

Full Length Research Paper

Planning and Managing of Development Projects in Bangladesh: Future Challenges for Government and Private Organizations

Mohammad Hamiduzzaman

Department of Public Administration, Shahjalal University of Science and Technology, Sylhet-3114, Bangladesh.

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This paper aims to study planning and managing process of development projects in Bangladesh. It unravels the institutional inadequacies and challenges in planning and managing procedure. The deductive nature of the study has been conducted through explanatory research design. The key to a triumphant project is planning. Creating a project plan is the first thing that ought to do when embarked on any kind of project. The project intention in Bangladesh is to build up the competence of diverse sector organizations to accomplish their different functions. Different public organizations are continually seeking ways to make projects successfully implemented effectively and efficiently. Successful implementation of project is vital for socio-economic development of the developing countries like Bangladesh. Furthermore, from project planning to implementation, Bangladesh, as a developing country, faces very serious problems. The study may facilitate the Government, different public organization, the political leaders, civil society, private organization, donor agencies etc. regarding future policy issues in planning and managing development projects.

Key words: Planning and managing procedures, development projects, future challenges, government and private organizations.

INTRODUCTION

The planning and managing development projects have been considered as one of the foremost dilemmas in developing countries like Bangladesh. Bangladesh is now suffering from serious objections in implementation of developing projects claimed by World Bank, International Monetary fund and other development partners.

The government of Bangladesh has taken different measures as desired by the development partners to regain her dignity in project implementation. The entire responsibility of taking and implementing development projects lies on the shoulder of Ministry of Planning which has a rhetoric history of emergence. In July 1953,

'Planning Board' was established in East Pakistan for Five Years.

In April 1957, according to the idea of the U.S.A. consultant Barnard L. Gadioux, this board was given priority and it was recognized as Planning Commission (Hasan and Hossien, 1999). In the mid 1950s, a provincial planning board was established under the united front government of the then East Pakistan (Hasan and Hossien, 1999).

The planning commission was established in Bangladesh on January 1972 after a blooded independence. Throughout the independence, several five year develop-

E-mail: cda.resorg@gmail.com

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ment plans have been commenced in development sector of Bangladesh (MoP, 2010). These are: Half year plan January 1972 to June 1972; One year plan July 1972 to June 1973; First five year plan July 1973 to June 1978; Two years plan July 1978 to June 1980; Second five year plan (SFYP) (1980 to 1985); Third five year plan (TFYP) (1985 to 1990), Fourth five year plan (1990 to 1995); Fifth five year plan (1997 to 2002); and Sixth five year plan (2011 to 2016).

The National strategy for accelerated poverty reduction (NSAPR-I) was launched in 2005. The NSAPR-II titled as the "Steps Towards Change" (FY 2009 to 2011) was adopted by the present government through a process of endorsement in the Parliament (MoP, 2010). It reflected the "vision 2021" of the Government to become a mid level income country by the year 2021- the 50th year of National independence.

The Ministry of Planning used to communicate management systems and procedures throughout the project. As it has been said 'Time spent planning is never wasted'. As an indispensable element of project management, project planning entails the enlargement of action items and setting up that will continue the project moving forward on an unflinching root.

Bangladesh embarked upon planning for social and economic development immediately after independence within the framework of what the political leadership chose to call socialism and democracy. The foremost purpose of planning is that, it trims down the uncertainty that stays alive prior to a project is start taking place.

The scheme of project arrives from social problem and individual crisis turns into social crisis (Cleland, 1999). Being a developing country, it has been getting foreign direct investments and donation or even loan from international organization, development partners like Japan, USA, UK etc and the rate has been increasing day by day.

Development projects in Bangladesh squeezes actions of purchasing, hiring of commodities, mechanism or services by any contractual means. Different government agencies or procurement entities, especially the ministries, divisions, departments/directorates, and other autonomous/semi-autonomous bodies or corporations often acquire/purchase goods, services or works have been involved in the process.

Corruption and poor governance are impeding Bangladesh's efforts to decrease its enormous scarcity by reducing monetary growth and lowering the triumph of socio-economic objectives. They destroy citizens' faith in their government and discourage the foreign and household investment, which desires so badly. And they destabilize the knack of Bangladesh's development partners to prolong their support. A proactive route map is placed on card for accelerated effort in development management during last two consecutive democratic decades.

The revitalization of the Executive Committee of the National Economic Council (ECNEC) with a meeting

scheduled every week reflects the urgency of the governments in bringing about a change in development administration. The objective of the study is to diagnose the existing scenario and future policy agenda of Project Planning Process in Bangladesh. For this end in the view, some specific objectives were fixed to perform:

1. To identify the key indicators and institutional barriers affecting the planning and managing development projects.
2. To unveil the institutional framework of project planning process.
3. To summarize the obstacles and propose strategies for successful implementation of development projects.

RATIONALE OF THE STUDY

Bangladesh, as a symbol of least developing states, has inheritably been alienated with friendly foreign policy and holds geographical importance. It is a unitary self-governing republic. The president is head of the state. The legislature is replica of the British parliamentary system. Depending on the funds / or donations from her development partners, she is on the way of development to reach desired goals.

In doing so, the government has focused on planning and managing development projects which may facilitate the people of the country as soon as possible. This study is significant for the general people as well as politicians, bureaucrats, educationists, donors, nongovernmental organization (NGOs), and civil society.

Various factors are responsible for a corrupted mode of government (that is, traditional bureaucrats, unskilled professionals, centralized authority and power, lack of financial resources). A lot of research works on project management have been conducted in Bangladesh on either national or local level.

Unfortunately, no significant research is found regarding the challenges of planning and managing development projects in Bangladesh. It is also be momentous because it will also meet the academic demands as well as greater benefit of the society. It will attract policy makers, donors, NGOs, and civil society as well.

The issue of implementing development projects has received greater attention around the developing societies. Different countries have already adopted new laws and make regulations to conduct fair procurement and make these transparent and accountable during implementation phase of projects and some countries have in the pipe-line.

The study would be a reliable one for the government as well as bureaucrats, academicians, civil society etc. for making further research or other movements. It is relevant with the present status of planning and implementing development projects all over the world. In an age of globalization the study will open up a new door for all concerned to think about the matter. In addition,

conducting such a research in this specific area was both challenging and interesting, too.

DATA AND MATERIALS

The study has used the content analysis method in getting appropriate findings and in doing so, explanatory-descriptive research design was followed. It examined the affects of corruption at project planning and implementation phase and tried to find out the responsibilities of concern authorities in this regard.

Deductive method, theoretical approach used in social science study, was followed to get realistic findings which resultant from secondary data. The secondary sources of data was comprised the relevant documents and publications of government agencies, Ministries, web portals, different NGOs, Archive, library, education and research institutions and internet browsing has continuously done. The study was intended to represent the comprehensible picture of planning and implementing phases of development projects and duties of relevant authorities.

INSTRUMENTS AND MECHANISMS OF PROJECT PLANNING PROCESS

National planning of a country is an endeavor to reach the socio-economic goal of a country. There are some compulsory tactics to invent and put into operation of the plan. In Bangladesh at first the project planning is approved in National parliament, and then it is sent to National Economic Council (NEC). NEC finalizes and approves the plan and then it is launched to ECNEC for ultimate approving.

From ECNEC, the plan goes to Ministry of Planning which helps to formulation and implementation of policies and also reviews the impact on the economy. Ministry of Planning has four Divisions namely, Economic Relations Division (ERD), Planning Commission, Implementation Monitoring and Evaluation Division (IMED), Statistical Division and Bangladesh Institute of Development Studies (BIDS) is under Statistical Division.

National parliament

Although directions of planning in Bangladesh came from different political parties but through National parliament it is included in state framework. Planning data comes in parliament from different sources. The sources are including Election Manifesto, Statistical Division, Local Administration, Media etc. Each Government provides commitments of development activities to the people before election.

After election, this manifesto becomes the source of different project planning. Statistical Division conducts

survey to know various problems. Besides, Local Administration is an important source of information or problems of grassroots level. Local Administration is including Local Government and Local Self Government. Local Government level employees are Government nominated and Public Representatives are in Local Self Government Units. They provide information on local problems and of local people. They provide reports to Planning Commission. Besides, other sources including Research organizations, Research reports, Transparency International Bangladesh, Bangladesh Institute of Development Studies (BIDS) etc.

Composition of National Parliament is including Speaker as Head of Parliament. Prime Minister is Head of Parliamentary functions. The National Parliament is composed of 345 Members; among them 45 are auxiliary Members (Reserved for Women). Parliament shall appoint from among its members the following standing committees: (a) a public accounts committee; (b) a committee for privileges; and c) such other standing committees as the rules of procedure of parliament require (GoB, 2009).

National Parliament is highest planning determining authority in Bangladesh. It determines the policy of Government and provides directions to planning in the country.

National economic council

The National economic council (NEC) is the apex authoritative body of the nation and premier political authority to make plan (MoP, 2010). Prime Minister is the main authorized person of this council and Members are Ministries of the council of ministers (MoP, 2010). Other supporting Officials are including cabinet secretary, Governor of Bangladesh Bank, all members of Planning Commission and Secretary of Concerned ministry or Division.

NEC provides overall supervision at the stage of Five year plans, annual development programmes and economic policies. It finalizes and approves plans, programmes and policies. It also reviews of how the development projects are implementing properly. It can take different decisions or dealings that may be considered necessary for socio-economic development of country. It gets authority to appoint committees as deemed fit to support the NEC in due expulsion of its responsibilities. NEC arranges meetings in every month and this meeting can be held earlier if required. NEC also gets clerical service from Planning Division.

Executive committee of the national economic council (ECNEC)

ECNEC is the supervisory agency for implementation of the policies decided by National Economic Council

(NEC). It is the uppermost level in the nation, which approves the individual project and is the definitive approving authority. It has authority to review the projects that are reported by Implementation, Monitoring and Evaluation Division (IMED). Work art of the council committee is composed of prime Ministers and ministers of different Ministries and they are foremost managerial members of the Committee (MoP, 2010). Besides, there is other underneath Officials to support the managerial body.

The superior level members are including Prime Minister who is the head of the Committee and substitute Chairman is Minister, Ministry of Finance. Other members are Ministers of different ministries including, Ministry of Planning, Ministry of Agriculture, Ministry of Labor and Employment, Ministry of Water Resources, Ministry of Commerce, Ministry of Communication, Ministry of Shipping, and Minister or State Minister of the Concerned Ministry. Along with managerial body, there are also other supporting officials for providing all time support to superior members. They are including Secretaries of different divisions and members of planning commission.

The supporting officials are including Cabinet Secretary, Principal Secretary or secretary of Prime Minister's Office and other secretaries of Economic Relations Division, Finance Division, Planning Division, Implementation, Monitoring and Evaluation Division (IMED) and Secretary of Concerned Ministry or Division. Along with them other members are as well as Members of General Economics Division of Planning Commission and Programming of Planning Commission.

As the ECNEC is the topmost level in the nation for approving the projects, it does also many important functions for project development. For all investment projects ECNEC deems and grant Project Concept Papers and also Public Sector Projects having investment expenses of above 25 cores with proposal of Project Evaluation Committees (PEC) meeting (MoP, 2010).

IMED provides progress report of development project implementation to ECNEC for evaluation. It is authorized to regard as the plans for investment companies as private or joint ventures or with overseas participation. ECNEC scrutinizes the economic situations and appraise overall act of the economy and related strategy issues. Financial outcome or performance of statutory corporations is also considered by ECNEC. It judges rates, bills and costs of civic usefulness services or manufactured goods of Public Enterprises.

ECNEC get a hold power to regard as and support yearly target of foreign aid, expansion of buy and sell, sell to other countries of manpower as well as to appraise the advancement of the annually intentions.

ECNEC organizes meeting as and when necessary. Planning commission makes available services to this Committee.

Ministry of Planning

Ministry of Planning plays an imperative role in planning and development related policy making practice. Planning Minister is chief of the Ministry. Planning Ministry is composed of Planning Division, Economic Relations Division, Planning Commission, Implementation, Monitoring and Evaluation Division (IMED), and Statistical Division.

Planning Division

The Planning Commission is headed by a Secretary to the Government. There are three wings under Planning Division namely, Administrative Wing is headed by Joint Secretary, ECNEC Wing is chaired by Joint Chief and Statistics Wing is directed by Joint Secretary (MoP, 2010). For economic and social development Planning Division prepares National plus-annual, mid-term development plan, three year systematic plan and perception plan.

Within the framework of National Plan this division prepares annual development programmes and originates policies for the accomplishment and impact of the financial system. It sporadic assesses national development plan and foundation of the prepared performance of the diverse segments of the economy. It continuously watches the steps forward of plan achievement and appraise the arrangement.

Planning Division carries out revise on main economic issues and develops essential economic procedures and measures. It weighs up of exterior liability and on the basis of it presents the statements.

In order to get successful planning and growth Planning Division undertakes and promotes economic investigation, inspection and inquiry. It provides services of assessment of project formulation delivers guidance on programs and projects. It reviews whether the project can achieve the expected improvement and if not, identifies the complexities and suggests clarifications. It makes co-ordination of interconnected and mutually dependent activities of different Ministries or Divisions and their agencies and also bringing together the economic policies which are concerned with more than one Ministry or Division. It deals with all matters relating to statistics including endorsement, upgrading and harmonization of statistics and abolition of doubling-up endeavors within statistical ground. It performs cyclic investigations on population, cultivation, domestic animals, industries and set up statistics pool. It makes available services for the National Statistical Council and Standing Committees on National Income Commission etc.

Economic relations division (ERD)

ERD drums up the outer resources for socio-economic

development of the country. The main focus of the ERD is to manage, plan marshal and settle on allotment of external assistance in relation to the country's development programme priorities.

Secretary is Chairperson of ERD and other members are including Additional Secretary and 5 Joint Secretaries. Secretary reports to the Ministry of Planning of Bangladesh. Additional Secretary is billed a part of business. Joint Secretaries are in charge designed for Wings of ERD and account unswervingly to the Secretary of ERD. The Economic Ministers and economic Councilors posted in some important countries also reports to ERD Secretary (Chadha, 1989).

According to the allocation of business among the different ministries and Divisions (Schedule 1 of the Rules of Business, 1996) the functions of ERD are including to implement the development projects under Annual development Plan and Five Year Plan. ERD is authorized to review, rally, consult and deal out all many-sided and two-sided economic aid. For provision and detection of sources it checks and pores over scheme of foreign aid usual from the Ministries or Divisions. In relation to food and commodity assistance from multilateral and bilateral sources ERD activates, confers and deals out the external aid.

To approve of all procedural supporting agendas, ERD matches up and practices them. Matters that are relating to Bangladeshi national specialists and advisors in supported projects, ERD pacts with these policies and harmonizes them. It furthermore compacts with the documents and formulas meant for selection of expatriate mentors and methodological assistance professionals. It provides directions and dealings of how to tender the finance provided under external help and in addition raises dexterity, appraise, and screening of the use of overseas aid. ERD works with International Development Agencies like: World bank/IDA and IFC, Asian Development Bank (ADB), United Nations Development Program (UNDP), Islamic Development Bank (IDB) etc.

Planning commission

By means of the planned development for the country, the Bangladesh Planning Commission was established in January 1972 (Chowdhury, 1988). One of the first decisions the Bangladesh Government made after recurring from exile was to set up the Planning Commission and to assign the Deputy Chairperson and members of the Commission in 31 January, 1972. The cabinet decision in establishing the Planning Commission laid down ten functions for Planning Commission. The Prime Minister is the Chairman of Planning commission.

The Minister of Planning is the Vice-Chairman of the Commission. By the side of the policy level, the Commission consists of Vice Chairman and five members (Chowdhury, 1988). The member secretary of the

commission is the secretary of Planning Division.

Under the members, there are six divisions which are further sub-divided into thirty functional wings. Among them two divisions contracts by way of the setting up ad guiding principle questions of the diverse segments of the economy. Bangladesh Civil Service (BCS) Economic cadres are officials of Planning Commission governed by Planning Commission.

Divisions and Wings are headed by Joint Chiefs. Wings are again subdivided into Branches and headed by Deputy Chiefs and Desks are operated by Senior assistant Chief or Assistant Chief of the Planning commission. As the innermost organization of the country, the Planning commission gets ready of the short term plan, mid-term plan, long-term plan, annual development plan, five year plan and perspective plans.

At policy level, it decides the targets, intentions, main concerns, tactics and policy measures for development plans. It makes out the role of different economic sectors is mandatory to practice in the framework of the plan intention. Planning commission invents faceted resource allocation for programme planning. For implementation of the sectoral plans it judges investment resolutions of scheme. Planning commission evaluates how the mission implementation has an impact on people's living standard. It has institutional relationship with NEC/ECNEC, Finance Division, Economic Relations Division, Internal Resources Division, Planning and Development Academy, Bangladesh Institute of Development Studies, Implementation Monitoring and Evaluation Division, Development Ministries or Divisions and Statistics Wing or BBS.

Implementation Monitoring and Evaluation Division (IMED)

IMED is the inner and climax institution of the country. Project implementation bureau (PIB) was created in 1975. It was renamed as implementation monitoring and evaluation division (IMED) in the early 1980's under Ministry of Planning (Majid, 2008). IMED is ordered into 8 Sectors/Wing/Unit. They are headed by Chief Joint Secretary/Director Generals. They account to the secretary.

The Secretary works under the supervision and order of the Advisor/Minister for Finance and Planning. These Sectors/Wing/Unit are including agriculture, rural development and research sector, industry and power sector, communication and local government sector, education and social sector, co-ordination and MIS (management information system) sector, evaluation sector, central procurement technical unit (CPTU) and administration wing.

The Rules of Business of the Government allocated the functions of the IMED. They are including to scrutinize ad assess the implementation of development projects

included in the Annual development Programme (ADP).

For information of the President, NEC, ECNEC Ministries and other concerned, IMED accumulates and assembles the project judicious data for preparing quarterly, yearly and monthly progress report. It provides different advisory and consultancy services to Ministries/Agencies which are relating to implementation of project. It conducts field inspections of project implementation for identifying the problems and reports to the President and Concerned Ministers. It deals with different matters related to central procurement unit (CPTU) and Public Procurement Regulations (2003). Besides it also does such other functions that prime Minister assigns to the Division from time to time. IMED plays a vital role in project formulation to project implementation.

Statistical division

It is solitary of the four administrative divisions of Ministry of planning. For accurate plan formulating, supervising and appraising of project, statistics or statistical data is most imperative. By understanding the substance of data, in 1975 Statistical Division was established under the Ministry of Planning. Its head is the Minister of Ministry of Planning.

There are 6 offices under Bangladesh Bureau of statistics and National Statistical Office. They are the applied administrative units of the statistical Division. In order to provide information on administrative and management related matters there are total 36 Statistical and semi-Statistical Centers at Ministry, Department, agencies and autonomous Bodies.

Each division is independent secretarial unit and head is director. Besides, the organizational structure of Bangladesh Bureau of statistics is spread over the Zilla, and Upazilla level.

In general, this division provides support to Bangladesh bureau of statistics at the ministry level and national statistical council at national level (Chowdhury, 1988). It puts forward the report of statistics on project to Ministry of Planning.

Bangladesh Institute of Development Studies (BIDS)

BIDS is a self-governing unrestricted multi-disciplinary public Research organization for conducting policy research taking place the development issues designed for Bangladesh. The history of Bangladesh Institute of Development Studies (BIDS) can be traced back to the Pakistan Institute of Development Economics (PIDE) which began in June 1957. Up to 1973, it retained the name Bangladesh Institute of Development Economics (BIDE). Afterward, a parliamentary charter was granted in 1974 and the Institute was renamed as the Bangladesh Institute of Development Studies (BIDS). The institute

operates under the institutional control of the Ministry of Planning (Planning Division).

A Board of Trustees governs the BIDS where the Planning Minister is Chairperson and Director General is the Chief Executive of the Institute. There are three legal committees for providing the supports to this institution. These committees are namely, The Policy Coordination Committee (PCC), The Administrative Affairs Committee (AAC) and The Finance Committee (FC).

In the field of development economics, BIDS carries out and upholds study, investigation and diffusion of facts. It provides assistance in planning by accumulating information, carrying out inquiry and undertaking research projects. In order to accelerate the use of up to date technology in project, it supplies training amenities.

BIDS makes policy debates on key policy concerns to civil society and other stakeholders and upholds comprehension, consideration and accord on policy schema. It arranges practicum, discussion groups, and symposiums to excite the interface with the research community, policy creators and civil society in order to split research results on the BIDS comprehension base.

Committee system in project planning

There are a number of committees for project planning at the agency level, ministry level and national level. They are including Project Evaluation Committees (PEC) in Planning Commission for examining Planning Proposals and advocating them to the Minister-in-Charge of Planning or the ECNEC for their sanction, Departmental Project Evaluation Committee (DPEC) at Ministry/Division to deem 'A' type projects guaranteed by itself or any of its agencies, Special Project Evaluation Committee (SPEC) at Planning Commission to appraise the Technical Assistance (TA) Projects and Departmental Special Project Evaluation Committees (DSPEC) at Ministry/Division level to propose suitable.

CHALLENGES AHEAD TO PLANNING AND MANAGING PROCESS

Following the independence of Bangladesh, corruption is not a new-fangled incident in Bangladesh. Political and administrative elites have often predestined the high incidence of corruption. It was believed that the return of democracy during the 1990s, government has been able to take effectual action to tackle the corruption to flourish. The World Bank estimates that 2 to 3% of GDP growth is lost to corruption each year. Per capita income could double if the government restrained corruption (Transparency International, 2009). The business community has been putting continues pressure on the governments though they are largely benefited from it.

Unfortunately, maximum portion of the tax payers are

common people, especially the poor, who have basically had to pay for it. According to transparency international, Bangladesh has improved its ranking in the much-talked about Global corruption perception index, moving up to the 13th position from the 10th in 2008, although political and bureaucratic corruption is still believed to be rampant (The New Age, 2009).

The government formed a number of oversight regulatory bodies to check corruption like the Anti-Corruption Commission, but most of the bodies could not function effectively. The Public Procurement Regulation was enacted, but the government plunged into corruption flouting the regulation.

During the last few decades, corruption, terrorism and mismanagement in the public purchase are the common scenario. Mistreatment of development projects in absence of a uniform law contributed largely to the situation. Although restricted tendering method or direct procurement method can be used for some specific reasons, procurement and contracts in Bangladesh often take place through open competitive biddings (Islam, 1993).

Bangladesh, newly admitted democratic values, has failed to prepare code of conduct, ethics, and issues of conflict of interest according to priority. Information on direct and indirect corruption were retrieved from documents accessible mainly on newspapers, electronic media, electronic databases, literature survey, on websites of specialized agencies, and analysis of the existing situation in Bangladesh.

Various footprint reports of political involvement in wide-ranging corruption, political control and pressure from trade unions in the development activities are already published. Occurrence of corruption involving donor agency are not uncommon at nationally or globally and or other levels. The inefficiency and ineffective public administration is not accountable, somewhere, they are directly involved, which is an integral part of poor governance.

Development partners of Bangladesh are suffering from such corruption (belonging to the WB, UN peace keeping operations, UNDP, UNICEF and other concerned agencies) whether or not in conspiracy with local counterparts and concerned others. The Department of Institutional Integrity (INT), an anti-fraud wing of the World Bank, has traced that the members of a government are involved into the fraudulent bids of the Roads and Highways Division.

In addition, INT scrutinizes claims of corruption such as bid exploitation; bid collusion; coercive power practices; deceitful bids; contract performance etc. Identical corruption accuses were in pipe-line to be proved in different ministries-Ministry of Health and Family Welfare, Ministry of Communication, Ministry of Water management, Ministry of Social welfare etc.

The procurement process in development projects is far from satisfactory level, due to the following problems:

politically motivated advertisement, a little bidding period, underprivileged specifications, nondisclosure of selection criteria, award of contract by lottery, one-sided contract documents, negotiation with all bidders, rebidding without adequate grounds, other miscellaneous irregularities, and corruption and outside influence.

The contracts of development activities are particularly known for long delays in the award of contracts. Implementation monitoring evaluation division (IMED) compiled data on the elapsed number of days from bid invitation to award in 148 procurement cases in FY98. The normal time allowed is 150 days. The review showed that the awards were made in 240 days or less in only 29% of the contracts; another 28% were awarded within a year, and the rest took 500 days or more (TIB, 2009). Procurement delays increase costs, defer benefits, deter good firms from bidding and are often indicative of corrupt interference (TIB, 2009).

Furthermore, conventional planning approach is used till now in planning process. Planning process is generally top-down where people participation is restricted and planners are often ignoring the sensible difficulties and claim of people. Planners are very much interested in establishing 'Super structure' in urban areas without taking into account trouble situation of rural areas. Although people are the main target of development planning but in plan formulation there active involvement is not accessible.

At local level, planning people participation is not so accelerated because of their unconsciousness and power of local elite (Hasan and Hossien, 1999). Generally, urban based planning is given more importance than rural planning. Planning commission is not so interested to study the rural problems so there is still, urban picture on planning paper. People only get the conveniences but not in formulation stage. All programmes are bureaucratically conceived, bureaucratically implemented and bureaucratically evaluated.

Project planning formulation is too much depended on foreign aid because of lack of our internal resource. The key part of revenue budget is received from import tax (33%) and this import is depended on foreign support. Foreign aid depended planning cannot bring any optimistic impact in any country as through this aid the donor countries receive their interest. Rough political circumstance seriously hampers the successful implementation of projects. There is no surety on continuity of the project as it may be rejected by the next ruling Government. Hence, the development policies cannot be implemented as it should be.

There is common problem in picking and implementing the national and international development projects in Bangladesh (Ahuja et al., 1994). Projects are taken for public that typically not serve up to them. There is strong commitment of during formulation of development project to improve the fate of ordinary people.

Nevertheless, the achievement of the projects can not

be reached to those people. Proper implementation of project can be hampered for reforms in planning paper. As a result there is wastage of time, resource and worth.

In plan formulation generally, the needs of deprived people is disregarded. For their development it is necessary to bring reforms in land distribution, business, and production and levy which will not serve the interest of affluent persons. So, the elite groups can obstruct the poor based planning. Organizations in relation to project planning are not so efficient to execute the development planning properly. Their administrative efficiency suffers most from corruption, nepotism, technological problem, skilled staffs and too much formality.

Planning commission and other agencies have less sovereignty power in relation to project formulation and implementation.

ENDING REMARKS AND PROPOSED SUGGESTIONS

Strengthening a corruption free Bangladesh is now demand of the age and people. Bangladesh is now ready to set examples in areas of anticorruption movement in development projects and other social corruption as well. The government has taken initiatives to reduce per unit costs of products of development and capitalize on per unit quality and quantity of products at least for the sake of hungry and poor people of Bangladesh.

Relaxation of prerequisite of the bidders in development activities and allowing "single-stage two envelop" scheme in submitting proposal and e-Lottery to choose a contractor will strain corruption. It's rational to expect from the law making authority to amend the law in such way, which would not re-open the door of corruption.

When the country is marching ahead for achieving "Digital Bangladesh", launch the scheme of submitting the tender over is great thought. World Bank however, suggests that deregulation and growth of markets, public deals, legal and judicial reform and transparent management are important to reduce corruption even when government plays a role in policy formulation.

This paper is an attempt to enlighten how the planning machinery moves toward indeed. It is an effort to provide the information on how they function in relation to the rest of the governmental machinery and decision making process and difficulties from which the machineries suffer most. Development planning and policies encompasses not only the economic but also socio-political and administrative factors (Islam, 1993).

As a third world developing country, Bangladesh requires to put into practice the development planning for socio-economic development of the country. Public oriented, practical and efficient planning is being obliged to reach at this expected aspiration. The plan formulation and implementation process should serve the interest of common people not the elite group and donor countries. Project planning is national issue not the political. So

without reducing the politics of project planning no expected target can be attained. Although it is complicated to solve the troubles which are stated in Bangladesh, but appropriate efforts will make possible it. The ways to solve the problems in planning in Bangladesh may be dividing into three types. The short-term measures, the mid-term measures and the long-term steps. The government should consider this paper for its specific future strategies.

Short-term measures (From 2 to 6 months)

- I. Ensure transparency and accountable commitment system and leadership process;
- II. Planning commission and other agencies should practice the autonomy and identify the projects without considering the external pressure and influence of benefactor agencies;
- III. Action based project need to give priority; and
- IV. For the period of undertaking the planning it is imperative to make confirm of source of money, ratio of national and global resource so that the modification of planning would not be required.

Mid-term measures (from 6 months to 2 years)

- I. Ensuring participation of local people as well as the women;
- II. For increasing administrative efficiency, bureaucratic complexity, corruption, and nepotism have to be strongly diminished;
- III. Accountability, administrative reforms, training programs, sufficient allocation of resources and public awareness on planning are furthermore crucial for plan formulation and completion; and
- IV. Our local Government bodies at village, union, Thana and Zilla level should make delegate and self sufficient so that they can carry out the hope of people. Identification of local resources, demand, priorities can accelerate the planning. Co-operative and social village, union and Thana based development plan have to be building up and Thana level planning should be basis of Zilla level planning.

Long-term measures (continues)

- I. Utilizing the internal resource and reducing the dependency on foreign aid;
- II. Besides, people should become conscious in savings, reducing the consumptions and encourage the small investment to swell our internal resource;
- III. Planning, Implementation and Monitoring (IME) Department can be established at the Zilla and Thana level. There in addition can be set up Planning

Commission; and

IV. Political co-operation is key prerequisite of any development. There should have mutual co-operation between major political parties in development issues by considering people welfare.

Conflict of Interests

The author(s) have not declared any conflict of interests.

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