Every ministry has Planning Cell which monitors the project vis a vis budgeted allocation for the ministry. The performance of the project is reviewed monthly at the ministry level review meetings.

### **D. NATIONAL LEVEL**

The national level IMED (Implementation Monitoring and Evaluation Division), a division of Ministry of Planning, looks after the overall macro level project implementation, monitoring and evaluation. This is covered in greater detail under following sub-head.

Public sector projects and their implementation, monitoring and evaluation are examined by the Ministry of Planning of the Government of the People's Republic of Bangladesh and the Implementation, Monitoring and Evaluation Division (IMED) plays a vital role in this regard. In the next chapter IMED is widely discussed.

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# CHAPTER FIVE

**CHAPTER  
5**

## **IMED AND PROJECT MANAGEMENT**

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A country's growth and socio-economic development of the people are dependent on the organization and management efficiency of projects.<sup>1</sup> The Planning Commission of the Government of the People's Republic of Bangladesh plays the role of coordinator in planning and implementation of development projects. The three tier institutions conduct all development projects of the government to direct or indirect cooperation with the Finance Division, Economic Relations Division (ERD) and Implementation, Monitoring and Evaluation Division (IMED). In this chapter IMED is widely discussed in connection with project management issues of Bangladesh.

### **5.1 BACKGROUND OF CREATION OF IMED**

After independence in 1971, development activities commenced in the country when the government formulated the first five year plan covering 1973-78. At the initial stage planned development particularly aid disbursement suffered for lack of sufficient institutional arrangement and experience on the part of the officials involved in development activities. The absorption capacity of the country faced serious challenge and became balanceable to doubts all around. It is in the background of these facts that government took some immediate steps including creation of a central monitoring organization- the Project Implementation Bureau (PIB) in February 1975, headed by a Chairman of the rank and status of a State Minister with sufficient authority to function as one of the important staff arms of the president.<sup>2</sup>

## **5.2 ADMINISTRATIVE AUTHORITY**

The PIB when created in 1975 was under the administrative control of the president's secretariat. In October 1975 the PIB was transferred to the Ministry of Planning. It was given the status of a separate Division of the Ministry of Planning in February, 1977. Later this Division was renamed as the Project Monitoring Division (PMD) and placed under the Chief Martial Law Administrator Secretariat (CMLA's Sectt.) in 1982, under the President's Secretariat in December 1983 and again renamed as Implementation Monitoring & Evaluation Division (IMED) Currently this Division is placed under the Ministry of Planning since March, 1984.<sup>3</sup>

## **5.3 ORGANIZATION OF IMED**

A. Initially, the organization was headed by a Chairman with 4 (four) directors and a number of assistant directors and research officers along with other supporting staff. With the passage of time, the responsibilities and function of the organization expanded and set-ups were subsequently strengthened in 1980 and 1982, Presently, the IMED is located within the Ministry of Planning of the Government of Bangladesh and headed by a Secretary to The Government. There are 3 (three) Director Generals, 1 (one) Joint Secretary (Administration) responsible for three comprehensive public sectors Agriculture and Rural Infrastructure Industry, Power and Physical Infrastructure; Education and social Infrastructure. Under each Director General, there are three or four Directors under each director there are three or four Deputy and Assistant Directors with necessary support staff. The sub-sector units headed by a Director are the main functional units of the IMED (Annexure-1).<sup>4</sup>

IMED has two other departments reporting directly to the head of the division. One is headed by director (Co-ordinations & Data Processing

Sector) who is also in charge of the computer center and the other by a Deputy Secretary in charge of Administration. In each of the three sectors of IMED, there is also a Director (Co-ordination and Data Processing Sector) for the particular Sector. The Directors, Deputy Directors and the Assistant Directors are direct monitoring officers of certain projects. The division of works is on the basis of Ministering or Division or Executive Agencies. It is possible that a single ministry or division is divided amongst different monitoring officers.<sup>5</sup>

- B. To evaluate population activities in the country a project named- Population Development and Evaluation in it (PDE ) was functioning under Planning Commission. According to an ECNEC decision in 1992 this unit, after taking into revenue budget, was placed under the administrative control to IMED. In order to strengthen the evaluation activities of IMED, this unit has now been associated with the Evaluation Wing of this Division. There are one Director, two Deputy Chiefs, three Assistants Chiefs seven Research Officers, eight Research Investigators, and other supporting officials.<sup>6</sup>

#### **5.4 FUNCTIONS OF IMED**

The functions of IMED are described below :<sup>7</sup>

- A. Implementation Monitoring and Evaluation Division (IMED) is the central agency of GOB for monitoring and evaluation of the implementation of development of projects included in the Annual Development Program (ADP). Major function of IMED include:
1. Monitoring and Evaluation of the implementation of development projects included in the Annual Development Program (ADP).



2. Collection and compilation of projects-wise data for preparing quarterly, annual and periodical progress reports for information of the Prime Minister, NEC, ECNEC, Ministries/Divisions, and others concerned.
  3. Rendering such advisory or constancy services to Ministries/ Agencies concerned on implementation of projects as and when necessary.
  4. Field inspection of projects for on-the-spot verification of implementation status and such other coordination works as may be necessary for removal of implementation problems, if any with the assistance of related Ministries/Agencies.
  5. Submission of Project inspection reports to the Prime Minister and Ministers concerned when attention at such level are considered necessary.
  6. Cost rationalization of development projects has been given to the Planning (discontinued since Feb. 97 by ECNEC).
  7. Such other functions as may be assigned to the Division by the Government from time to time.
- B.** Aforementioned functions of IMED are broadly grouped under four categories:<sup>8</sup>
1. Monitoring of the implementation of development projects included in the ADP.
  2. Assisting in performance evaluation at NEC and ECNEC levels.
  3. Cost rationalization of development projects.
  4. Ex-post evaluation of completed development projects.

## **5.5 MONITORING OF DEVELOPMENT PROJECTS**

For a better understanding of IMED's monitoring functions the concept of monitoring in the context of a development project is briefly discussed below:<sup>9</sup>

1. Monitoring refers to the process of routine periodic measurement of project inputs, activities, and outputs undertaken during project implementation. It is normally concerned with procurement, delivery, and utilization of project resources, adherence to the work schedule of progress made in the production of output.
2. The purpose of monitoring is to indicate as early as possible any shortcomings with regard to delivery of input execution of activities or production of outputs. This will help projects manager to take corrective measures. Monitoring is primarily a device for project management.

## **5.6 MONITORING BY IMED**

IMED performs monitoring functions in three stages:

- A. Pre-project stage
- B. Monitoring during Implementation
- C. Post project contribution.

IMED's involvement in the three stages of monitoring are described below:<sup>10</sup>

### **A. PRE-PROJECTS STAGE**

Identification, formulation, and appraisal of projects are undertaken at this stage. During this stage IMED contributes through:

- Involvement in the preparatory stage of the project under the Annual Development Program
- Its representation in Development Project Evaluation Committee (DPEC)
- Its representation in special Project Evaluation Committee (SPEC)

- Its representation in project Evaluation Committee (PEC)/Per - ECNEC
- Its representation in ECNEC.

## **B. MONITORING DURING IMPLEMENTATION**

IMED monitoring progress during implementation of projects mainly through the following functions.<sup>11</sup>

- a. Period reports
- b. Field inspection
- c. Co-ordination or review meetings.

Moreover, during this stage IMED contributors through:<sup>12</sup>

- Approved project proposal is sent to IMED.
- Monitoring of Progress of implementation by periodic reports. On-spot inspection to verify physical progress through meeting with Agency/Ministry/Projects.
- When bottlenecks are found, those problems are informed to the concerned Ministry, Member Planning Commission.
- Sometimes IMED initiates convening of inter-ministerial meetings to find out problem solutions and prepares minutes and followings up actions.
- Projects can seek help from IMED.

## **C. POST PROJECT CONTRIBUTION**

The addition of Evaluation to the name of IMED means that IMED has to been active during the post project activities. IMED has often studied the post project problems of some of the projects and suggested some recourses to the Government.<sup>13</sup>

### **5.7 DETAILED MODUS-OPERANDI OF IMED**

To enable IMED prepare its quarterly reports, for the Annual Development Program and implementation studies, the individual projects. Agencies and Ministries have to submit the required inputs, following proformas are used: <sup>14</sup>

- Proforma for progress of Development Projects (quarterly and annually)
- Proforma for annual physical progress of projects
- Proforma for completion reports of the projects.

At present the proforma for submission of progress reports are in two parts, Part-I deals with monthly progress on financial terms (discontinued) while part-II deals with quarterly report on physical progress. Annual physical program of on going projects are also required to be submitted on each project to IMED and Planning Commission and these are submitted in IMED forms. Moreover, proforma for completion report is required to be submitted on completion of a project. <sup>15</sup>

Most of the IMED input forms are at present in Bengali. It has separate form for inspection report to be submitted by IMED is own monitoring officers. All these forms contain the information about the allocation, expenditure made and the project progress. The analytical review of the projects is not meticulously done mainly because of dependency of in the input data particularly with regard to the physical progress. Most people concerned are satisfied with the surface data. <sup>16</sup>

The progress reports of the project are required to be studied by the IMED every quarter and consolidated Ministry Agency wise reports on physical and financial achievement vis-a-vis target and various problems are enlisted on the basis of these reports and on the basis of information collected by the monitoring officers of the IMED during their inspection. The consolidated reports are then placed before the National Economic Council and the Executive Committee of the National Economic Council quarterly,

biannually, annually or as per ad-doc requirements and along with the recommendations of the division for consideration and removal of bottlenecks for speeding up the slow moving project. The National Economic Council takes decisions on major issues which become binding on all Ministries/Agencies.<sup>17</sup>

Besides, IMED is required to remain in constant touch with all administrative Ministries and Agencies and is supposed to render assistance to them in solving different problems of execution on by establishing in contact with different Ministries and also by holding inter-ministerial discussions where necessary. Ministry wise review meetings where the concerned IMED officer is present, are scheduled to be held once every month, headed normally by the secretary of the Ministry.

IMED records its comments on the major observations and recommendations and places the same before the Minister Planning or the ECNEC/Head of Government according to the nature of the observations and recommendations for order and decision. Action is there taken by the appropriate authorities and IMED supervises the follow up of these until the decisions are fully implemented.<sup>18</sup>

It is not uncommon that IMED's findings get a wide press circulation. The IMED reports are prepared project wise/agency wise/ministry wise depending up on what is required.<sup>19</sup>

At least once in a year, a Ministry wise or Agency wise consolidated report of IMED is reviewed by NEC under the chairmanship of the Head of govt. The presentation of the Annual ADP progress is made by the Secretary IMED.<sup>20</sup> In the annual review (1997-1998), a greater thrust has been put on the inclusion of a large number of evaluations of the government level projects.<sup>21</sup>

IMED has had and is likely to get further technical assistance from UNDP in improvement in the art of project monitoring evaluation and computerization of collected data for information data base and analysis on going activities. IMED generates important information on the quarterly and recurrent expenditures and physical progress of all the projects in the country including the TA project. Although the division has improved its performance considerably during the last few years in preparation of reports. But areas like management decision making on analyzed data emphasis on procedural amelioration analysis of data w.r.t. impact of inflation and exchange rate fluctuation, classification of definition on the collected expenditure data and reliable physical progress figures are forecasted analysis need further improvement.<sup>22</sup>

Further, the most serious deficiency of the country's M/E arrangement, is its lack of any system of sustainability monitoring. A recent report suggest that a lack of operation and maintenance and on absence of sustainability monitoring of post project benefits have either substantially reduced or negated the forecasted benefits of several important projects in the country.<sup>23</sup>

In Bangladesh institutional arrangements of sustainability Monitoring has not yet developed in most of the agencies. Some agencies undertake this function in a very limited way. These are Bangladesh Water Development Board, Bangladesh Rural Development Board, Bangladesh Agricultural Development Corporation, Bangladesh Academy for Rural Development, Bangladesh Institute of Development Studies etc. The IMED undertakes sustainability Monitoring function on Adhoc basis on assignment from the ECNEC the planning commissioned op on request from the Ministry/Agencies. It is important here to mention that sustainability Monitoring. Though a very necessary tool in the development process has not taken its desired shape. Govt. is aware of this fact and has emphasis this in the current 5th year plan.

Impact Evaluation Studies are comparatively a new activity in Bangladesh. As per the current monitoring and evaluation practices, the lead agency in this area is the IMED though the basic responsibility of such evaluation lies with the administrative agencies of the projects. IMED has been undertaking impact evaluation from 1986-87 on regular but very selective basis. Efforts are made to see the impacts out of the project effects. More time is devoted for these evaluation than those of on going or terminal evaluation operational problems of the enterprise are identified and studied to find out the reasons or non occurrence of desired impact from the completed project. Government of Bangladesh has been putting much effort to accelerate the pace of development and fruitfully to utilize scarce resources of the country. IMED constantly feeds back information of development efforts to the Government at various levels. Though Govt. depends solely on this organization for such information, data and reports, little has been done in the past to strengthen and expand its organizational capacity to enable it to effectively discharge its obligation.<sup>24</sup> Presently, Impact Evaluation are practicing by the IMED officials but in a limited way.

The IMED does not have of its own implement projects; it monitors project progress according to the schedule of work. It performs a part of the formative evaluation function in the evaluation process. Though there are various organizations are involved in the project management and it's procedures, initial results suggest that IMED has an important role to play for public sector project management. The next chapter deals with various government organizations/bodies those are interrelated with the project processing procedures of Bangladesh.

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# CHAPTER SIX

# CHAPTER 6

## ORGANIZATIONS INVOLVED IN PROJECT PROCESSING PROCEDURES IN BANGLADESH

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This chapter represents the wide concept of various government bodies/agencies and their functional procedures with the project processing procedures in Bangladesh.

This chapter is discussed in two parts -

- A. **Part One** explains the composition and functions of various public organizations that are involved in project processing procedures in Bangladesh; and
- B. **Part Two** specially deals with the examinations of other government bodies/agencies and their functions with relation to IMED activities with emphasis to project monitoring and evaluation.

### **PART ONE:**

#### **PUBLIC ORGANIZATIONS AND THEIR INVOLVEMENT IN THE PROJECT PROCESSING PROCEDURES IN BANGLADESH**

Most developing nations have accepted national economic planning as a means of accelerating the pace of socio-economic development.<sup>1</sup> Therefore, Planning Commission (PC) is a very important part of the process of public policy making in Bangladesh.

The investment and technical assistance projects are required to be consider and recommended by the committees set up in the Planning Commission and in other ministries/divisions before their approval by the competent authorities.<sup>2</sup>

There are several commission in the Planning Commission and all over ministries/divisions those are involved in project processing procedures in Bangladesh. The composition and functions of various organizations that are involved

in the management of project processing procedures in Bangladesh are discussed below.

The composition and functions of various organizations that are involved in the management of project processing procedure in Bangladesh are discussed below.

## **6.1 NATIONAL ECONOMIC COUNCIL (NEC)**

### **6.1.1 GENERAL**

The National Economic Council (NEC) of Bangladesh is the highest political authority for development activities. It formulates the national policy and objectives for long-term plans. The Planning Commission is entrusted with the task of preparing national plans and programmes according to the directives of the ECNEC, the executive agency of NEC policies. Ministries are responsible to adopt their plans and programmes according to the objectives set up by the NEC.<sup>3</sup>

The NEC consists of all members of the Council of Ministers and is chaired by the Head of the Government. The Deputy Chairman of the Planning Commission and Governor of Bangladesh Bank are special invitees to its meetings. Members of the Planning Commission and Secretaries in-charge of all Divisions are expected to be in attendance during the meeting. The NEC may meet in Committee as and when required. The attendance requirement depends upon subjects under consideration. The Cabinet Division acts as the Secretariat of the NEC.<sup>4</sup>

### **6.1.2 FUNCTIONS OF NEC**

The NEC fulfills the following functions:

- a. To provide overall guidance at the stage of the formulate of Five Years Plans, Annual Development Programmes and economic policies.
- b. To finalize and approve plans programmes and policies
- c. To review progress of implementation of development programme
- d. To take such other decisions and actions as may be considered necessary of socio-economic development.

- e. To appoint such Committees as deemed fit to assist the NEC in the due discharge of its responsibilities.

## **6.2 EXECUTIVE COMMITTEE OF THE NATIONAL ECONOMIC COUNCIL (ECNEC)**

### **6.2.1 ORGANIZATION OF ECNEC**

ECNEC is the executive agency for implementation of the policies decided by NEC (National Economic Council). It is the highest level in the nation, which comes into contact with the approval of an individual project and is the ultimate approving authority. It also reviews the projects as reported by implementation. Monitoring and Evaluation Division. The Prime Minister, who is the Convener of the meeting, heads the ECNEC. Ministers of industries, Finance, Commerce, Works and the Minister of the Concerned Ministry, whose subject is under consideration are all members of ECNEC.<sup>5</sup>

### **6.2.2 COMPOSITION OF ECNEC**

According to Government Rules, the composition of ECNEC is like below.

1. Prime Minister as Chairperson
2. Minister for Finance as Co-chairman
3. Minister for Agriculture, Food, Disaster Management and Relief as Member
4. Minister for Local Government and Rural Development as Member
5. Minister for Industries and Commerce as Member
6. Minister for Education, Science and Technology, Primary and Mass Education as Member
7. Minister for Posts and Tele Communication as Member
8. Minister for Food Control and Water Resources as Member
9. Minister for the concerned ministries as Member.

The following officials are listed for assisting the ECNEC and are required to attend its meeting.

1. Secretary, Cabinet Division
2. Secretary, Finance Division
3. Governor Bangladesh Bank
4. Member (General Economic Division), Planning Commission
5. Member (Programming), Planning Commission.
6. Secretary, Economic Relations Division (ERD)
7. Secretary, Implementation, Monitoring and Evaluation Division
8. Secretary, Planning Division
9. Secretary of the concerned Ministry/ Division.

Hence, the Cabinet Division provides secretarial service.

### **6.2.3 ECNEC FUNCTIONS**

As per to Government Rules, the following functions are provided by ECNEC.

- a. To consider and approve development projects costing above Tk. 5 Crore on the basis of report from PEC and PC;
- b. To consider and approve investment projects in the private sector costing above Tk. 15 Crore;
- c. To review the progress of implementation of development project on the basis of reports from IMED;
- d. To consider proposals for investment companies as private or joint ventures or with foreign participation;
- e. To monitor the economic situation and review over all performance of the economy and related policy issues;
- f. To consider performance of statutory corporations and specially their financial results;
- g. To consider rates, fees and prices of public utility services or products of public enterprises.

The Planning Commission provides secretarial services to ECNEC.

#### **6.2.4 PRE-ECNEC/INTER-MINISTERIAL MEETINGS**

After preparation of a Project Concept Paper (PCP), the sponsoring Ministry/Division is required to send to the planning commission and at the same time forward copies thereof to the Finance Division, Ministry of Establishment, IMED, Ministry of Forest and Environment and Ministry of Children and Women Affairs. These ministries are supposed to send their comments on the PCP within period of 15 days failing which their concurrence will be presumed. Planning Commission will then arrange an inter-ministerial meeting under the chairmanship of the concerned member with the representatives of the following ministries/divisions to consider recommendations for approval of the projects.<sup>6</sup>

1. Member concerned, Planning Commission as Chairman of the meeting
2. A representative of the sponsoring Ministry/Division as Member
3. A representative of Finance Division as Member
4. A representative of Ministry of Establishment as Member
5. A representative of IMED as Member
6. A representative of ERD as Member
7. A representative of Ministry of Environment and Forest as Member
8. A representative of Ministry of Children and Women Affairs as Member

Recommendations of the pre-ECNEC/inter-ministerial meeting are placed before the ECNEC/Planning Minister for approval. The planning minister is empowered to approved a project costing up to Taka 10 Crore and the projects costing more than that amount have to be submitted to ECNEC for approval.

## **6.3 PLANNING COMMISSION (PC)**

### **6.3.1 INTRODUCTION**

Planning Commission (PC) plays a significant role in the process of public policy making in Bangladesh. Planning Commission is a body of professionals and sector specialists engaged for the formulation of macro as well as micro economic policies of the government.<sup>7</sup>

Planning Commission is the pivot of the development project activity in Bangladesh. As a central planning agency, it has a direct macro level involvement with the projects.<sup>8</sup>

There are following divisions in the Ministry of Planning (MoP) at present:

1. Planning Division (PD)
2. Economic Relations Division (ERD)
3. Implementation, Monitoring and Evaluation Division (IMED)

Although Planning Commission is an independent body, but as it is headed by the Planning minister and the Secretary of Planning Division performs the role of one of the members of the Planning Commission. Ministries/Divisions are primarily responsible for formulation and execution of government policies relation to their respective spheres of responsibility. The Bangladesh Planning Commission inherited its identity from the Planning Board of East Pakistan and later the East Pakistan Planning Department.<sup>9</sup>

After independence in congruence with the planing requirements of the independent country of the People's Republic of Bangladesh, the Planning Department was upgraded to a full-fledged Planning Commission in January, 1972 by a Resolution of the Government. Since Bangladesh took the form of a unitary government, the Bangladesh Planning Commission assumed the characteristics of a central planning agency. The Commission is conceived to the professional body at a very high level.<sup>10</sup>

As planning is a political process, different governments have changed the status of the heads of the Planning Commission at different times. To start with the functions of

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the Planning Commission also included monitoring of the development projects, which has now been vested in IMED. Also the external resource mobilization was placed under the ministry of Finance under the name ERD.<sup>11</sup>

Originally the Members had the status of Minister of state. The high status given to the Planning Commission created some peculiar problems in as much as it erode the authority of the Ministers even though the country did not opt for complete central planning. A change was, therefore, brought about in 1975. There has also been a shift from academicians to bureaucrats.<sup>12</sup>

A Planning Division was created to look after the administrative and executive aspects of planning functions thereby relegating the Planning Commission to a kind of advisory body.<sup>13</sup> PD works as not for only advisory services but also involved with research activities. Social Science Research Council (SSRC), as a part of PD to conduct of various research.

Through the formulation of the Five Year Plans and the Annual Development Plans, the PC in effect translates the ideas, aspirations and the commitment of the party in power. Planning Commission acts as the think tank for the government.

In actual operation, however, the Planning Commission had to continue, as demanded by the unitary structure of the Government to be both advisory as well as an executive body and authentication of its elective orders became the responsibility of the Planning Division. Under the new structural transformation of the Planning Commission it became necessary to strengthen the technical capability of Ministries/Division. Under the new structural transformation of the Planning Commission it became necessary to strengthen the technical capability of Ministries/Divisions in order to enable them to discharge successfully their enhanced responsibility of Planning function. With this purpose in view Planning Cells were created in the ministries/Divisions and some of the autonomous bodies in 1975.<sup>14</sup>

In a decentralized planning system which is in vogue in Bangladesh, the Commission is invariably required to maintain close liaison with all other ministries/divisions and

agencies of the Government. First, even in its executive responsibilities in the field of policy planning the commission needs data support and advice on policy issues, particularly issues connected with sectional development plans. Second, in the preparation of the annual development programs, the Commission depends entirely on the allocation proposal from the Ministries/Division and other executive agencies. Third, the Commission's role in project processing starts only after the Ministries/divisions have prepared the project profiles.<sup>15</sup>

Besides, the Commission has to depend for planning inputs on some specialized agencies of the Government. In this respect the Economic Relations Division (ERD) comes first. With heavy reluctance on foreign aid financing of plans, the quantity and quality of foreign aid become important considerations in the formulation of plans. The subject of foreign aid has been assigned to the ERD. The Commission's link with ERD is continuous as it has to depend on that Division not only for occasional advice on the quality and quantity and quantity of foreign aid but also for micro level project financing through project aid authorization.<sup>16</sup>

Next come the Finance Division and the Internal Resource Division (IRD). These divisions advice in mattress of resource availability and formulation of fiscal and monetary policy and the day to-day involvement of Finance Division in project authorization is essential for the Planning Commission's work. The role of the IMED in the work of the Planning Commission is also very important. The allocation of funds to individual projects in the annual development programs is guided by the progress reports on projects prepared by the IMED. The field experience of the IMED is also utilized in the project processing work of the Commission.<sup>17</sup> The Bureau of Statistics meets the comprehensive data on various projects as well as financial activities requirement of the Commission.

As a whole PC works in close collaboratrion with different line ministries and functional departments. Aside from the Economic Relations Division of the Ministry of Finance, the PC also maintains a close liaison with the different development partners (donor agencies).<sup>18</sup>

### **6.3.2 FUNCTIONS OF THE PLANNING COMMISSION**

- a. Preparation and periodic review and evaluation of national plans- annual, five year and perspective for the economic and social development of the country in accordance with the socio-economic objectives of the Government of Bangladesh.
- b. Preparation of Annual Development Programmes (ADP) within the frame-work of national plan and formulation of policies for the implementation and impact on the economy.
- c. Appraisal and evaluation of projects with respect to employment situation, energy use, technology choice, price decisions etc.
- d. Study of important economic issues and formulation of economic policies and measures.
- e. Evaluation of external debt and submission of reports thereof along with evaluation of national plan.
- f. Undertaking and promoting economic research and initiating surveys and investigations needed to support effective planning and development.
- g. Advice on the nature of machinery for securing efficient execution of national plans, annual programmes and economic policies.
- h. Tendering advice on programmes and projects with a view to determine their consistency with the national objectives.
- i. Co-ordination of development activities of various ministries and their Agencies where such activities are inter-related or inter-dependent.
- j. Co-ordinations of economic policies, which have impact across the economy or involve more than one ministry.

- k. To act as the National Focal point on New and Renewable Sources of Energy as well as perform the coordinating role on all energy related inter ministerial matters.
- l. Matter relating to research institutes like BIDS, APD etc.
- m. Liaison with international organizations and matters relating to treaties and agreements with other countries and world bodies relating to subject allotted to this Division etc.

### **6.3.3 ORGANIZATIONAL STRUCTURE**

Planning Commission houses well-qualified staff. As Planning has to incorporate the political wishes of the Government, a Cabinet Minister guides it. Ultimate decision-making rests with the head of the government who also holds the chairmanship of the Commission. A Deputy Chairman under whom there can be 3-5 members heads the commission.

PC is a composition of six divisions.

1. General Economic Division (GED)
2. Programming, Evaluation and Appraisal Division
3. Socio-Economic Infrastructure Division
4. Industries and Energy Division
5. Physical Infrastructure Division
6. Agriculture, Water and Rural Institutions Division

**Table 6.1 : Divisional Functions**

Source : Modified from Chadha, S. (1989), p. 84

DIVISION	FUNCTION	
<b>General Economic Division</b>	i)	Evaluation of plans and policies. Division
	ii)	Review of macro-economic situation covering national income, International economic relations, saving, investment, fiscal and monetary situation, employment and other macro-economic aspects of the economy.
	iii)	Determination of macro economic policies.
	iv)	Co-ordination of research on macro-economic issues.
<b>Programming, Evaluation and Appraisal Programs</b>	i)	Co-ordination of preparation of annual development
	ii)	Authorization of development projects and release of funds for unapproved projects.
	iii)	Economic appraisal of development projects.
<b>Sectoral Divisions</b>	i)	Formulation of sectoral plans consistent with the macro planning objectives.
	ii)	Co-Ordination of sectoral development programmes consistent with the sectoral plans.
	iii)	Processing of development projects including project appraisal and serving and the secretariat of the sectoral Project Evaluation committees.
	iv)	Preparation of sectoral annual development programmes in consultation with the sectoral Ministries and Agencies.
	v)	Formulation of sectoral development and planning policies.

The functions of the permanent Commission are discharged through a six-tier structure of officials, namely Member, Division chief, Joint Chief, Deputy chief, Assistant Chief and Research Officer. The working units within a Division are Wings headed by Joint Chiefs, Branches headed by Deputy Chiefs and Desks headed by Assistant Chiefs/Research Officers. The main functional responsibilities of each of the tier of official are described as follows.<sup>19</sup>

**Table 6.2 : Functions of Planning Commission Officials**

Source : Modified from Chadha, S. (1989), p. 85

DESIGNATION	FUNCTION
i) Member	i) Acts as a member of Commission and contributes to the policy issues formulated by the Commission.
	ii) Holds over-all charge of all policies and programmes relating to the sectors of the economy under his charge.
ii) Division Chief	a) Acts as the executive head of the Division.
	b) Holds over-all charge of all the section of the concerned sector of the economy.
	c) Co-ordinates technical work relating to sectoral plans, programmes and policies.
iii) Joint Chief	a) Holds charge of a sector or sub-sector.
	b) Prepares technical documents in respect of sub-sectoral plans and programs.
	c) Supervises preparation of project reports containing appraisal comments on development projects submitted for a approval.
iv) Deputy Chief	a) Holds charge of sub-sectors.
	b) Assists Division Chief or Joint Chief.
	c) Prepares project reports or draft sub-sectoral plan or programmes.
v) Assistant Chief	a) Assists Division chief /Joint Chief/Deputy Chief.
	b) Prepares draft project reports.
vi) Research Officer	a) Same as Assistant Chief

#### **6.4 PROJECT APPRAISAL COMMITTEES**

There are number of Project Appraisal Committees in Bangladesh at the agency level, ministry level and national level. The last two-macro types are described bellow. In Bangladesh these are called evaluation committees. The general international trend is to use the word “Appraisal” for pre- project evaluation and “Evaluation” for on going and post project evaluations.<sup>20</sup>

#### **6.5 PROJECT EVALUATION COMMITTEES**

Project Evaluation Committees (PEC) in the Panning Commission have the responsibility of examining project proposals and recommending them to the Minister-in-charge of Planning or the ECNEC for their approval. According to Government Rules, Project Evaluation Committees (PEC) are constituted as follows:

- Member, Planning Commission of the concerned Sector. (Chairman)
- Secretary of concerned Ministry
- Division Chief of concerned Division of the Planning Commission
- Division Chief/Programming Division
- Secretary/ Additional Secretary ERD
- Secretary/Additional Secretary, Finance Division
- Secretary/Additional Secretary Establishment Division
- Secretary, IMED
- Representative from, President’s Secretariat

Recently the following two additional members have also been included in PEC Committees on a-hoc basis.

- Representative from Science and Technology Division of Ministry of Education
- Representative from House Research Institute of Ministry of Works.

In addition, Chairman/Head of the concerned Agency is expected to attend PEC meetings. The PECs consider all the approval for the Minister of Planning and “C” category projects of approval of ECNEC/ Concerned Division of PC acts as the Secretariat of PEC meetings generally held once a week. Recommendation by PEC,

traditionally carries very heavy weight and the implementation of the project generally starts after successfully passing this stage.<sup>21</sup>

Any technical assistance project costing more than Taka one crore has to be considered by Special Project Evaluation Committee (SPEC) of the Planning Commission before its approval by the Planning Minister.

Some of the checkpoints used by PEC in their consent are mentioned below:<sup>22</sup>

- In the project in the blue book?
- In the project in with the sectoral objectives?
- Allocation in FYP
- Priority of the project
- Rationality, sources and allocation of resources
- MoF's certificate for self-financed project
- Minimum land requirements
- Can existing buildings accommodate?
- Annual Physical programme in CPM/bar chart
- Evaluation and recommendations in the previous stage of the project
- Can any part be implemented through the Upazilas?
- Technical feasibility, economic desirability, BCR, IRR, opportunity cost of capital, shadow pricing etc.
- Impact on environment
- Women welfare and women employment
- Effect on total employment situation
- Legal matters, GoB was, agreement with donors
- Necessary administration, manpower and support facilities- Transfer of Technology issues
- Population control impact.

Moreover, any technical assistance project, leading to an investment project, irrespective of its cost, has to be recommended by Special Project Evaluation Committee (SPEC) before its approval by thr planning minister. Sectoral service to the SPEC will be provided by the concerned sector/wing of the Planning Commission.



## 6.6 DEPARTMENTAL PROJECT EVALUATION COMMITTEES (DPEC)

Every Ministry/Division has a DPEC to consider “A” (less than Tk. 20 million) type projects sponsored by itself or any of its agencies. Following is provided in the GoB notifications: “All “A” category projects are considered in the DPEC and recommended to the Minister-in-charge for his approval. Before approval of “A” category project by the concerned Minister-in-charge of Ministry/Division, it is to be ascertained as to whether the project has concurrence of the representatives of the Planning Commission and /or Finance Division. If the representatives of the Planning Commission and/or finance Division do not agree with the project or any part thereof in DPEC meeting, the Secretary of the Ministry has to specifically bring this out in the summary along with a brief resume of the ground of objection so that the minister could, if he deems it fit, consult the Minister-in-charge of Finance and Planning before passing final orders. The DPEC may also consider “B” and “C” category projects for processing them to the Planning Commission if so desired by the Chairman of the committee.”<sup>23</sup>

The respective ministries/division provides secretarial services to its DPEC.

The DPEC is constituted as follows:

- Secretary concerned Division as Chairman
- Concerned Sector Division of the Planning Commission
- ERD
- Finance Division
- Establishment Division
- IMED
- The concerned Executing Agency and
- Head of the Planning Cell of the Ministry/Division concerned. Besides some other persons may be invited.

Project Proposal (PP) of different costing of all investment projects are required to be considered and approved by the DPEC after approval of the Project Concept Paper (PCP) by the planning minister is shown in following table.

**Table 6.3 : DPEC as an Approval Authority of different PPs.**  
 Source : Information collected form Planning Commission, 2000

Sl. No.	Project Cost -wise Project Proposal (PP)	Approval Committee	Period of Approval
1.	Upto Tk. 10 Crore	DPEC	Thirty (30) days (45 days under special circumstances)
2.	More than Tk. 10 Crore	DPEC	Thirty (30) days (45 days under special circumstances)

The recommendations of the DPEC along with comments of the members are put up to the Minister for approval of “A” category project. The DPEC has to also consider that projects recommended are included in the five-year plan and have adequate allocation in the plan.<sup>24</sup>

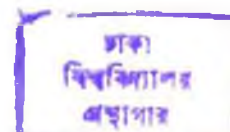
According to GoB notification, evaluation studies, surveys and feasibility studies conducted wholly with the funds of the government/corporations costing up to Taka one crore will have to be considered and recommended by DPEC for its approval by the concerned minister.

### 6.7 SPECIAL PROJECT EVALUATION COMMITTEE (SPEC)

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As per Government Rules, the SPEC is constituted to appraise/approve/recommend TA projects. SPEC consists of following members:

- Concerned Member of the Planning Commission (Chairman)
- Representative of the sponsoring Ministry/Division
- A representative of the Programming Division of the Planning Commission
- A representative of the concerned sector Division of the Planning Commission.



- A representative of the Finance Division
- A representative of the Ministry of Establishment
- A representative of the IMED
- A representative of the science and technology division
- A representative of the National Board of Revenue (NBR)
- A representative of the ERD
- A representative of the Ministry of Home.

The representatives attending the meetings of the SPEC are expected to be not below the rank of a Joint Secretary. The SPEC will ensure that overlapping and duplication of similar activities through other TA projects under executions is avoided and the projects are in conformity with the plan objectives and programmed investment.

#### **6.8 DEPARTMENTAL SPECIAL PROJECT EVALUATION COMMITTEES (DSPEC)**

DSPEC are concerned with the recommendation of suitable TA projects under a ministry.

- ADSPEC is headed by the Secretary of the concerned Ministry/division. Other members of the committee are:
- A representative of the ERD
- A representative of the concerned sec for of the planning commission
- A representative of the Finance Division
- A representative of the IMED
- A representative of the Home Ministry and a representative of the sponsoring Ministry/Division who acts as the Member-Secretary of the Committee.

Representatives attending the DSPEC meetings are not expected to be below the rank of a Deputy Secretary/Deputy Chief.

## **PART TWO :**

### **EXAMINATION OF OTHER GOVERNMENT BODIES WITH RELATION TO IMED**

This chapter deals with wide examination of IMED functions with various Government, Semi-government and Autonomous bodies. In this research Department of Agricultural Extension (DAE), LGED, BRDB, BADC, BTMC and Petrobangla were widely studied regarding their functions with relations to project management activities. All of the selected government bodies have their own cells for project planning, implementation, monitoring and evaluation except BTMC. Government has declared BTMC as third sector therefore BTMC has abolished its Planning Division.

In this part the project management activities of the Department of Agricultural Extension and BRDB are discussed with relation to IMED. Hence, information are gathered from Government Circulars, BRDB Annual Reports, DAE papers and circulars.

#### **6.9 DEPARTMENT OF AGRICULTURAL EXTENSION (DAE)**

Department of Agricultural Extension works under the Ministry of Agriculture. It has it's own Planning and Evaluation Wing to prepare and make initiatives to monitor and evaluate the agricultural projects.

##### **6.9.1 PLANNING AND EVALUATION WING**

The Planning and Evaluation wing of DAE is responsible for the following activities:

25

1. Overseeing the production of an ADP for DAE, ensuring that this plan is consistent with the policy and strategic objectives set by DAE;
2. Preparing plans for policy development and new projects;
3. Preparing DAE's five year development plan ensuring that the identification of projects are consistent with DAE's policy and strategic objectives;

4. Working with donors through the Donor Consultative Sub-Committee of the Extension policy Implementation Coordination Committee (EPICC) to obtain support through projects which is consistent with the new agricultural extension policy and the departmental extension approach;
5. Administering projects;
6. Co-ordinating and supervising the monitoring and evaluation of project implementation, in co-operation with respective project directors, including the physical inspection of projects;
7. Processing monitoring data which is submitted from Thana, District or Regional offices;
8. Responding to day-to day enquiries from the Ministry of Agriculture, Planning Commission and ERD on the ADP and new project proposals, attending monthly project review meetings within DAE and representing DAE at project review meetings at ministry level;
9. Preparing monthly, quarterly, annual progress report and project completion reports for all projects for submission to relevant ministries;
10. Making links with higher planning organizations;
11. Overseeing the maintenance of DAE's Management Information System (MIS) and approving all MIS and computer related activities;
12. Overseeing the operation of a system for monitoring and evaluating the performance, efficiency and effectiveness of the extension service against its stated strategy and performance targets.

#### **6.10 BANGLADESH RURAL DEVELOPMENT BOARD (BRDB)**

Bangladesh Rural Development Board (BRDB) is the [prime government agency mandated for rural development of the country. In 1971, the GoB Launched program called the integrated Rural Development Program (IRDB) primarily to increase

agricultural, specifically food production through farmers' organization, t like as application of a two-tire cooperative system for small and medium scale farmers. The landless poor were assumed to be benefit through trickle down effects. The decision to establish BRDB, which followed the IRDB evaluation study, was taken in 1982 with a view to promoting autonomous and financial viable cooperatives.<sup>26</sup> BRDB has it's own cell for project management from planning stage to the end. Hence, the Planning, Evaluation and Monitoring Division (PEMD) is directly concerned for overall management operations of various projects. Besides, Finance Division is also interrelated to help in giving final shape of various on-going projects. So in this discussions Finance Division of BRDb is also discussed.

#### **9.1.0.1 PLANNING, EVALUATION OF MONITORING DIVISION**

##### **A. PLANNING SECTION**

The main responsibilities of this section includes preparation and revision of projects, pursue approval of projects, micro-level planning, ensuring allocation of fund by the government, maintenance of liaison with donors, Planning Commission, Ministries, ERD, IMED, and many other national and international agencies, inter alia assisting projects in matters of planning and implementations. This section also furnishes common national policy issues and revision of strategies for achieving the goals of BRDB. as and when required. Besides, this section gives comments on poverty alleviation projects of other Ministries, Agencies and also participate in the approval process of the same. On the top of it performs job like implementation of pilot activities with assistance of JOCVs.

Major works done by the planning section during the year 1997-998 are given below:

##### **A.1 PREPARATION OF ANNUAL DEVELOPMENT PLAN 1997-98**

ADP proposal preparation for allocation of fund is a routine duty of the planning section. This section collects ADP proposals from the projects, prepare the micro level plan in consultation with Project Directors and according to the guidelines of the Planning commission and submit proposals to the Govt. for allocation of funds.

Approved ADP allocation during the year 1997-98 is furnished in the table

**Table 6.4 : Approve ADP allocation for 1997-1998**

**Source: BRDB Annual Report, 1999, p. 29**

(Taka in Lakh)

Original	4 Revised	Total	GOB	Project Aid	
				Total	RPA
1		2	3	4	5
Original		10280	5053	5227	8749
Revised		8348	4317	4031	2995

## **A.2 PREPARATION OF PROJECTS**

Preparation of a project includes preparation of Project Concept paper (Also preliminary PCP in case of a donor assisted project) and PROJECT proforma ON THE BASIS OF APPROVED pcp. TAPP for the preparation of Technical Assistance (TA) projects. This section conceives and initiates project ideas, consults local people and local bodies, concerned Ministries, Planning Commission, donors and ERD to prepare and finalize project proposals.

## **A.3 PREPARATION OF PP/ TAPP**

Four projects as below were prepared during 1997 –98

1.	Peoples participatory capacity Building in project formulation and Implementation of poverty Alleviation (Project cost: tk. 1948.50 lakh)	: PP
2.	Kurigram Poverty Alleviation Project (Project Cost: Tk. 865.00 Lakh)	: PP
3.	Banglabandhu Poverty Alleviation Training complex (Project Cost : Tk. 1618.37 lakh)	: PP
4.	Family Welfare Education and Motivation for Family Planning services through rural Co-operatives (3 <sup>rd</sup> phase) (Project Cost: Tk. 612.05 lakh) three projects (serial No – 1,2&3) were approved.	: (Prepared by the project with the as assistance from Planning Section)

## **A.4 REVISION OF PP**

PP's of the following projects were revised by the concerned project offices with the assistance from the planning Section.

**Table 6.4 : Approve ADP allocation for 1997-1998**

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(Taka in Lakh)

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## **A.4 REVISION OF PP**

PP's of the following projects were revised by the concerned project offices with the assistance from the planning Section.



- i) RD-9 : Production and Employment Project, Greater Rangpur except Kurigram district  
(Project cost: Tk. 6808.66 lakh)
- ii) Rural Poor Co-operative Project (Revised)  
Rural Poor co-operative project (Revised)  
(Project cost : Tk. 5917.15 lakh)
- iii) Rural Poor Co-operative Project (2<sup>nd</sup> Revision)  
(Project cost : Tk. 5259.71 lakh)

#### **A. 5 PREPARATION OF PRELIMINARY PROJECT CONCEPT PAPER (PPCP)**

The PPCPs on the following projects were prepared and sent to afferent donors through ministry:

a)	Self-employment Project for the Poor women (Greater Jessore district) (Project Cost: Tk. 2898.86 lakh)	Sent to CIDA, SIDA and the Govt. of Netherlands for assistance
b)	Self-employment Project for the Poor women (50 Thanas)(Project Cost: Tk, 6235.00 lakh)	Sent to CIDA for assistance
c)	Construction of Palli Bhaban at district and Thana (Project Cost: Tk. 2845085 lakh)	Sent of CIDA for assistance.
d)	Women Development Project (Hill Tract districts) (Project Cost: Tk. 579.00 lakh)	Sent to SIDA and the Govt. of Netherlands for assistance
e)	Garo Development Project (Project Cost: Tk. 579.00 lakh)	Sent to the Govt. of Netherlands for assistance
f)	Production & Employment Project (Hill Tract Region) (Project cost: Tk. 2500.00 lakh)	Submitted to the Ministry of Special

#### **A.6 PREPARATION OF PROJECT CONCEPT PAPER (PCP)**

The PCPs as listed below were prepared during the year 1997-98

1. Community Empowerment Project -2 (Tanore, Baghmara, Faridpur Sadar and Gaibandha Sadar Thanas) (Project cost: Tk. 2677.49 lakh)
2. Muktijoddhya Kallayan tias (Mukti) Project cost: Tk. 946.77 lakh)
3. Self-employment Project for the Poor Women (Greater Jessore District) (Project Cost: Tk. 2864.86 lakh)

4. Garo Development Project (Project cost: Tk. 665.65 lakh)
5. Bangabandhu Poverty Alleviation Training Complex (Project Cost: Tk. 1618.37 lakh)
6. Kurigram Poverty Alleviation Project (Project Cost: Tk. 865.00 lakh)
7. Rural Poverty Alleviation Programme (2<sup>nd</sup> hese)  
(Project Cost: Tkk. 16404.93 lakh)  
Prepared by  
Project with the  
assistance from  
Planning Section.
8. Rangpur Poverty Alleviation Project (Project Cost: Tk. 5378.47 lakh)  
'Do'
9. Family Welfare education and Motivation for Family services through  
'Do'

### **JOCV ACTIVITIES ON POVERTY ALLEVIATION**

Poverty eradication activity with JOCV (Japan Overseas Cooperation Volunteer) Assistance is a pilot programme of BRDB, looked after by the Planning division. The JOCV members are assisting the targeted beneficiaries mainly in the field of handicrafts, garments and dress making vegetable growing, fish culture, rice cultivation, use and repair of agricultural machinery, animal husbandry and veterinary, public health, nursing, community development etc. They are working both as trainer and extension worker.

During the reporting year a total of 31 JOCV members worked in different project & TCCAs under BRDB. During this period 11 members were newly appointed and 5 left Bangladesh after completion of their two years tenure.

### **MEHERPUR GOAT FARM PROJECT**

A goat farm was established t Meherpur Sadar thana with the assistance of JICA (Japan International Cooperation Agency in the year 1994). The project area includes Meherpur Sadar, Gangni thana of Meherpur district and Chuadanga Sadar thana of Chuadanga district. the main objective of this project is to improve the socio-economic condition of the rural people through interdicting high breed goats. Five JOCV members among other are working in the project.

### **B. EVALUATION SECTION**

BRDB is executing various projects for the socio economic development of the small and marginal farmers and assetless men & women of the country. The Evaluation section of BRDB is responsible for survey, supervise, co-ordinate and evaluation of activities of those projects. The section is also responsible for publication of the Annual Report of the Board depicting the progress of overall activities of BRDB. The preparation of BRDB activity reports for including in the Annual Report of administrative ministry and other like agencies connected with rural development activities are also done by this section. The maintenance of the central library of the Board since its inception is looked after by this section. The maintenance of the central library of the Board since its inception is looked after by this section. The report usually prepared by the section every year are briefed below:

### **B.1 ANNUAL REPORT OF BRDB**

A vivid description of the progress of all activities of various projects, divisions and sections under the Board are collected, edited and published as Annual Report in the form of book every year, both in Bengali and English.

### **B.2 ECONOMIC SURVEY OF BANGLADESH**

The report is being published by the ministry of finance every year. The activities, annual progress, problems of all the projects and divisions of Board with relevant statistics are prepared and sent to the M/O finance.

### **B.3 ANNUAL REPORT OF THE MINISTRY**

Annual progress of activities under different projects of BRDB was compiled and forwarded to the Ministry of LGRD and co-operative for inclusion in the annual report of ministry.

### **B.4 ECONOMIC REVIEW**

The financial and physical target and progress of activities of activities of all the projects and divisions of BRDB are prepared and sent to the planning commission to incorporate in the Economic Review published by them every year.

## **C. MONITORING SECTION**

The main activities of the Monitoring Section are to I review regularly the progress of implementation of on going projects including BRDB and general activities of BRDB and to identify the problems if any in the process of implementation of activities and to recommend/suggest to the authority for necessary corrective measures. This section regularly collects and preserves information's on progress of projects, district and thana offices of BRDB through MIS (Management Information System) and on the basis of the collected information prepares and furnished reports to different Agencies, Departments and Ministries.

### **C.1 ADP REVIEW**

The Monitoring Section in makes all arrangements for holding monthly internal ADP review meetings and prepare working papers containing progress, problems and comments on all projects under implementation. Minutes of the meeting on the basis of the decision taken are prepared, distributed and subsequently followed up. this section also coordinate with the ADP meeting held in the ministry, collects information regarding the execution of the decisions and transmits those to the concerned authorities.

During the period under report this section collected information's from the field through MIS processed, complied by computer and submitted to different agencies on monthly, quarterly and annual basis.

A list of regular reports is given below:

#### **(a) Monthly Reports:**

1. Report of National Priority Projects
2. Report for the Cabinet Division.
3. Component wise progress report of projects.

4. Monthly progress report of BRDB.
5. Progress report on Implementation of decision of monthly ADP meeting held in the Ministry.
6. Report on project-wise use of project aid.
7. Report on project-wise physical and financial progress in Monitoring and Evaluation sheet.
8. Report project-wise use of Reimbursable Project Aid (RPA0 and claim for its reimbursement.
9. Overall progress report of the projects under implementation.
10. Report on disbursement of Project-Aid.
11. Report on credit operation.
12. Working papers and proceedings on monthly review meeting.
13. Report of projects in PIB –01.
14. Report on Women and children abuse.

(b) **Quarterly Reports:**

1. Progress Report of the projects for Hon'ble prime Minister.
2. Project Implementation Progress Report.
3. Project –wise Report of Credit Operations.
4. Project –wise and Component- wise Financial progress Report in MIMED – 01 format.
5. Report on Crops and term credit (Agricultural equipment's) Operation.
6. Report on project in prescribed project Information sheet.
7. Working paper of review meeting (Preparation and publication in the form of book)

(c) **Annual Reports:**

1. Report on audit of foreign aided project.
2. overall component-wise progress report of the project on the basis of weighted average IMED –02 format.
3. Report on the basis of proforma supplied by Bangladesh Bureau of Statistics.
4. Report on Credit operation.
5. Annual Report for Cabinet Division

Also prepared working papers for Parliamentary Standing committee, Answers to the questions perused by the honorable members of the parliaments and reports related to Board Meeting.

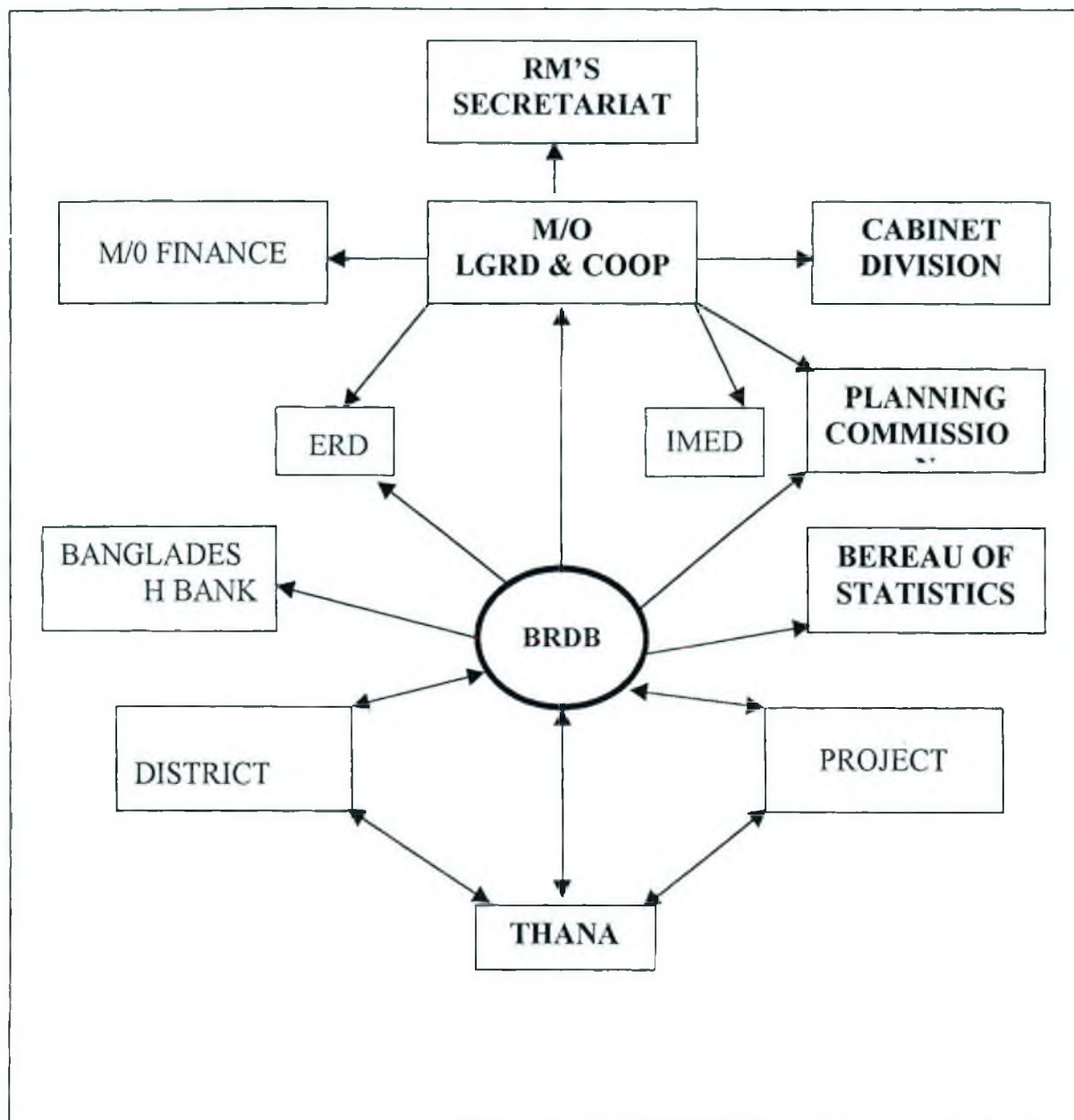


Figure 6.1 : Monitoring Network of BRDB  
 Source : BRDB Annual Report, 1999

#### D. PROGRAMMING SECTION

The main responsibility of the Computer Centre is to process and prepare required outputs from the data collected through Management Information System (MIS) and maintenance of officers/ staffs Personnel Data Sheet (PDS). The Computer Centre has a Local Area Network (LAN) connected with 3 microcomputers. The Centre accomplished the following activities during the year 1997-98.

1. Data collected through MIS have been entered in to the local area network, based on information monthly, quarterly and annual outputs the MIS have been prepared and distributed in all the district offices and respective section/divisions of BRDB.
2. Input formats of MIS have been revised as per requirement of different users and accordingly computer programmes were revised.
3. Data collected through PDS have been entered in the Computer and different outputs have been prepared as per requirement of administration, training and other divisions including different area development projects under BRDB.
4. Pay bills of officers and staffs of BRDB HQ and other reports returns have been prepared to meet the demand of accounts Division.
5. A revised list of 2073 officers/Staffs (4th edition) under Revenue Budget has been prepared and submitted to Administration Division. List for group insurance and pension of BRDB officers/staffs have also been prepared for the use of concern division.
6. Project proposals of Bangabandhu Poverty Alleviation Training Complex, Social Empowerment Project. Freedom Figher This Project, Livelihood Project, concept paper of Rural poverty Alleviation Programme has been prepared. a revised loan operational policy guidelines on Income Generating Activity loan scheme have also been prepared for Primary Healthy Care-BAB PHC 006 project.
7. Different information of completed projects of BRDB has been entered in the computer and outputs regarding the implementation of the projects have been supplied to the concerned divisions as per requirement.
8. BRDB Computer Centre has given all sorts of technical assistance to the Women's Program regarding the installation of new mini computer cell there.

Computer centre of BRDB is now working as a "DATA BANK"

## **E. CONSTRUCTION SECTION:**

Construction Section is one of the important section of Bangladesh Rural Development Board. This section has been engaged in execution of various revenue funded as well as project funded construction works since inception. Detail construction activities with achievement for the year 1997-98 are as follows:

**Table 6.5 : Construction Work Under Revenue Budget**

Sl. No	Name of the work	
i)	Repair maintenance, renovation work done in Palli Bhanab	<b>Progress upto 30-06-98 100% complete</b>
ii)	Construction of 3 nos. cubicals in 2 <sup>nd</sup> floor	
iii)	Mosaic cutting, painting etc. work from ground floor to 2 <sup>nd</sup> floor	
iv)	Corrogated Fibre roofing infront of Palli Bhaban, Ran water down Pipe repair and Extension of Karmochari sangshad office	
v)	Repair of road infront of Palli Bhaban	
vi)	Construction of Chillakatha of palli Bhaban	
vii)	Completion of painting work of 1 <sup>st</sup> & 2 <sup>nd</sup> floor at Palli Bhaban	

**Table 6.6 : Repair and Maintenance work of Thana Palli Bhaban (50%) BRDB's Revenue funded and 50% TCCAs own funded)**

Sl. No.	Name of the work	Progress upto 30-06-98
i)	Repair work of Muradnagar Thana Palli Bhaban	100%
ii)	Repair work of Barura Thana Palli Bhaban	100%
iii)	Repair work of Tanore Thana Palli Bhaban	100%
iv)	Repair work of Porsha Thana Palli Bhaban	100%
v)	Repair work of Barisal Thana Palli Bhaban	100%
vi)	Repair work of Galachipa Thana Palli Bhaban	100%
vii)	Repair work of Serajdikhan Thana Palli Bhaban	100%
viii)	Repair work of Shibgonj Thana Palli Bhaban	80%
ix)	Repair work of Nandigram Thana Palli Bhaban	80%
x)	Repair work of Gopalganj Thana Palli Bhaban	50%
xi)	Repair work of Homna Thana Palli Bhaban	Heldup for cost. of new roof slab



**Table 6.7 : TTU Building Repairing**

Sl. No.	Name of the work	Progress upto 30-06-98
i)	Barisal Sadar TTU Building	100%
ii)	Munshigonj Sadar TTU Building	100%
iii)	Jamalpur Sadar TTU Building	1000%
iv)	Dinajpur Sadar TTU Building	Suspended

**Table 6.8 : Under MRDP**

Sl. No.	Name of the work	Progress upto 30-06-98
i)	Repair of Daudkandi Training Centre	100%
ii)	Repair of Homna Training Centre	100%

**Table 6.9 : Deputy Director's quarter at Patuakhali (Own funded)**

Sl. No.	Name of the work	Progress upto 30-06-98
i)	Construction of Deputy Director's Quarter upon the DD office at Patuakhali	5%

**Table 6.10 : Tangail Women's Training Centre**

Sl. No.	Name of the work	Progress upto 30-06-98
i)	Construction of Hostel super's Quarter in Training Centre upon the 1 <sup>st</sup> floor.	5%
ii)	Construction of a Gate in front of deputy Director's Office	5%

**Table 6.11: Achievement of the Project (1997-98)**  
**Source : BRDB Annual Report, 1999, p. 109**

Name of the component	Target as per PP		Cumulative achievement		Target for the year 1997-98		Achievement for the year 1997-98			Cumulative		Per%	
	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Thana covered	11	-	11	-	-	-	-	-	-	11	-	100%	-
2. Society Selection	165	-	165	-	-	-	-	-	-	165	-	100%	-
3. Member enrolment	6600	-	6609	-	-	-	-	-	-	6609	-	100%	-
4. Share deposit (Taka in lakh)	-	3.04	-	5.26	-	.66	-	1.42	2.15%	-	6.68	-	220%
5. Saving deposit (Taka in lakh)	-	26.70	-	116.08	-	5.90	-	6.31	109%	-	22.39	-	84%
6. Loan disbursement (Taka in lakh)	-	146.10	-	145.4	-	0.70	-	0.71	100%	-	146.10	-	100%
7. Loan recovery (Taka in lakh)	-	146.10	144.60	6.88	-	145.40	-	144.67	99%	-	144.67	-	99%
8. Training (no.) (Taka in lakh)	2882	8.58	2881	2.00	-	-	16	16	-	2834	7.04	98%	82%
9. furniture	-	3.00	-	5.40	-	0.30	-	-	-	-	2.00	-	67%
10. Overhead Cost. (Taka in lakh)	-	13.30	-	12.63	-	2.47	-	2.46	100%	-	7.86	-	59%
11. Salary & allowances of officers/staff (Taka in lakh)	12	25.81	12	-	12	6.63	12	6.47	99%	12	19.10	-	74%

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# CHAPTER SEVEN

**CHAPTER  
7**

## CASE STUDIES

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IMED is responsible for monitoring and evaluation of development projects of concerned ministries/divisions/agencies of the Government of the People's Republic of Bangladesh. This chapter is designed with a brief of two successful projects of the BRDB as cases. According to IMED record and their evaluation these projects are identified as successful projects.

These are :

1. Productive Employment Project (PEP) as RD-5
2. Rural Development Project as RD-9

These projects are discussed in the next page.

## 7.1 PRODUCTIVE EMPLOYMENT PROJECT: RD 5

### 1. Name of the Project

Productive Employment Project (PEP): RD -5

### 2. Background of the Project

The comprehensive strategy for rural development formulated by GoB in 1984 includes promotion of production and employment Program for the rural poor, improvement of rural infrastructure and development have irrigated agriculture. As part of the strategy, the productive employment Project (PEP) was initiated during 1986-1987 by BRDB within the framework of Rural Employment Sector Program (RESP). The project was designed to mobilize the target group population in self-employment productive IGAS through training, technology, credit and marketing support.

### 3. Project Duration

No. of Phases	Duration	Financial Year
1 <sup>st</sup> Phase	4 Years	1986-1987 to 1989-1990
2 <sup>nd</sup> Phase	5 Years	1990-1991 to 1995-1996
3 <sup>rd</sup> Phase	4 Years	1996-1997 to 1999-2000

### 4. Development Partners(s)

No. of Phases	Donor Agencies
1 <sup>st</sup> and 2 <sup>nd</sup> Phase	SIDE and NORAD
3 <sup>rd</sup> Phase	SIDE

### 5. Geographical Coverage

- 1<sup>st</sup> Phase : 10 Thanas of Faridpur, Madaripur and Kurigram district
- 2<sup>nd</sup> Phase : 32 Thanas of five districts of greater Faridpur and Kurigram districts.
- 3<sup>rd</sup> Phase : 27 Thanas of five districts of greater Faridpur

6. **Project Objective**

Substantial increase in income and empowerment of the rural poor.

7. **Target Group**

Women and men owning not more than 0.50 acre of land including homestead and depend on manual labor for livelihood.

8. **Organizational Set-up**

**Project Headquarters:** The headquarters is located in Faridpur. The Executive Director (ED) of the project is assisted by a number of GoB officers and support staff in the headquarters. A technical assistance team comprising one expatriate Senior Adviser and three local consultants provides advisory services to the management in planning, monitoring and technology development.

**Liaison Office:** There is a project Liaison Office located at BRDB HQs in Dhaka.

**District Office:** There is a project office in each Thana, which is manned by a Thana rural Development officer and a number of professional and support staff.

**Grassroots Level:** Field Organizers (FOs) are the front line workers of the project and are posted at the union level to closely work with the target group. The FOs are guided and supervised by the Thana Project Office. Usually two FOs, one male and one female are deployed in each union.

**Linkage with BRD Main Scheme:** The staff employed by the project carries out the project activities. BRDB Main scheme (revenue) staffs are not involved in project implementation. However they are involved in coordination at field level and liaison with ministries and development partners at the national level.



## 9. Project Headquarter and Manpower Provision

Project Headquarter	Manpower Provision
Officers	10
Support staff	24
TA Experts	03
TA support staff	15
<b>Liaison office</b>	
Officers	1
Support staff	6
<b>District level</b>	
Officers	17
Support staff	35
TA Exporters	05
<b>Thana level</b>	
Officers	104
Support staff	590
<b>Grassroots level</b>	
Field Organizers	428

## 10. Major Components of the Project

### Group Formation

Group members are selected on the basis of baseline/household surveys. Groups are non-formal and formed with 15-25 members per group. Separate groups are formed for male and female.

Groups are formally affiliated with the project after four months of group formation. Project affiliation entitles a group as support like credit, skills training and action research. During the pre-affiliation period, efforts are made to establish group discipline through awareness raising training regular holding of weekly meetings and promotion of regular savings habit.

### **Local Resource Mobilization**

Members are motivated to save at a minimum rate of Tk. 3 per member per week. Savings are deposited in a Bank account in the group's name. Group members are motivated to intensively cultivated/culture private lands and ponds on lease or share.

### **Training**

Training is provide to target group members and project staff.

Target group training include among others awareness raising, group mobilization, leadership development, planning and management, book keeping, family laws and gender issues, health, nutrition and family planning, skills development, small enterprise and entrepreneurship development, IGA planning and management, study tours.

Staff training includes dourses on foundation/basic training, banking plan, book keeping & accountancy, group management, refreshers' course, ToT, study tours etc.

### **Income Generating Activities**

Target group members are encouraged to undertake different kinds of IGAs that help them to increase income and production. Credit is given to the affiliated group members without collateral.

### **Marketing Assistance**

This includes collection and dissemination of information, developing liaison and linkages with different market outlets at home and abroad, advertisement, publicity and display for sales promotion.

### **Action Research and Technology Development**

Action Research are undertaken to introduce new innovative IGAs to improve traditional technologies, introduce new technologies, improve quality and design of products upgrade and re-orient skills.

### **Short Term Wage employment Generation**

The group members are linked to other organizations such as Infrastructure Development Project of LGED/RESP, CARE, WFP, Union Parishad for wage employment. PEP group's work as labor contracting societies of IDP for construction and maintenance activities of roads, embankments growth centers etc. Khas Ponds are re-excavated with WFP food assistance for generating wage employment and fish cultivation.

### **Other Support Services**

PEP has successfully experimented a livestock compensation scheme. The scheme had been adopted to cover the entire project area.

Legal aid is provided through training as well as support from govt. and non-govt. agencies working in this field.

### **General Development**

Underscoring the needs, roles and relationship of men and women, the project attempts to follow a comprehensive gender development policy to minimize existing gender gaps. Gender aspects are reelected in all spheres of project activities including monitoring.

### **Monitoring and Evaluation**

Project activities are monitored and reviewed on a routine basis. Quarterly, half-yearly and annual reports are published regularly.

Evaluations and impact assessment are also undertaken from time to time by the project as well as external consultants.



## **7.2 RURAL DEVELOPMENT PROJECT 9 (RD-9)**

### **1. Name of the project**

Rural Development Project-9

### **2. Background of the Project**

In conformity with the rural development strategy of Gov formulated in 1984, the project aims at increasing production and creating self-employment opportunities for the rural poor. The project was proposed to be started in July 1987. Aid negotiation, signing of the agreement, process of project preparation and approval etc. took about two years, and the project actually started in July 1989.

### **3. Project Duration**

Start	July 1989
Completion	December 1998

### **4. Development Partner**

European Commission (EC)

### **5. Geographical Coverage**

20 Thanas of Rangpur, Nilphamari, Gaibandha and Lalmonirhat district.

### **6. Project Objective**

The project aims at creating employment opportunities through training, credit and other support services in order to improve the quality of life of the rural poor.

### **7. Target Groups**

Women and men owning not more than 0.05 acre of land including homestead and depend on manual labor.

Small and marginal farmers with 0.51-1.50 acres of operational land and a maximum annual gross family income of Tk. 8,000.

## 8. Organizational Set-up

The activities of the project are carried out through offices set up at the project headquarters and thana level. It has no organizational set up at district level.

**Project Headquarters:** The Project headquarters is located in Rangpur. An autonomous Project Implementation Unit (PIU) has been set up at the headquarters to plan implement and monitor project activities. Headed by a project Director and supported by one Chief Technical Adviser and one Senior Technical Adviser, the PIU consists of seven sections namely, training & communications, women in development, social development, economic development planning and monitoring, administration and personnel, and finance and accounts. One manager heads each section.

**Liaison Office:** There is a liaison office at BRDB HQ. In Dhaka headed by one Deputy Director.

**Thana level:** The thana office is headed by one Thana Coordinator, assisted by 2 Deputy thana Coordinators- one male and one female. A number of support staff is attached to the thana office.

**Grassroots Level:** There are 300 Group promoters (GPs), 150 male and 150 female, to work with the target population at the grassroots level. The GPs are stationed at the union level.

**Linkage with BRDB Main Scheme:** The project is entirely planned and implemented by the project borne staff. It has very little link with BRDB main scheme except liaison with Ministries and development partners at the national level.

## 9. Project Headquarters and Manpower Provision

Project Headquarters	Manpower Provision
Officers	33
Support staff	48
Officers	60
<b>Grassroots/union level</b>	
Expatriate	2
<b>Thana Level</b>	
Support staff	100
Group Promoters	300

## 10. Major Components of the Project

### Formation/reformation of Groups

There are types of groups formed in this project, namely groups with i) landless/assetless people, and ii) marginal farmers. At the initial stage some groups were however formed with the mix of both the categories of target population. Later these mixed groups were reformed separately with landless/assetless people and marginal farmers.

### Accumulation and use of Savings

It is mandatory for the group members to make weekly savings at the rate decided by each group separately. The groups may use these savings for productive IGAs and in times of emergency or stress.

### Training

Train is provided to target group members and project staff.

Target group training includes among others awareness raising, group mobilization, leadership development, planning and management, book keeping, family laws and gender issues, health, nutrition and family planing, skills development, small enterprise & enterepreneurship development,,- IGA planning and management, study tours.

Staff training include courses on foundation/basic training, banking plan, book keeping & accountancy, group management, refreshers, course, ToT, study tours etc.

### **Social Development**

Special emphasis is given to social development component i.e. empowerment of the organized groups to enhance their sustainability and other activities to enhance the social welfare of the organized target group and their families.

### **Small Enterprises and Technology Development**

Development of small enterprises and new technologies for modernizing traditional IGS as well as introduction of non- traditional activities in farm and non-farm areas is an important component of this project. The aim is to promote IGS with high rate of returns. The subject matter specialists engaged by the project assist in undertaking action research and introducing non-traditional IGAs as well as link the target group members with the line ministries and NGOs at the grassroots level. Provisions are there to promote these activities through larger credit support.

### **Credit for Income Generating Activities**

Credit support is provided to the group members for undertaking various incomes generating activities. Credit is given free of collateral.



### **Marketing Support**

The project studies the demand-supply situation of specific products and services and disseminates information to the group members/ efforts are also made to establish links with different outlets to sell the produces at fair prices.

### **Civil Works**

As part of institution building at grassroots level, the project provides for construction of federation office buildings at union level. The federations for group meetings, training workshops and other activities use these offices.

### **Pilot Projects**

Pilot schemes on new technology, innovative IGAs. Pilot schemes include among others tailoring production units, leather training, poultry farms, hatchery units, fish nurseries, improved pottery, welding workshop etc.

### **Monitoring and Evaluation**

Monitoring and evaluations are undertaken on a regular basis for management feedback as well effect/impact assessment. These are done through base line surveys, routine monitoring of progress as well as special/periodic studies and evaluations.

## **11. Banking Plan/Credit Operations**

Sonali Bank carries out credit operation of the project in cooperation with the project on the basis of a mutually agreed banking plan.

### **Loan Fund**

A revolving credit fund together with a guarantee fund has been created to support IGAs of group members. The revolving fund is formed with equal contributions from the European commission and Sonali bank. The guarantee fund is used to meet bad debts against Sonali Bank contributions.

### **Loan Disbursement Procedure**

Groups organized under RD-9 are kept under observation for minimum period of six months for being eligible for credit. On expiry of the observation period, a maximum of 5 members in the group can get a loan. After another three months and all due installments paid by previous loanees, another 5 members will get loans. This cycle continues till all members are covered in the group. Group chairpersons and group leaders are not eligible to receive any loan until at least 5 members in the particular group have received loans. Repeat loans are allowed to the successful loanees.

### **Loan Ceiling**

Loans are given to both individual members and groups. The first loan for an individual member in the group is Tk. 7000; and second and subsequent loan amount is Tk. 10,000. In case of group loan, the amount depends on the number of members taking the joint venture i.e. number of members multiplied by the ceiling applicable to an individual member.

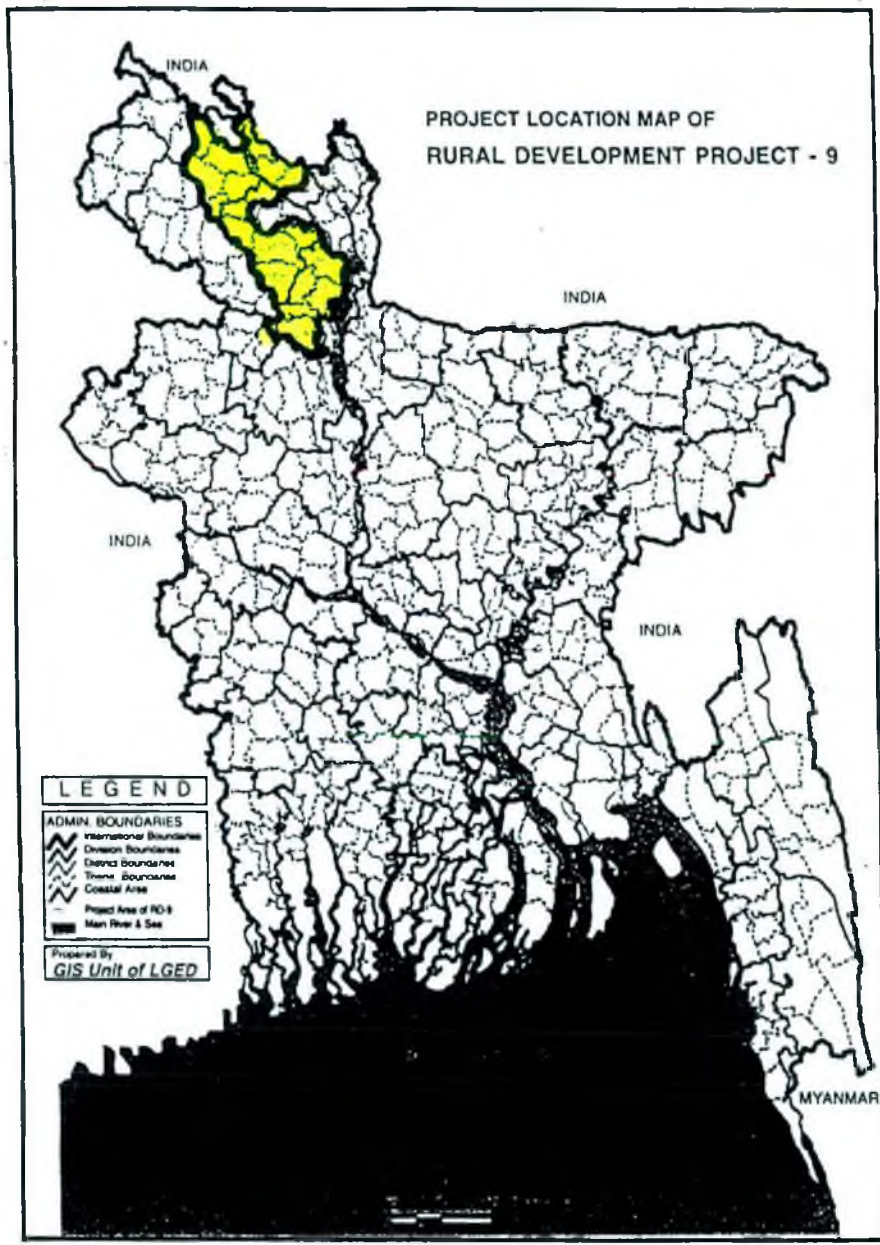
### **Repayment Procedure**

Repayment of loan is made in equal fortnightly/monthly installments. The project staff, branch manager and the borrower jointly decide the number and amount of each installment depending on the flow of

income and nature of the IGA. For IGAs that do not generate regular income like crops, fish culture, cow rearing and the like, 50% of the loan amount can be paid through fortnightly/monthly installments. The remaining 50% is payable at the time of receiving the main income from the IGA, within one year.

### **Interest Rate**

An interest rate of 16% is charged to the borrowers on a declining balance. Out of this 16%, the bank gets 7%, the project gets 7% and the remaining 2% is kept for bad debt and reserve fund.



Map : Project location of Rural Development Project (RD-9) of BRDB

# CHAPTER EIGHT

# CHAPTER 8

## FINDINGS AND DISCUSSIONS

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Basically IMED plays a very vital role in Project Management. IMED is one of the executive bodies of Ministry of Planning, works with implementation, monitoring and evaluation of various government projects- in turn it plays important role of the same kind of other semi-government, autonomous bodies in the field of Project Management.

It is observed in this research that the functions of IMED are greatly suffering from procedural complexities. Such complexities are also prevailing in other bodies. Though IMED had the wide arranging of monitoring and evaluation of various projects of different ministries but in many cases it could not exercise its role properly.

Tow reasons are prominent :

1. Procedural complexities.
2. Lack of sufficient, skilled and permanent manpower.

As regards procedural complexities, IMED permits the projects of other bodies but it seems to the true that the Monitoring and Evaluation Cells of respective Ministries bodies do the monitoring and evaluations of their own projects.

It is also found that the progress of some projects is slow that is real development is being hampered. In many of such cases the allocation is withdrawn and being transferred to offer speedy projects, like as, the total number of projects accepted for 1999-2000 is 1290, whereas the implementation rate is only 54% in the first ninth months.

Seventy-three projects are identified as High Priority Projects (HPP) of 23 Ministries/Divisions in the ADP. The HPPs would play important role in the national economy and the people could enjoy their benefit but the allocation for the main and revised ADP is revealed as follows.

**Table 8.1 : The main and revised ADP for 1998-1999.**

**(Amount in Crore Taka)**

ADP 1998-1999	No of Projects	Allocation			
		Total	RPA	Project Aid	
				Total	RPA
Revised	73	5669	2873	2796	1190
Main	73	5873	2861	3012	1859

It is found that more authority would be delegated to line Ministries to approve revised projects. It takes a long time for the approval of projects/ revised projects. IMED argues Project Directory Evaluation Committee must strictly follow evaluation criteria of the government and donors for evaluation of various projects. Any irregularity or deviation on the part of Planning Division /Evaluation Committee would be penalized like as any bidder trying to influence the decision of the Project Director/Evaluation Committee or any other authority would be summarily disqualified. But the system does not work like that.

The observations show that the ADP was not implemented 100%. It was below 54% of national average for July 1999- March 2000. It is also true for those HPPs. Moreover in the ADP the projects having allocation of more than 25 core Taka the progress rate is below than the National Average (54%), such ministries are as follows.

**Table 8.2 : Ministries with below progress rate.**

Name of the Ministries/Bodies	ADP Allocation in crore Taka	Rate of progress
Finance Division	26.22	43%
Ministry of Information	79.10	20%
Ministry of Religious Affairs	27.60	45%
Statistics Division	80.52	46%
Ministry of Cultural Affairs	30.25	51%
Ministry of Establishment	58.34	50%
Bangladesh Election Commission Secretariat	84.03	38%
Ministry of Forestry and Environment	167.16	42%
Ministry of Land	76.60	22%
Ministry of House Settlement and Works	109.99	33%
Ministry of Textile	58.89	22%
Ministry of Trade	30.45	44%
Ministry of Civil Aviation and Tourism	166.76	36%

Updated knowledge and techniques are essential for efficient monitoring and evaluation both at the centre as well as on the ministry/agency levels but IMED has not sufficient manpower with modern technologies and updated knowledge.

For the above reasons Project Management system of Bangladesh has been hampering. As a result, our national development is also being hampered. It has also observed that the Project Implementation Bureau (PIB) does not have of its own implantation projects. Moreover, it has to monitor various projects according to the schedule of works only.



Comparative Statement on Progress for the financial year of 1996-1997 to 1998-1999 is shown below. It is an output of evaluation procedures of IMED based on various projects as per RADP.

**Table 8.3 : Comparative Statement on Progress**

Source : IMED

(Take in Crore)

Sl. No.	ITEM	1999-2000	1998-1999	1997-1998
01.	<b>No of projects as per RADP</b>			
	Total (New)	1379 (86)	1329 (316)	1361 (399)
	Main Program (Aided)	1112 (219)	1050 (241)	1034 (236)
	Technical Assistance Program (Aided)	200 (177)	220	268
	4. Self-financed Program (Aided)	60 (2)	52 (4)	53 (1)
	5. Food Aided Project	7	7	6
02.	<b>RADP Allocation</b>			
	1. Total	16500	14000	12200
	2. Taka	9750	8226	7086
	3. P.A.	6750	5774	5114
03.	<b>Taka Release (Amount and % of RADP allocation)</b>	9802	7966 (97%)	6887 (97%)
04.	<b>Expenditure (Amount and % of RADP allocation)</b>			
	1. Total	15470.62	12509 (89%)	11037 (90%)
	2. Taka	9729.27	7844 (95%)	6823 (96%)
	3. P.A.	5741.35	4665 (51%)	4214 (82%)

The above statement shows, as per RADP, self-financed program is only 52 crore Tk. where as the Technical Assistance Program and Main Program are 220 crore and 1050 crore. It has identified by IMED that the allocation and

rate of on-going projects are increased in the financial year of 1998-1999. It has been possible for regular and successful meeting of ECNEC.

Though IMED informed various problem concerned with project management to the Economic Relations Division (ERD), still IMED facing it's manpower problems that harms the monitoring and evaluation process.

Moreover, monthly project review meetings in some ministries are not held regularly and there is also lack of proper administrative procedures. It is observed that Bangladesh Agricultural Development Corporation (BADC) works with limited ability for determining of policy and strategy on Rural Poor Co-operative Projects (RPCP) as well as Rural Poverty Alleviation program (RPAP) of GoB and donors. Besides that, the donor agencies have their own system of monitoring the progress of their own financed projects. Notable, RPCP is controlled by the Asian Development Bank (ADB).

Project wise RADP allocation for BADC is shown below.

**Table 8.4 : Project wise RADP allocation for 1996-1997**

Sector	GoB Provision	Provision Aid	Total
Crop	5784	739	6523
Water	500	--	500
<b>Total</b>	<b>6284</b>	<b>739</b>	<b>7023</b>

According to the Monitoring and Evaluation Division of BADC, BADC follows the procedures of IMED properly. BADC had 13 development projects under execution for 1996-1997. These projects were included in the Revised Annual Development Program (RADP) of which 10 projects are under crop sector and 3 projects under water sector. A total amount of Taka 13,432 lac was allocated as gross outlay in the RADP for 13 projects.

It is also observe that the Project Implemetation Bureau (PIB) does not have its own implement projects. Moreover, it has to monitor various projects according to the schedule of works only.

A. The problems of post evaluation in Bangladesh are numerous some of the vital ones can be identified as follows:

- a. Lack of adequate importance attached to the subject
- b. Absence of institutionalisation of feedback mechanism
- c. Lack of appreciation of the technicalities of evaluation
- d. Shortage of skills
- e. Lack of systematic information build-up

1. Fund shortage

B. Information gathering, dissemination and sharing adequate training of officers on post evaluation methodology is a prerequisite for timely accurate, effective, systematic and quality post evaluation.

C. IMED should wet up a separate wing for increasing its post evaluation capability with adequate logistics, initially these may be done by rearranging its present staff and logistics and upgrading its capacity with increased responsibility.

IMED would build up a computerised management information system to help itself and line Ministry/Agency in the evaluation of project/programs.

A very good reputation of earlier achievement (competence, established hard work), even if the earlier achievement is not exactly in managing projects. Others cooperate with the project more for the person as the Project Director/ Manager and less for the project itself.

There are several problems in public sector project management systems. The problems of project management in Bangladesh are severe threat to the development and sustainability of our national economy. IMED and some other project officials of several government bodies and sector corporations

identified various problems. The problems, in general, were categorised according to type.

The type of problems are categorised like below:

**Table 8.5.1 : Type-wise problems of project management**

<b>Type-1</b> : Inter- ministerial conflict and lack of co-ordination.
<b>Type-2</b> : Lack of sufficient manpower and technology
<b>Type-3</b> : Corruption
<b>Type-4</b> : Delay in approval of projects due to procedural conflict
<b>Type-5</b> : Lack of proper Monitoring and Evaluation of projects
<b>Type-6</b> : Political pressure and donor's influence
<b>Type-7</b> : Lack of autonomy of Project Director's performance
<b>Type-8</b> : Inadequate allocation and release of fund

These opinions and experiences are gathered from 35 IMED officials with a composition of 5 Directors, 12 Deputy Directors and 18 Assistant Directors (See Table 8.5.2).

**Table 8.5.2 : Problems of public sector project management (opinions of IMED officials)**

Sl. No.	Problem Type	Problem-wise evaluation criteria					
		Very Much	Much	Moderate	Few	Very Few	Others
1.	Type-1	24 (68%)	5 (14%)	5 (14%)	0	0	1 (3%)
2.	Type-2	21 (60%)	2 (6%)	6 (17%)	0	0	6 (17%)
3.	Type-3	20 (57%)	4 (11%)	5 (14%)	0	0	6 (17%)
4.	Type-4	11 (31%)	11 (31%)	6 (17%)	1 (3%)	0	6 (17%)
5.	Type-5	2 (6%)	3 (8%)	17 (48%)	3 (8%)	2 (6%)	8 (23%)
6.	Type-6	0	3 (8%)	20 (57%)	1 (3%)	0	11 (31%)
7.	Type-7	9 (26%)	10(28%)	12 (34%)	0	0	4 (11%)
8.	Type-8	0	3 (8%)	7 (20%)	5 (14%)	2 (6%)	18 (51%)

Table 8.5.2 shows that most of the IMED officials (68%) are unanimous about inter-ministerial conflict and lack of inter-ministerial co-ordination and most of them (60%) argued for sufficient manpower in IMED. They think, due to lack of sufficient manpower it is very difficult to make proper and regular inspection for various govt. level projects. They also argued (57%) that corruption causes hamper for the overall development not only for the govt. bodies but also for our national economy. It is also observed that 26% IMED officials think that Project Directors always have to work under pressure of the top management. They have poor autonomy that makes delay in implementation of development projects.

**Table 8.6.1 : Opinions of IMED officials regarding advisory/ consultancy services to Ministries/Agencies**

Sl. No.	IMED Officials	Advisory/consultancy services provided to Ministries / Agencies	
		Yes	No
1.	Directors	5 (100%)	0
2.	Deputy Directors	12 (100%)	0
3.	Assistant Directors	18 (100%)	0

Table 8.6.1 shows that among 35 interviewed IMED officials provide advisory / consultancy services to different ministries and agencies. It is remarkable that the percentage of advisory services made by IMED officials is 100%. It is one of the prime duties of IMED to monitor and evaluate the implementation of development projects included in the Annual Development Program (ADP). It is common that IMED's findings get a wide press circulation for concerned ministries / agencies. It is observed IMED prepared evaluation reports for project-wise ministries/agencies depending up on what is required.

**Table 8.6.2 : Impact Evaluation, made by IMED officials**

Sl. No.	IMED Officials	Advisory/consultancy services provided to Ministries / Agencies	
		Yes	No
1.	Directors	5 (100%)	0
2.	Deputy Directors	8 (66.67%)	4 (33.33%)
3.	Assistant Directors	14 (77.78%)	4 (22.22%)

This table (8.6.2) shows that 100% impact evaluations are made by the Directors, 66.67% by the Dept. Directors and 77.78% impact evaluations are done by the Asst. Directors of IMED. Most of the directors are highly responsible for monitoring and evaluation of sector projects. So they need impact evaluation but it is found most of the impact evaluations are conducted by the Population Development and Evaluation Unit (PDEU) of IMED.

It is observed,

IMED has to make Impact Evaluation besides Post Evaluation from 1986-87 on regular basis but very selective basis. Efforts are made to evaluate the impacts out of the projects efforts. IMED has it's own Population Development and Evaluation Unit (PDEU). For post and also impact evaluation. Recently PDEU published such evaluation report named "Service Evaluation of Upgraded F.W.C."

Lack of post evaluation of development projects are found due to the following reasons :

1. Lack of adequate importance attached to the subject;
2. Lack of proper research methodology;
3. Shortage of skilled manpower;
4. Fund shortage;
5. Lack of systematic information build-up;
6. Lack of appreciation of the technicalities of evaluation.

**Table 8.7.1 : No of inspected projects by IMED.**

Sl. No.	Financial Year	No. of Inspected Projects
1.	1999-2000	1102
2.	1998-1999	859
3.	1997-1998	733
4.	1996-1997	527
5.	1995-1996	554

Table 8.7.1 shows no. of projects those are inspected by IMED project officials for the last financial years. No doubt IMED plays a vital role in various public sector projects, specially their monitoring and evaluation in practice. The IMED officials inspected 1102 projects for the year of 1999-2000 where the percentage of total projects is 80%. It is more than 28% for the financial year of 1998-1999. This year IMED inspected 243 more projects than previous year.

**Table 8.7.2 : No. of Inspected Projects by IMED (More than one time)**

Sl. No.	Financial Year	No. of Inspected Project (Once more)
1.	1999-2000	1204
2.	1998-1999	1015
3.	1997-1998	----
4.	1996-1997	747
5.	1995-1996	715

Table 8.7.2 shows the no. of projects that had of inspect by IMED officials for more than one time. The trend of more inspections has raised than the previous financial years. For 1999-2000 the no. of inspected projects were 1204 and these are 198 more than last financial year.

**Table 8.7.3 : No. of Inspected Projects by IMED Officials for the Financial Year of 1999-2000.**

Sl. No.	IMED Officials	No. of total inspected projects	Percentage
1.	Secretary	40	3.63
2.	Director Generals	81	7.35
3.	Directors	255	23.14
4.	Deputy Directors	459	41.65
5.	Assistant Directors	267	24.23
<b>Total</b>		<b>1102</b>	<b>100</b>

Table 8.7.3 shows that the no. of total projects that are inspected by Deputy Directors is 459 (41.65%) which is highest than other IMED officials. The lowest no. of total inspected projects is 40 (3.63) by the IMED Secretary. Presently, IMED works with 3 Director Generals, 13 Directors, 16 Deputy Directors and 21 Assistant Directors. So it is common that the Asst. Directors would make much more inspection projects of concerned ministries/agencies. But for the last financial year they inspected only 267 projects where the rate of inspection is 24.23%, which is lower than only 16 working Deputy Directors.

The reasons are:

1. Most of the Asst. Directors are newly appointed.
2. The newly Asst. Directors are required Foundation Training at BPATC for 4 months and also Divisional Training at APD for 2 months where the training are compulsory for them.

The IMED Co-ordination Division informs that 8 Asst. Directors are pursuing training among 21 for the current financial year.

So it is common practice for the Asst. Director rather than other officials. It is also observed that the Asst. Directors want to make inspection for development



projects due to financial benefits from where senior officials don't visit regularly to monitor and evaluate the development projects due to heavy administrative tasks with concerned ministries/divisions/agencies.

It is observed in this research that institutional arrangements of sustainable monitoring system has not yet developed in most of the Government bodies/agencies in Bangladesh. Some agencies undertake such function in a very limited way but not so planned like Bangladesh Rural Development Board (BRDB), Bangladesh Agricultural Development Corporation (BADC), Petrobangla etc. Bangladesh Textile Mills corporation (BTMC) has abolished it's monitoring and evaluation cell a long ago. Presently BTMC works without it's Planning Division (PD) and their PD also abolished. The IMED undertakes sustainability monitoring function on adhoc basis on against from the ECNEC, the Planning Commission or request from the ministries/agencies. Government is aware of this fact which is a very essential total in the development process and therefore government has emphasis this in the current Five Year plan.

**Table 8.7.4 : No. of Monthly Meeting**

Sl. No.	Financial Year	No. of Projects	No. of Meetings (Among 12)	Percentage
1.	1999-2000	1379	465	81%
2.	1998-1999	1328	428	70%
3.	1997-1998	1361	452	73%
4.	1996-1997	1194	433	71%
5.	1995-1996	1201	352	60%
<b>Total</b>		<b>6463</b>	<b>2130</b>	

Table 8.7.4 shows the no. of monthly review meetings held by concerned ministries/departments to examine the progress of implementation of the Annual Development Program (ADP).

These meetings discuss about different types of problems of various public sector projects and their implementation problems inspected by IMED. Hence, not only problems but also suggestions are discussed, recommended by IMED.

**Table 8.8.1 : Opinions of IMED Officials on Project Director's Operational Autonomy**

Sl. No.	IMED Officials	Project Directors are highly controlled by Top Management		
		Yes	No	Others
1.	Directors	4 (80%)	0	1 (20%)
2.	Deputy Directors	10 (83.33%)	0	2 (16%)
3.	Assistant Directors	12 (66.67%)	0	6 (33.33%)

Table 8.8.1 shows that most of the IMED officials think that the project Directors highly controlled by their top management, Hence, among 5 IMED officials 80% Directors, 83.33% Dept. Directors and 66.67% Asst. Directors are same in their opinion that Project Directors need autonomy to make proper implementation of projects.

**Table 8.8.2 : Opinions of IMED Officials on Project Director's Financial Autonomy**

Sl. No.	IMED Officials	Project Directors are highly controlled by Top Management		
		Yes	No	Others
1.	Directors	2 (40%)	1 (20%)	2 (40%)
2.	Deputy Directors	8 (66.67%)	2 (16.67%)	2 (16.66%)
3.	Assistant Directors	9 (50%)	2 (11.11%)	7 (38.89%)

Table 8.8.2 shows that financial autonomy is required for Project Directors of different ministries / agencies and 40% Directors 66.67% Dept. Directors, 50% Asst. Directors are same in this opinion. But 20% Directors, 16.67% Dept. Directors and 11.11% Asst. Directors think that project directors do not have or poor financial autonomy.

In this research, it is observed that financial autonomy is required for Project Directors but it should be restricted and need check and balance system. Mismanagement in the BADC has found by IMED officials specially for the project directors proper post-evaluation of development projects by the PDS of LGED is highly required. It is also observed, project directors sometimes do not know about the current situation of the progress of their concerned projects because of different cell/unit are involved in this required. Sometimes project directors do not fell interest to take responsibilities. For lack of financial autonomy and proper administrative authority of project directors the proper implementation, monitoring and evaluation of development projects are hampered.

**Table 8.9.1 : Opinions of IMED officials on manpower regarding project monitoring and evaluation**

Sl. No.	IMED Officials	Manpower position in IMED			
		Very Few	Few	Sufficient	Moderate
1.	Directors	3 (60%)	0	0	1 (20%)
2.	Deputy Directors	7 (58.33%)	0	0	3 (25%)
3.	Assistant Directors	12 (66.67%)	3(16.67%)	1 (5.55%)	2(11.11%)

Table 8.9.1 shows the opinions of IMED project officials regarding project monitoring and evaluation in practice. Most of the officials think that they are working with a very limited no. of project officials. Only 5.55% official think they are sufficient in number. Among 35 officials (interviewed ) 60% Directors, 58.33% Dept. Directors and 66.67% Asst. Directors realize the shortage no. of project officials, presently working in IMED.

**Table 8.9.2 : Opinions of IMED officials on performance of IMED manpower**

Sl. No.	IMED Officials	Performance of IMED officials			
		Good	Satisfactory	Not Satisfactory	Moderate
1.	Directors	2 (40%)	1(20%)	0	2 (40%)
2.	Deputy Directors	6 (12%)	1(8.33)	2 (16.67%)	3 (25%)
3.	Assistant Directors	5 (27.78%)	4(22.22%)	4 (22.22%)	5(27.78%)

Table 8.9.2 represents the opinion of IMED officials on performance of project officials those have to engaged in monitoring and evaluation activities of various development on-going or previous projects of government bodies. Among IMED officials 40% Directors think their performance is good, 25% Dept. Directors think their performance is moderate and 27.78% Asst. Directors think the performance of project officials are good and 27.78% think moderate.

What is the actual fact? Appointment of staff for the development projects constitute a serious problem. It has therefore faces-

1. Trained people are not available for many projects;
2. Long procedure is practiced for appointment, including concurrence of Ministry of Establishment and Ministry of Finance;
3. Most of the Asst. Directors required to complete their Foundation Training at BPATC and APD. So IMED always work with the shortage of manpower.

IMED officials have to make inspection for three times a month to assist and monitor as well as evaluate different govt. projects. Due to heavy work load, they fail to monitor and evaluate of various projects timely and properly. In this research it has observed that frequency of transfer of project personnel/officials effecting the proper monitoring and evaluation of projects. It is also observed rather than other GoB IMED officials are excellent in performance. Under

Industry and Power Sector Division of the IMED there are 4 ministries and 24 agencies. Sometimes it may not be possible to visit the project areas properly. It is also found, the Monitoring and Evaluation Cell of other govt. bodies /agencies do not work properly and timely.

It is found in the research that lack of sufficient manpower is a serious problem. For example, recently Ministry of Land requested IMED to evaluate one of their projects named "Ideal Village Project , Phase-1" where 89 thousand families are concerned. Therefore, 10/20 thousand sampling would be required regarding this Impact Evaluation and it is quite impossible due to lack of sufficient manpower (Source: Agriculture Division, IMED).

**Table 8.10 : Project approval situation for the RADP Projects.**

Sl. No.	Financial Year	No. of Projects in RADP	No. of Approved Projects	No. of Prohibited Projects
1.	1999-2000	1379	1161 (84%)	218 (61%)
2.	1998-1999	1329	1122 (84%)	207 (61%)
3.	1997-1998	1361	1114 (82%)	247 (18%)
4.	1996-1997	1227	1006 (82%)	221 (18%)
5.	1995-1996	1201	928 (77%)	273 (23%)

Table 8.10 shows that the number and rate of approved projects have increased for the financial year of 1999-2000. The rate of approval of had projects is getting more satisfactory than previous years. The percentage of approval of RADP projects was 77% in 1995-1996 and in 1999-2000 it turned up as 84%. According to IMED report, it has possible for the regular ECNEC meeting by the honorable Prime Minister. For the 1999-2000 financial year 218 Projects remain prohibited. Hence, IMED finds the following reasons for the unapproval of the development projects those seem very important for the public sector project management.

1. Delay of submission of Project Concept Paper (PCP);
2. Listing of prohibited projects in the RADP;

3. Delay of submission of revised PCP by the ministries/divisions through recommendations are made by per ECNEC/inter-ministerial meeting;
4. Difficulties of ministries/departments/agencies in formulation of projects.

Real success of Annual Development Program (ADP) depends on timely and effective implementation of projects. This aspect is being emphasised every financial year. Presently, the Programming Division of the Planning Commission at the very beginning of ADP implementation alerts all ministries/divisions for ensuring proper implementation of the ADP.

A total of 1299 projects are included in the ADP for 2000-2001.

**Table 8.11.1 : ADP (2000-2001) included projects no.**

Sl. No.	Project criteria	No. of project
1.	Main Program	1097
2.	Technical Assistance	150
3.	Self-financed	46
4.	Food Assisted	6
<b>Total</b>		<b>1299</b>

It is hopeful that 190 projects are newly imposed for ADP (2000-2001) (see table 8.11.2).

**Table 8.11.2 : ADP (2000-2001) included new projects and no.**

Sl. No.	Project criteria	No. of project
1.	Main Program	173
2.	Technical Assistance	11
3.	Self-financed	6
<b>Total</b>		<b>190</b>

The dominant problems faced by the development projects of various ministries/agencies, founded in the research highlighted below.

1. Faulty project design, less involvement of project officials and the stakeholders;
2. Absence of inter-ministerial inter-agencies coordination among the donor-agencies, project officers, concerned govt. officials;
3. Lack of project monitoring and non-adaptation of remedial measures to reduce deficiencies;
4. Frequency of transfer of project personnel affecting project implementation process;
5. Non-practice of discipline as a part of work culture in the concerned ministries/agencies;
6. Appointment of project director having project management technique away;
7. Inadequacy of required infrastructural facilities;
8. Procedural composition of project preparation and approval of development projects.

After having a long discussions on the entire research work it is observed that three hypothesis are seemed true and two are false. It is widely seen in **table 8.5.1-8.5.2** that there are a lot of problems in public sector project management system of Bangladesh. It is examined through questionnaire survey on IMED officials and observed that inter-ministerial conflict and lack of co-ordination is a serious problem rather than proper monitoring and evaluation. Lack of sufficient manpower is also a great problem for project management in practice. So our first hypothesis is seemed true.

Regarding second hypothesis and discussions of **table 8.6.1-8.6.2** it is proved that the IMED is the prime government body in monitoring and evaluation of development projects of Bangladesh. The third hypothesis is seemed false. **Table 8.7.1-8.7.4** show that the IMED officials could not make inspection

for responded projects of concerned ministries/agencies in a same rate through the year long.

**Table 8.7.1-8.7.3** results that the forth hypothesis is true but there are different aspects regarding Project Directors of other sector corporations. It is true that Project Directors are highly controlled by the top management. They need autonomy but there should be check and balance.

The last hypothesis is seemed false. **table 8.9.1-8.9.2** shows the same. IMED has been facing a serious manpower problem that causes hamper on proper monitoring and evaluation of development projects of different ministries/agencies. Besides thorough IMED has a strong composition of projects experts but they have to work under high pressure and heavy load of official works.

Apart from the above discussions and findings on IMED and project management system of Bangladesh, various recommendations are made to overcome the problems of public sector project management in Bangladesh in Chapter Nine.



# CHAPTER NINE

**CHAPTER  
9**

## **RECOMMENDATIONS AND CONCLUSION**

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### **9.1 RECOMMENDATIONS**

#### **Capacity Building:**

1. There should be increased capacity building in execution agencies, planning wings of ministries and IMED on project preparation, cost analysis and implementation techniques.
2. Providing specialized training to the relevant project officials both at home and abroad should strengthen monitoring and evaluation capability at agency/ministry level as well as at IMED.
3. Planning wings in the ministries/divisions should be strengthened with appropriate officers from the economic cadets so as to make them well equipped to operate monitoring evaluation of development projects.

#### **Project Preparation:**

1. Project preparation with proper identification of appropriate design, cost analysis, implementing agencies, implementation techniques, monitoring and evaluation procedures should be ensured according to goal.
2. Donor and GoB requirements for project preparation need to be synchronized.
3. Strategy and objectives should be guided towards development action planning.

#### **Monitoring Process:**

1. Monthly Project implementation review meetings in all the ministries/division should be held regularly and should be chaired by Minister/Secretary.

2. Recommendations made in the IMED inspection/evaluation should be regularly reviewed in the monthly meetings of the ministry/division concerned and corrective actions should be taken.
3. Joint field visits by IMED in association with the Planning Commission, Line Ministries should be under taken from time to time, regarding the necessity of the important projects/programs.
4. Seminars on monitoring and evaluation for senior managers and decision makers should be arranged for effective functioning of the system.
5. Small projects (within Tk.100 million) if not started within 3 months approval should be reviewed for either continuation or cancellation.

#### **Impact Evaluation:**

1. Impact evaluation system should be introduced and practiced by IMED project officials and all concerned ministries/agencies to measure the actual progress of various projects.
2. Baseline survey should be conducted in the beginning of the programs/projects those are big budgeted.
3. A system of standardization on the basis of performance should be introduced to analyze review and decide about project activities.

#### **Project Inspection:**

1. IMED officials should make inspection regularly and properly as much as possible. Sometimes project officials do not inspect their concerned projects though at least 3 inspections are fixed for each month.
2. Some other project officials do not make regular visit to properly and should be informed to IMED.
3. Junior-level project officials of IMED like Asst. Director should make regular inspection for the proper evaluation of various development projects.

### **Project Performa (PP) and Project Concept papers (PCP) :**

1. The excessive delays in the preparation and finalization of project Performa (PP) on the basis of Project Concept Paper (PCP) should be avoided.
2. Concerned Ministries/Divisions should be careful and take necessary steps to prepare and finalize and send PPs to the Planning Commission in time.
3. A set of sector-based criteria should be designed to ensure that operation and maintenance phase of the project entails least cost and further that where feasible the operation and maintenance cost is justified by the revenue earning capacity of the projects in preparation of PCP.

### **Project Directors:**

1. Project Directors (PD) may help to achieve success in project implementation and successful monitoring towards the goal/goals. The general tendency of our PDs is that they stay away from the project site. For smooth co-ordination and direct access to problems the PDs should stay at the project site. Moreover, they should not be called now and there to attend meeting in the Ministries/Agencies. This caused wastage of time. They should be allowed to concentrate more time and energy at project site. Most of the senior govt. officials like joint Secretary/Additional Secretary to be placed as PDs in large scale projects.
2. Project Directors of concerned ministers/agencies/sector are highly controlled by their top management. They need financial and administrative autonomy but under proper check and balance.
3. Project Directors must promptly bring to the notice of his/her administrative higher authority for any shortcoming/problems in

project implementation which he/she cannot solve and the administrative ministry must promptly resolve the issue either its own or thoroughly appropriate committees depending on the scope and nature of the project.

4. Non - practice of discipline as a part of work culture for the PDS. They should be practiced discipline and should be responsible for their duties.
5. Appropriate measures should be initiated to promote institution building, hold regular courses on project implementation procedures and techniques for the PPS. Hence, training is essential expertise their performance.
6. Sometimes PDS do not know about the actual facts and figures of various development projects. They only sign. They should know their duties and responsibilities as well as actual performance of the on going project.

**Manpower/Staffing:**

1. IMED work with a serious shortage of project officials. Most of the Assistant Directors heed to complete their training, there fore rest of the officials have to work under high pressure. The staffing system of IMED should be improved and. Sufficient project officials should be appointed at IMED.
2. Various sector corporations need to cut of their excess manpower. According to project and program demand expert project officials should be replaced for better success of the projects,
3. More technical persons should be appointed for various Technical Assistance Projects (TAP).

### **Consultancy Services :**

1. Consultancy services should be provided on the basis of actual requirements of the respective project.
2. The project management should not be dependent upon the consultants for day to day affairs.

### **ADP and Ministries/Divisions.**

1. The Ministries / Division which have achieved progress less than 54% of national average should take immediate steps to full fill the achievement of Annual Development Programs (ADP).
2. Important Ministries/Divisions that have achieved relatively less than national average of the ADP, should ensure that the project aid must be achieved by the rest of the time of ADP.
3. In the revised ADP allocation may be withdrawal or reduced from those less progressive projects and those allocations may be added to the first progressing projects, of course the project proposal should be introduced to the ECNEC.

## **9.2 CONCLUSION**

Project Management is an essential and vital part of national economy of any country. Various government bodies and agencies are interrelated with the project management system leaded by Annual Development Program (ADP). Hence a centralized project management has been established in Bangladesh. The system, however, quite successfully deals with whole public sector and adopts the same methodological approach for all sectors. Successful implementation, monitoring and evaluation of public sector projects are facing the poor institutional arrangements for proper and sustainable monitoring at all stages in our country. Installation of performance evaluation system in required for the better improvement of out project operation systems. Weakness in proper monitoring and evaluation of public sector projects is the major problems in the development process of the country. In

this context, emphasis has been laid during the last three years on timely and effective implementation of ADP. IMED, as a Central monitoring and evaluation agency has certainly contributed to the improvement of project implementation and management in Bangladesh. Therefore, IMED has established itself as an essential key of the NEC, ECNEC, Planning Commission, Line Ministries and Development Partners. Bangladesh as a developing country can not improve its economic condition to maintain a sustainable growth without using external resources and assistance. Bangladesh from its inception received foreign aid for various purpose where major share is being used for the development projects for a long age. But present times, the government as well as the development partners emphasize the need for further restructuring the monitoring and evaluation system.

Success will, however, depends upon how skillfully government can remedy the problems of project management that currently beset the economy. Strong corrective measures are needed in a wide range for putting the development efforts of our better economy. Our national economy need to be redesigned and restructured to face the challenges of the competitive world of the 21st century and utilized to advantages the opportunities that the relatively open and globalizing world economy would generate. No doubt, IMED as the central monitoring and evaluation agency has been working with a vast knowledge and capability of projects planning, monitoring and post/impact evaluation. Hence, not only IMED but also other concerned ministries and agencies and their project officials are responsible for the better success of our ADP and all other national development efforts.

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# ANNEXURE



## ANNEXURE 2

### Preliminary Project Proforma for Aided Projects.

1. Project Title :
2. i) Sponsoring Ministry :
- ii) Executing Agency :
3. Whether included in the Rolling Programme :
4. Main objectives and brief description of the Project :
5. Relevance of objectives of the Project with the national development perspectives and goals and objectives of Five Year Plan :
6. Relevance with the other Development Programmes of the concerned sector :
7. Expected Socio-Economic benefits of the project :
8. Relevance with the concerned sectoral allocation :
9. Likely source of Foreign Assistance :
10. Estimated Amount and Nature of Foreign Assistance :
11. Is there any proposal to undertake feasibility study for the project? If yes, what would be the estimated for such a study?
12. Any other relevant information :

Signature of Secretary  
of the Sponsoring Ministry



## ANNEXURE 3

## Abstract of Annual Development Programme 2000-2001

(Taka In Crore)

Sl. NO.	Sector/Programme	Local Currency		Project Aid		Total	
		3	4	5	6	7	8
1	Agriculture	393.90	3.92	490.04	6.57	883.94	5.05
2	Rural Development & Institutions	923.00	9.19	900.76	12.07	1823.76	10.42
3	Water Resources	576.00	5.74	421.66	5.65	997.66	5.70
4	Industries	173.10	1.72	182.50	2.45	355.60	2.03
5	Power	1300.00	12.95	902.19	12.09	2202.19	12.58
6	Oil, Gas & Natural Resources	280.00	2.79	374.76	5.02	654.76	3.74
7	a) Transport	1118.00	11.14	1350.92	18.11	2468.92	14.11
	b) Bangabandhu Bridge	100.00	1.00	8.95	0.12	108.95	0.62
8	Communication	350.00	3.49	138.03	1.85	488.03	2.79
9	Physical Planning, Water Supply & Housing	650.00	6.47	464.07	6.22	1114.07	6.37
10	Education & Religious	1600.00	15.94	692.86	9.29	2292.86	13.10
11	Sports & Culture	111.00	1.11	0.60	0.01	111.60	0.64
12	Health, Population and Family Welfare	541.00	5.39	1160.19	15.55	1701.19	9.72
13	Mass Media	60.00	0.60	46.26	0.62	106.26	0.61
14	Social Welfare, Women's Affairs & Youth Dev.	170.00	1.69	44.16	0.59	214.16	1.22
15	Public Administration	124.00	1.24	98.49	1.32	222.49	1.27
16	Science & Technology Research	76.00	0.76	---	---	76.00	0.43
17	Labour & Manpower	18.00	0.18	---	---	18.00	0.10
	<b>Total : Sector</b>	<b>8564.00</b>	<b>85.31</b>	<b>7276.44</b>	<b>97.53</b>	<b>15840.44</b>	<b>90.52</b>
18	Dev. Assistance to Thana	225.00	2.24	---	---	225.00	1.29
19	Dev. Assistance to Municipalities	130.00	1.29	---	---	130.00	0.74
20	a) Bloc Allocation for CHT	50.00	0.50	---	---	50.00	0.29
	b) Local Govt. for CHT	15.00	0.15	23.13	0.31	38.13	0.22
	c) Bloc Allocation for New Projects of CHT	20.00	0.20	---	0.00	20.00	0.11
21	Bloc Allocation for Dev. of Special Areas (Except CHT)	5.00	0.05	---	---	5.00	0.03
22	Bloc Allocation for Zilla Parishad	65.00	0.65	---	---	65.00	0.37
23	Bloc Allocation for 4 Municipality Corporation	115.00	1.15	---	---	115.00	0.66
24	Dhaka City Flood Protection	100.00	1.00	98.49	1.32	198.49	1.13
25	Dhaka Integrated Flood Control Embankment Cum Eastern Bypass Road Multipurpose Proj.	5.00	0.05	5.96	0.08	10.96	0.06
26	Canal Digging	5.00	0.05	25.13	---	30.13	0.17
27	Unallocated Bloc	140.00	1.39	26.25	0.35	166.25	0.95
	<b>Total : Bloc Allocation</b>	<b>875.00</b>	<b>8.72</b>	<b>178.96</b>	<b>2.40</b>	<b>1053.96</b>	<b>6.02</b>
28	Self Financed Programme	250.00	2.49	5.60	0.08	255.60	1.46
	<b>Total : (Sector+Bloc+Self Financed Prog.)</b>	<b>9689.00</b>	<b>96.51</b>	<b>7461.00</b>	<b>100.00</b>	<b>17150.00</b>	<b>98.00</b>
29	Food Assisted Programme	350.00	3.49	---	---	350.00	2.00
	<b>Grand Total</b>	<b>10039</b>	<b>100</b>	<b>7461.00</b>	<b>100</b>	<b>17500</b>	<b>100</b>

ANNEXURE 4

Allocation of Foreign Aided Project in the Annual Development Programme 2000-2001 (Main Programme)

(Taka In Crore)

Sl. NO.	Sector	Number of Foreign Aided Project		Allocation of Foreign Aided Project						Allocation of New Foreign Aided Project		
		Total	New	Total Sectoral Allocation %	Local Currency	Total Sectoral Local Currency Allocation %	Project Aid	Total Sectoral Project Aid Allocation %	Total	Local Currency	Project Aid	
												5
1	2	3	4	520.98	3.24	104.16	1.18	416.82	5.72	6.69	1.09	5.60
1	Agriculture	37	4	1219.81	7.58	364.79	4.14	855.02	11.74	0.00	-	-
2	Rural Dev. & Institutions	24	-	512.30	3.18	129.53	1.47	382.77	5.26	56.62	17.99	38.63
3	Water Resources	15	3	158.79	0.99	41.69	0.47	117.10	1.61	8.80	2.30	6.50
4	Industries	5	1	1438.36	8.94	563.86	6.40	874.50	12.01	-	4.00	4.50
5	Power	21	1	449.00	2.79	100.00	1.13	349.00	4.79	-	-	-
6	Oil, Gas & Natural Resources	4	-	1850.30	11.50	510.63	5.79	1339.67	18.40	67.10	22.04	45.06
7	Transport	38	3	291.54	1.81	283.54	3.22	8.00	0.11	-	-	-
	B) Bangabandhu Bridge	1	-	292.30	1.82	154.27	1.75	138.03	1.90	-	-	-
8	Communication	3	-	559.13	3.47	105.72	1.20	453.41	6.23	3.17	2.50	0.67
9	Physical Planning, Water Supply & Housing	21	1	839.89	5.22	192.17	2.18	647.72	8.89	48.26	7.76	40.50
10	Education & Religious	25	3	0.00	0.00	-	0.00	-	0.00	-	-	-
11	Sports And Culture	-	-	1641.52	10.20	483.91	5.49	1157.61	15.90	-	9.00	26.71
12	Health, Population and Family Welfare	4	1	49.05	0.30	4.31	0.05	44.74	0.61	-	-	-
13	Mass Media	2	-	47.22	0.29	10.42	0.12	36.80	0.51	-	0.01	0.09
14	SW, WA & Youth Dev.	10	1	6.53	0.04	1.43	0.02	5.10	0.07	-	0.85	4.03
15	Public Admn.	3	1	-	-	-	-	-	-	-	-	-
16	Science & Technology Research	-	-	-	-	-	-	-	-	-	-	-
17	Labour & Manpower	-	-	-	-	-	-	-	-	-	-	-
	Total	213	19	9876.72	61.36	3050.43	34.61	6826.29	93.74	239.83	67.54	172.29

ANNEXURE 5

Approval Status of Projects in the Annual Development Programme 2000-2001

Sl. No.	Sector	Investment Programme				Technical Assistance Programme				Self Finance Programme				Food Based Programme				Total				
		Total No. of Project	Approved	PCP Approved	Revised Unapproved	Un-Approved	Approved	SPIC	Revised Unapproved	Approved	Un-Approved	PCP Approved	Revised Un-Approved	Un-Approved	Approved	Total No. of Project	Approved		Un-Approved			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
1	Specular	157	80	2	16	46	27	10	2	5	1	1	1	1	1	1	1	1	1	1	1	188
2	Pure Govt. Institutions	15	14	2	2	5	5	2	1	1	1	1	1	1	1	1	1	1	1	1	1	83
3	Water Resources	88	40	10	14	25	10	8	2	2	2	2	2	2	2	2	2	2	2	2	2	100
4	Subsidies	45	25	2	7	10	10	7	1	1	2	2	2	2	2	2	2	2	2	2	2	57
5	Power	51	21	1	7	12	7	6	1	1	1	1	1	1	1	1	1	1	1	1	1	58
6	GDAR	14	8	2	2	4	6	5	3	3	3	3	3	3	3	3	3	3	3	3	3	34
7	Transport	185	118	1	20	27	11	6	1	1	1	1	1	1	1	1	1	1	1	1	1	188
8	Communication	27	15	3	2	7	7	1	1	1	1	1	1	1	1	1	1	1	1	1	1	27
9	PP & B	142	24	12	11	45	6	2	1	1	2	2	2	2	2	2	2	2	2	2	2	168
10	Education & Research	110	27	1	7	28	19	16	1	1	3	3	3	3	3	3	3	3	3	3	3	130
11	Sports And Culture	84	42	1	1	20	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	85
12	Health, P & EW	13	7	1	1	5	7	7	1	1	1	1	1	1	1	1	1	1	1	1	1	20
13	MUD Model	15	7	1	4	3	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	17
14	SW, DA & Youth Ctr	54	40	1	1	12	7	7	1	1	1	1	1	1	1	1	1	1	1	1	1	81
15	Public Admin.	27	18	1	2	7	30	24	4	2	2	2	2	2	2	2	2	2	2	2	2	57
16	Science & Technology	58	28	1	2	28	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	58
17	Labour & Manpower	10	3	1	1	7	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	10
Total		1087	663	40	104	260	152	116	12	7	13	28	30	2	2	11	6	4	2	2	2	1258

ANNEXURE 6

MAP OF BANGLADESH  
MARKING PROJECT UNDER B.R.D.B  
(DISTRICT WISE)

