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মার্চ ২০০৩/ফাল্গুন ১৪০৯

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বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র
সাভার, ঢাকা

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Dimensions and Magnitude of Development Project Management Problems in Bangladesh

Kazi Hasan Imam*

Abstract : *The innumerable problems emerging at various stages of project management cycle stem from relatively a very few core ones. They are more of professional inadequacies than that of the systems' functions. Resolving them for increased project performance calls for patronizing, nourishing, nurturing and institutionalizing indetified professionalism and qualities which would eventually fill in the systems' incompetencies and gain control over other internal and external forces creating dysfunctional impacts on public sector project performance.*

1.0 Introduction

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

Planning and implementation of public sector development projects are regarded as the two important instruments of achieving economic progress in a developing country. Basically, development means

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changes and “changes” are recurring all the time in a society. However, in the context of Government, particularly a third world Government, changes mean “development” that refers to those changes which occur due to interventions of the Government, both direct and indirect. These interventions are initiated in a society to achieve those changes or development, which are likely to help moving a society from its present state of inadequacies to some future state of well-being. Appropriate planning, timely and quality implementation of projects and their long-term sustainability are indeed the indispensable imperatives of such a transition. It is therefore, important that every planner and researcher as well as a Government manager use the right techniques and tools to help themselves in achieving the balance between development objectives and planning and between planning and implementation and indeed between implementation and impacts.

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

Monitoring and Evaluation (M & E) are important tools of planning and managing projects. The basis of M&E is “limitation” — first, it is the “limitation” of the human ability to control and coordinate events by one individual or a group of individuals or by a single institution in assuring quality and timeliness in implementation that warrants the need for monitoring; and secondly it is the “limitation” of human capacity to foresee entirely the project logic and/or to ensure desirable impacts of an investment that warrants review or evaluation of the

outcome of that intervention. However, to understand the full implications of monitoring and evaluation, one must also understand the different stages and processes involved in a project cycle. While referring to monitoring and evaluation, the study mainly considers ex-post or post planning monitoring and evaluation. It outlines a framework, which looks into M&E as a composite function of several activities relating to : (i) Input-Output Monitoring (IOM) — during implementation, (ii) Project Completion Report (PCR) — at the time of termination of a project or an activity, (iii) Sustainability Monitoring (SM) — during operation and maintenance stage and (iv) Impact Evaluation (IE) — after 4-5 years of project completion. These four stages of M&E activity requires different methodologies and is indispensable for the successful implementation, operation, maintenance and impact of projects and programmes.

1.1 The Objectives of the Study

The main objective of the study is to determine the dimensions and magnitude of existing project management problems in Bangladesh. However, the specific objectives of the study are as follows :

- (i) To identify and analyse existing and foreseeable development project management problems ;
- (ii) To determine the dimensions and magnitude of existing PM problems; and
- (iii) To suggest policy measures for overcoming or resolving PM problems.

1.2 The Conceptual Framework of the Study

Combating project management problems is a very dynamic and difficult task. The society, Government systems, policies and interests of different stakeholder groups change with the changing needs of the time and the nature of interactions and interfaces amongst different stakeholder groups become more and more complex with the processes

of development dynamism and with the passage of time. Therefore, there is no one-shot solution to combat PM problems.

Instead of identifying and attacking all problems the PM systems have, it would be wise and manageable to identify and resolve the major ones. Therefore, the study would, first identify and analyse the major existing and foreseeable problems of project management in the country. Then segregate them into priority criteria, determine the agencies responsible for addressing/overcoming the problems or challenges, and suggest measures for resolving them.

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

1.3 Rationale of the Study

Every year, Bangladesh spends a considerable amount of money (about half of the total national budget) for implementing different development projects. The mid and senior civil servants of the country are usually employed as Project Directors (PDs) of different development projects under implementation. They are the key Project Managers (PMs). But in most of the cases, managing a project becomes a first-hand experience for them. This results in lower performance of development expenditures, higher costs in project implementation and misappropriation of invaluable energy and resources. Professional skill development of the key PMs through need-based training may, to a large extent, help to plan, design and implement the development projects appropriately and effectively. Moreover, once the other PM problems are properly identified, appropriate tools and techniques may be adopted to resolve them. As a result, higher project performance may be achieved.

The outcome of the present study would, therefore, be helpful for the project managers, policy planners, researchers, trainers, concerned curriculum designers and persons engaged in the similar field of study. The outcome of the study can also be directly used by the institutions engaged in conducting PM training.

1.4 Scope and Limitations of the Study

The study intends to identify the major existing and foreseeable PM problems or challenges in the country and find out appropriate measures to resolve them for achieving better project performance. However, the study did not address the sector specific problems, rather it has dealt with the generic competency deficiencies in the areas concerned. For obvious reasons, the study could not incorporate views of the politicians, political bureaucrats, social pressure groups/civil society, and *mastans* (rent-seekers) etc. stakeholder groups.

2.0 Methodology of the Study

An empirical approach has been followed in conducting the study. Both primary and secondary information and data have been used for the study. Relevant published and unpublished documents have been consulted. A questionnaire survey method was used adopting stratified random sampling procedure. In order to prepare the questionnaire a pilot survey was conducted with the help of the preliminary questionnaire. The questionnaire was finalized on the basis of the feedback from the pilot survey. The existing and potential PMs, their supervisors, project management experts and other stakeholder groups like business professionals, construction enterprise owners, suppliers etc. and eminent trainers were consulted and their views have been duly analysed and incorporated in the study.

The total sample size of the study was 84. Stratification was made according to the nature of stakeholder groups. Thereafter, a purposive random sampling technique was adopted to select the samples of the study. The study has used both simple and cross-tabulation for its analyses. Statistical tools like corresponding weighing methods to

responses with ranks were employed for analysing and interpreting data. The analytical description has been made mostly according to the corresponding tables (but most of the tables have not been presented here only to minimize the size of the article) and statistical techniques and tests employed.

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

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

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

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

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

n = Number of responses;

n_1 = Number of responses against certain parameter with rank 1;

n_2 = Number of responses against certain parameter with rank 2;

n_3 = Number of responses against certain parameter with rank 3;

n_4 = Number of responses against certain parameter with rank 4;

n_5 = Number of responses against certain parameter with rank 5;

n_6 = Number of responses against certain parameter with rank 6;

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

Finally, considering the weighted values (with highest rank) of all the responses for a particular parameter as hundred percent, percentage-

wise weights/strengths of each parameter was calculated with the help of the following formula :

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

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

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

N = Total number of responses against a certain parameter;

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

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

3.0 Analysis and Findings

The planning documents depict the trend of continuity or discontinuity of certain objectives, strategies and development management systems approaches followed by a country. The country's national development plans over the last three decades or more indicate a remarkable incoherence and wide variations in the strategic thinking pattern of Government [Table-1]. The whole PM system might have suffered, to a large extent, for these sorts of planning processes (Imam, 2000, pp. 56-57).

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

<u>Basic Objectives</u>	1 st FYP	TYP	2 nd FYP	3 rd FYP	4 th FYP	5 th FYP	PP	PRSP
Poverty alleviation	❖					❖	❖	❖
Arrest rising trend of price level	❖							
Employment generation	❖	❖	❖	❖	❖	❖	❖	
GDP growth/equitable growth/distribution of income	❖	❖	❖	❖	❖	❖	❖	
HRD/UPE/CPE/Vocational training	❖		❖	❖	❖	❖	❖	
Develop technological/scientific base/R&D				❖		❖	❖	
Complete reconstruction work	❖							
Effective local Government/people's participation in development/decentralized planning			❖			❖		❖
Development of industries based on comparative advantage						❖		
Employment of rural people/rural development						❖		
Develop rural economy/quality of rural people's life		❖				❖		❖
Development of neglected areas						❖		
Development of infrastructure						❖	❖	
Self reliance/reduce dependence on foreign aid	❖	❖	❖	❖	❖			
Increased state participation (socialist transformation)	❖							
Satisfy basic needs	❖	❖	❖	❖				❖
Protection of child rights							❖	❖
Reduce population growth/family welfare/health care	❖	❖	❖	❖		❖	❖	❖
Self sufficiency in food/food production beyond self sufficiency	❖	❖	❖	❖		❖		❖
Sustainable development/protection of environment						❖	❖	❖
Reduce gender gaps/special supports for girl's education						❖	❖	❖
Total Objectives	11	7	8	8	5	15	10	9

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

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

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

3.1 Background of the Respondents

The views given by the respondents on a particular issue largely depend upon the respondents' service and professional experiences, education and training background. Therefore, the present study has considered some selected parameters to analyse the respondents' views on the PM issues. Most of the respondents are permanent employees of the Government. Their jobs, excepting the career line trainers and other business professionals are transferable in nature. Therefore, they have the opportunities to work in different capacities within the Government.

It was observed that majority of the respondents have passed about 21-25 years (44.05%) and more than 25 years (38.10%) of their service career. Others have passed 17-20 years (9.52%) and 11-16 years (8.33%) of their service career respectively. The study indicates that a considerable proportion of the respondents underwent "Senior Staff Course" (46.43%) and "Advance Course on Administration and Development" (47.62%) conducted by Bangladesh Public Administration Training Centre (BPATC), which are, in short, called as SSC and ACAD respectively. Basically, SSC and ACAD are management development training courses. These courses are not designed to develop only the project management skills among the participants. Enhancing the participants' skills in project planning/implementation is one of the objectives of the courses. In fact, the respondents, who underwent SSC and ACAD, have got an exposure on project management issues. Other than these, only 17 (20.24%) persons of the total respondents received some sort of short in-country training related to project management issues. Among them 7(8.33%) have also received short foreign training related to the issues.

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

Effective project management requires appropriate skills, knowledge, positive attitudes and good human qualities. Experience suggests that maintaining such requirements in appointing PDs/PMs or other project personnel is a very rare incidence. The study reveals that more-than fifty per cent of the respondents (57.14%) either worked or have been working as PDs/PMs, 67.86% in monitoring, 57.14% in supervising, 48.81% in evaluating project implementation, 42.86% in planning/designing/preparing project documents and 28.57% in implementing projects as other project personnel. The study indicates that a very few of them underwent project management training and or had prior experience in the concerned areas of their project management responsibilities. Moreover, the training they received were not adequate to perform the duties and responsibilities they shouldered or have been shouldering and in most cases, they underwent training after getting involved with the responsibilities. This means that there is no strategic planned effort for appointing PDs/PMs or other project personnel by the concerned authorities.

3.2 Identification of the Major Project Management Problems/ Challenges

The total spectrum of project management in Bangladesh suffers from diverse problems emerging at various stages of project management cycle. Project management means the implementation of projects to

many people. In fact, the term, "Project Management" literally means the whole gamut of project cycle. Implementation of a project may suffer for its faulty design or plan, which is done at the preparation or appraisal stage of project. Feasibility study is a pre-requisite of undertaking any project. If the feasibility study is not done properly or if it is not at all done, the project performance may suffer or it may not result in the expected outcomes.

The respondents identified as many as 40 major problems in project management. There were a number of issues, which were identified as major PM problems by all the respondents but their measured rate of importance to those problems varies from 64.81% to 92.59%. Again, there were also a number of issues, which were identified as major PM problems by comparatively a less number of respondents, but their measured rate of importance are more than some of those category of problems mentioned above. However, considering those two parameters (i.e. ratio of respondents agreed upon the problems and their measured rate of importance), the study has categorized the existing major PM problems as follows :

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

(a) Delay in project preparation and amendment, (b) Weak management of project and delay in taking decisions during project implementation, (c) Delay in inviting tenders, (d) Lack of appropriate selection of PD for project implementation, (e) Delay in releasing funds for project financing, (f) Delay in complication of land acquisition process, (g) Complication in getting possession of land, (h) Delay in lining up foreign assistance for the project, (i) Politicising development projects and (j) Delay in project approval process.

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

(a) Lack of skilled personnel in preparing project document, (b) Raw (inadequate or non-professional) form of project documents, (c) Lack of appropriate project planning, (d) Co-ordination gaps between executing agency and other related agencies, (e) Frequent transfer of PD, (f) Lack of appropriate supervision/inspection and monitoring by superior officials, (g) Lack of appropriate delegation of administrative and financial powers, (h) Inadequate monitoring and evaluation, (i) Delay in concluding loan agreement with development partners, (j) Delay in appointment of consultant and (k) Degradation of ethical values and increased corruption.

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

(a) Frequent amendments of project, (b) Lack of skilled/efficient and trained personnel/ manpower for implementing projects, (c) Delay in bid evaluation, (d) Lack of knowledge of the project managers about existing rules and procedures of procuring project works, goods and services, (e) Delay in appointment of PD and other project personnel, (f) Lack of full-time PD for project implementation, (g) Inadequate allocation for the project and inappropriate fund allocation in ADP (Annual Development Plan), (h) Lack of delegation of administrative and financial powers within project personnel, (i) Delay in fulfilment of loan conditionalities, (j) Proliferation and dominance of *mastans* (rent-seekers) and (k) Complicated forms for preparing project documents.

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

more than 55% and also those identified by any proportion of respondents and their measured rate of importance is more than 55%) :

(a) Lack of project feasibility study, (b) Lack of appropriate and unified bidding documents and (c) Complicated procedures for procuring project works, goods and services.

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

(a) Lack of positive attitudes of the project personnel, (b) Lack of sincerity of the project personnel, (c) Lack of interest to do Government works and (d) Project Personnel doing business.

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

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

Project management is a coordinated effort of different Ministries, Divisions and agencies. There is no single Ministry or Division or Agency that can alone overcome or address any single PM problem or challenge. Every Ministry or Division or Agency concerned has its own sphere of PM responsibilities. But its performance in discharging pre-determined PM responsibilities depends upon the effective functions and or performance of several other agencies concerned. For example, the concerned Initiating/Executing Agency by virtue of the existing system, is solely responsible for preparing appropriate project

document. At the same time, the concerned Sponsoring Ministry is supposed to extend necessary technical cooperation. Planning Commission is to provide necessary guideline on how to prepare an appropriate project document, outline the aspects those have to be considered by the Initiating/Executing Agency or Sponsoring Ministry in preparing the project document, develop appropriate and easily understandable formats for project preparation and above all, extend technical support to Initiating/Executing Agency or Sponsoring Ministry for the purpose. These may be the agencies responsible for playing vital roles in preparing appropriate project documents. Moreover, there may be some other supporting institutions or agencies like concerned training institutions, Implementation Monitoring and Evaluation Division (IMED) etc. who may help develop required skills and provide appropriate feed-back information for adopting or undertaking appropriate policy or interventions in project management respectively.

The study reveals that Executing Agency, Sponsoring Ministry and Planning Commission are the main agencies responsible for overcoming most of the PM problems. It indicates that Executing Agency, Sponsoring Ministry and Planning Commission are the main agencies responsible for overcoming the problems emanated during project selection, preparation, planning, designing and appraisal stages; Sponsoring Ministry and Planning Commission are mainly responsible for problems emanated during project approval processes; Executing Agency, Sponsoring Ministry, IMED and PDs are mainly responsible for most of the problems emanated during project implementation stage; Sponsoring Ministry and Ministry of Establishment are mainly responsible for the problems of selection, recruitment, appointment and frequent transfer of PD and other project personnel during project implementation phase; Economic Relations Division (ERD) and Sponsoring Ministry are as mainly responsible for Development Partner (DP) related problems. The study also indicates that Executing Agency, Sponsoring Ministry and IMED are the main agencies

responsible for overcoming the problems of appropriate project monitoring, supervision and evaluation.

3.4 SWOT¹-Analysis of the Existing Project Management Systems

The availability of skilled manpower within Government for effective project management (46.43%), availability of legal (rules and regulations) and institutional framework for project implementation (37.71%), regular implementation monitoring and evaluation systems (10.71%) and appropriate formats for preparing project documents (10.71%) have been identified as the most important strengths of PM systems in the country. The other identified strengths of the systems include (a) coordinated efforts of concerned Ministries and agencies for project management, (b) timely recruitment of project personnel for procuring goods and services, (c) ample opportunities to work in projects, (d) availability of Donors' funds, (e) creation of planning cell/wing in every Ministry, (f) means of quick service delivery, (g) political commitments, (h) monthly ADP review meetings of the sponsoring Ministries and (i) Provision of Steering Committee for project implementation.

Lack of technical/skilled manpower has been very contradictorily identified as the most important weakness of the PM systems by majority of the respondents (53.57%). Improper selection of PDs (25.00%) delay in releasing funds/funds constraints (17.86%), delay in project selection/approval processes (14.29%), inadequate fund allocation in ADP for project implementation (14.29%), unnecessary delay in all stages of PM systems by the implementing agencies (10.71%) have been identified as the other most important weaknesses of the existing PM systems. The other identified weaknesses of the systems are (a) delay in providing feed-back about implementation status of the projects, (b) excessive dependency on Donors' assistance

¹ SWOT denotes Strengths, Weaknesses, Opportunities and Threats.

(c) excessive dependency on consultants, (d) lack of feasibility study of projects, (e) deteriorating law and order situation, (e) complicated and 'not well-thought off' procurement procedures, (f) frequent amendments of projects, (g) lack of full-time PDs for project implementation, (h) deteriorating ethical values, increased corruption, (i) unfair bidding procedures, (j) inadequate project monitoring and evaluation, (k) unplanned, hurried and vision-less investment, (l) raw form of project documents/inappropriate planning, (m) time overrun as a result cost overrun in project implementation, (n) low project performance and (o) project personnel engaged in business.

The respondents identified "ample opportunities to maintain a pool of efficient, skilled and experienced personnel for effective PM" (17.86%), "growing donors' interests in helping for development" (14.29%) as the two most important opportunities of the existing PM systems. The other identified important opportunities are increased demand for "value for money" (7.14%), cheap labour (7.14%) and availability of PM training facilities (7.14%). Frequent foreign visits, provision of adequate logistic support, increasing foreign private investment, increasing involvement of political leaders in development efforts, strengthening of associate organizations in the society, team spirit, committed young generation and nation-wide poverty reduction programme have also been identified as opportunities of the system by some of the respondents.

Project management is an arduous job and the Government officials do not receive any extra benefit or remuneration, not even appreciation for that. Moreover, there is a risk of facing audit objections for which they may suffer in future. Therefore, the honest, sincere and dedicated officers feel less interested to engage themselves to those sorts of activities. The study identified a good number of basic problems of efficient project management, which should be solved immediately for better project performance. The study identified politicising development projects (50.00%), proliferation and dominance of mastans and rent-seekers (46.43%), deteriorating ethical values and increased corruption (21.43%), excessive dependency on donors'

assistance (10.71%), decreasing "value for money" or cost escalation (10.71%), poor project performance (10.71%) and contractors' syndicate (10.71%) as the most important threats/risks of the existing PM system. The other identified risks/threats are (a) misuse of delegated powers for project management, (b) deteriorating law and order situation, (c) lack of incentives for efficient and honest project personnel, (d) non-availability and uncertainty of funds, (e) ways of implementing projects may cause hazardous environmental impacts in future, (f) absence of political will and commitments for development, (g) absence of appropriate training package for manpower development and (h) unstable socio-political situation.

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

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

3.5 PEA-Analysis and SKART-Competencies for Future PM Problems/Challenges

Effective project management requires strategic planning (Cleland, 1985, pp. 66-75) and sound managerial capabilities. There is a felt and crying need for increased managerial competencies to cope with the identified PM problems. Moreover, society, technology, communication systems and expectations of people are changing very fast. The future challenges of the project managers will be more complex. Table-2 depicts the foreseeable PEA- (Political, Economic, Administrative, Social and Technological) changes/challenges and required/concurrent SKART (Skills, Knowledge, Abilities, Reliabilities and Technological know-how) managerial competencies to cope with

them. The identified PEASt problems and their concurrent SKART managerial competencies provide a guideline for effective and more efficient project management in Bangladesh.

Table-2 : Foreseeable Changes in Political, Economic, Administrative, Social and Technological (PEAST) Aspects of Project Management and Required Managerial Competencies [Skills, Knowledge, Abilities, Reliabilities and Technological know-how (SKART)] of the Project Managers to Cope with the Future Problems/Challenges.

Foreseeable PEASt Changes	Required SKART Managerial Competencies
A. POLITICAL (i) Positive ➤ Political outlook of the politicians will change. ➤ The politicians will educate themselves with the change circumstances. ➤ Introduction of new thoughts and ideas by the politicians. ➤ Changes in development policy. ➤ Donors' pressure to recruit efficient people in project management. ➤ Size of ADP and the number of project may increase with the change of Govt. ➤ Donors' pressure for right men in right places. ➤ Democratic environment will improve. ➤ Development-oriented politics will come up.	➤ Appropriate managerial abilities and adaptabilities to be developed. ➤ The Government officials will have to be trained-up according to the needs of the time. ➤ Develop ability to cope with the new challenges and adaptability to new situations. ➤ Maintain continuity and pruning of projects in new shapes and designs as per policy requirement. ➤ Ensure right people in the right places during recruitment and placement. ➤ Managerial skills need to be developed for coping with the changing attitudes of the politicians. ➤ Develop positive attitudes towards positive changes in management. ➤ Ensure increased accountability and transparency. Develop mechanism for reducing misappropriation. ➤ Pro-people outlook of the government officials for project management.

Foreseeable PEAST Changes	Required SKART Managerial Competencies
➤ Democratic behaviour of the politicians will develop. ➤ More accountability will be demanded from political bureaucrats. ➤ Only knowledgeable and well-educated persons will come into politics. ➤ Non-interference of politicians in selection of project personnel. ➤ Beneficiaries would become more conscious. ➤ The political leaders would not allow inefficient officers to work as PDs. ➤ Increased People's participation in development project management.	➤ Project management should take advantage of this for smooth implementation of the projects. ➤ The Government officials will have to acquire enhanced skills and earn reliabilities. ➤ Appropriate training for Government officials for handling such politicians. ➤ Ensure selection of efficient and skilled project personnel. ➤ Efficient, well-educated and skilled PDs for Project Management and people's consciousness would be supported. ➤ The most efficient and skilled officers to be appointed as PDs. ➤ Increased demand for honest, sincere, accountable, transparent, efficient and pro-people project managers.
(ii) <u>Negative</u>	
➤ Politicizing development project management. ➤ Illegal political influence during project implementation. ➤ Politicians would derive financial gains for feeding local supports. ➤ More political agitation and increased dominance in project management. ➤ Discontinuation of development efforts made after change of political Government. ➤ Increased polarization of own locality-based development efforts by influential MPs and Ministers. ➤ Increased political interference will take place during tender and awarding work-order. ➤ Implementation of projects becomes stagnant because of retrenchment.	➤ Help develop appropriate legal framework for more efficient project management and offset such issues with accountability, sincerity, honesty and ethical values. ➤ Ensure successful implementation of development project by enforcing legal aspects and offset such issues with accountability, sincerity, honesty and ethical values.. ➤ Magisterial powers to be given to the PDs to handle the problems. ➤ More competent PDs to be appointed to handle the situation. ➤ Only feasible projects be undertaken and promoting continuation of undertaken development efforts be taken place. ➤ Develop own employees at agency levels.

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

Foreseeable PEAST Changes	Required SKART Managerial Competencies
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Foreseeable PEAST Changes	Required SKART Managerial Competencies
B. ECONOMIC (i) <u>Positive</u> ➤ Questions of economic viability and sustainability of development project will come forward. ➤ Demands for better service may increase. ➤ Only need-based and sustainable projects will be included in the ADP. ➤ Demand for institutional reforms increased. ➤ Need for balanced development in every sector will increase. ➤ Non-dependency on donors' fund would increase. ➤ Increased fund allocation. ➤ Privatization and liberalization may take off speedily. ➤ Globalization may shape the economy in a positive way. (ii) <u>Negative</u> ➤ Too lengthy or not suitable fund release procedures. ➤ Misuse of allocated fund and allocation for unsustainable projects. ➤ Shortage/paucity of required fund. ➤ Donors' conditionality imposed.	➤ Develop knowledge on project viability and sustainability. ➤ Strategic management skills to be developed. ➤ Value for money to be ensured. ➤ Skilled manpower for efficient project management will be required. ➤ Holistic views to be developed amongst development managers. ➤ More competent and accountable PDs to be required for appropriate use of resources. ➤ Implementation plan needs to be changed. Allocation of fund as per the phasing in the approved project documents becomes possible. ➤ Develop skills and ability to cope with such challenges. ➤ Develop required know-how to cope with such situations. ➤ Initiatives to be taken to simplify fund release procedures. ➤ Only sustainable projects should be included in the ADP on a priority basis. Misappropriation to be controlled. More investment in productive sectors. ➤ Right-sizing the ADP and develop ability to ensure reasonable fund flow. Priority works should be implemented first. Local resource mobilization. ➤ Develop capacity for more effective aid negotiation. Incorporate relevant agency and the ministry in negotiation team.

Foreseeable PEAST Changes	Required SKART Managerial Competencies
➤ Project cost will increase due to money devaluation. ➤ Time bound action plan in respect of implementation will not be possible. ➤ State intervention may halt the trend of liberalization and Globalization. Frequent project revision may be required. ➤ Number of unproductive projects will increase. ➤ Project management system may give ways to plundering public money. ➤ Scarcity of foreign aids or donors' supports for development would become almost nil. ➤ Open market economic policy may discourage local investment. ➤ Resource scarcity may occur due to global changes in the economy.	➤ Timely implementation of development projects should be ensured. Techniques of project revision will have to be incorporated in training curriculum. ➤ Project implementation plan needs to be revised giving priority to important components. ➤ Develop capabilities for coping with the changes. Contracting out for better consumer services may be applied. ➤ Quality & actual requirement, not quantity & patronizing someone's interests will have to be the focus of considerations. ➤ Implement suggested SKART-competencies for controlling such plundering process. ➤ Ensure mobilization of domestic resources and reduce dependency on foreign aids. ➤ Develop mechanism for patronizing local initiatives and create room for local investors. ➤ Only the most necessary and sustainable development projects to be undertaken.
C. ADMINISTRATIVE	
(i) Positive	
➤ New techniques for development project management will come up. ➤ Skilled and well-trained officers and staff will be employed for project management. ➤ Administrative structure rationalized. ➤ Donors' pressure for delegation of more financial powers will increase.	➤ Training curriculum should incorporate updated project management techniques. ➤ Nepotism and favouritism will have to be replaced by skills and efficiency. People will feel encouraged to get appropriate training. ➤ Help implement project in time. ➤ Project Directors will have to be delegated more financial powers and authority.

Foreseeable PEAST Changes	Required SKART Managerial Competencies
➤ Decentralization of administration for development activities. ➤ Recruitment rules and financial rules may require change to meet the future needs. ➤ People-oriented and citizen-chartered administrative change may occur. Top management support will be required. ➤ Accountability of Government officials will be ensured through public representatives. ➤ Better-qualified people to be appointed for efficient project management. ➤ Pro-people, transparent and accountable development approach would be demanded. ➤ Controlling authority will be more concerned about smooth implementation of projects. ➤ Demands for techno-administrative skills will increase for smooth implementation of development projects. ➤ Delegation of more administrative and financial powers and authority. ➤ Demand for people with innovative ideas, having strong principles, reliability, good behaviour will increase for project management. ➤ Administrative reforms for more efficient public sector development management would become important. ➤ Situation will demand for new job-skills.	➤ Develop knowledge and change in attitudes towards such challenges. ➤ Help address such changes to ensure smooth functioning of administration. ➤ Participatory and community development approach should be given priority. Local initiatives should be encouraged. Focus on consumers' satisfaction should be kept in mind. ➤ Skills to be developed to work with public representative peacefully in a good environment. ➤ Delegation of more financial and administrative power to be ensured. Should be well conversant about rules and procedures. ➤ Attitudinal changes of civil servants as service provider, not administrators, to be required. ➤ Develop close and effective monitoring mechanism for proper implementation of each individual development projects on the basis of its merits. ➤ Potential project managers will have to undergo techno-administrative project management training as per field requirement. ➤ Only able and reliable personnel should be selected as project managers. ➤ Develop capabilities to cope with the new situation through undergoing appropriate training. ➤ Attitudinally PDs have to be managers than administrators. ➤ Recruitment policy to be changed as per situational demands.

Foreseeable PEAST Changes	Required SKART Managerial Competencies
(ii) Negative ➤ Lack of adequate skilled manpower for project management. ➤ Inefficient officers will be a liability to the Government. ➤ Faces bottleneck to cope with the administrative structure. ➤ More audit objections will be observed. ➤ Preference of people from administration cadre as PD is/will be given. ➤ Conflicts of interest may arise between project management and controlling authority. ➤ Nepotism may become as an uncontrollable facet of development project management. ➤ Project performance may decrease due to favouritism and recruitment/appointment of inappropriate project personnel. ➤ Frequent changes of PD. ➤ Full-time appointment of one PD to several projects and system of providing other assignment at the same time will exist. ➤ Delaying procedure of land acquisition system will exist. ➤ Raw/inadequate forms of project document will decelerate project performance.	➤ Developing sufficient number of permanent administrative set-up in project management line. ➤ They will have to be well-trained, otherwise 'golden handshake' or retrenchment needs to be introduced. ➤ Rationalization of existing structure will be required to cope with the problems. ➤ Only experienced and efficient officers will have to be employed as Project Personnel. ➤ Efficiency, not cadre will have to be the preference of selecting/appointing project managers. ➤ Effective coordination and coordinated implementation mechanisms to be devised. ➤ Dependable persons and their honesty will have to be rewarded at any cost. Nepotism and favouritism to be exemplarily punished. ➤ Recruitment/appointment criteria including job specification, qualifications etc. should be clearly spelt out in project documents. Every development agency should develop their own manpower for project management. ➤ Government circular regarding changes of PD should be strictly followed. ➤ Rules and regulation for this purpose should be strictly followed. If not possible, then contact out the responsibility by developing an effective supervision and follow-up monitoring system. ➤ Simplification of land acquisition procedures should be worked out through inter-departmental coordination. ➤ Develop and assign appropriate personnel for project planning and designing.

Foreseeable PEAST Changes	Required SKART Managerial Competencies
➤ Political harassment will increase for law-abiding officers. ➤ Nepotism and politicization would aggravate. ➤ Top-down planning/administrative approach would not work any more. ➤ More politicizing administration would take place.	➤ Increased knowledge about political behaviour and uphold rule of law and develop mechanism for protecting officials from such incidence. ➤ Patriotism to be appreciated through rewarding incentive packages. ➤ Bottom-up planning/management approach to be introduced and practiced and project personnel be oriented accordingly. ➤ Fair recruitment to be ensured, patriotism to be nourished.
D. SOCIAL (i) <u>Positive</u> ➤ Increased knowledge and more free flow of information in the society. ➤ Changes in socio-cultural value systems. ➤ Brilliant student will come forward, better service will be provided. ➤ Increased women's participation in development activities. ➤ More gender equity will be ensured. ➤ Community involvement in development activities may increase. ➤ People, especially women will be more aware of their rights. Expectation to state mechanism will increase. ➤ Increased concientization in the society. Socio-economic values may change for greater interest of the people. ➤ Increased social demands or expectations for services.	
	➤ More transparency and accountability of the Government officials to be ensured. ➤ Social acceptance of development activities to be considered. ➤ They will have to be provided with better positions to ensure good governance. ➤ More seminars and symposium in this line will have to be organized for ensuring social confidence. ➤ Women's participation in project management will have to be encouraged. ➤ Project managers should encourage community participation for better development. ➤ "Citizen Charter" should be followed and commitment to jobs and duties should be there. ➤ Bureaucrats, politicians and the mass people should develop attitudes for working hand in hand. ➤ Develop ability to cope with the changed circumstances.

Foreseeable PEAST Changes	Required SKART Managerial Competencies
(ii) <u>Negative</u> ➤ Level and status of social acceptance of development activities may change. ➤ Inefficient people will create problems. ➤ Phenatic agitation may increase. ➤ Community may not feel confident on project managers due to lack of fulfilment of their hopes and aspirations. ➤ Cellular family concept will come up. Values and norms will take new shape. ➤ Benefits will not reach the target people. ➤ Socio-cultural value systems may deteriorate, morals may be at stake. ➤ Religious superstition may decelerate project performance in some cases. ➤ Deteriorating social values amongst colleagues. ➤ Increased social unrest and deteriorating law and order situation.	➤ Future projection of the status of social acceptance to be assessed before undertaking development project. ➤ They should be motivated and developed. ➤ This should be taken care of by introducing positive publications and motivational activities. ➤ The project managers should encourage community participation in development activities under an appropriate guideline. ➤ Reinventing the Government mechanism for better service. ➤ Awareness development and capacity building projects will have to be preferred. ➤ Proper education to all to be ensured, ethical aspects of the officials to be encouraged. ➤ Devise appropriate mass awareness, conscientization, motivation and counselling programmes to cope with such situations. ➤ Social values to be nourished in the society and in the Government. ➤ Rule of law to be established.
E. TECHNOLOGICAL (i) <u>Positive</u> ➤ Demands for technology-based project management systems will increase. ➤ New technology will be introduced with new possibilities. ➤ Technological support will increase the project performance.	➤ Technological skills of the Government to be developed and strengthened. ➤ Develop ability to cope with the new challenges and adaptability to technological changes. ➤ Project Managers will have to acquire appropriate IT-knowledge and skills (including e-mail facilities).

Foreseeable PEAST Changes	Required SKART Managerial Competencies
➤ Changed and modern technology to be applied for speedy implementation. ➤ New technology will spread automatically. ➤ Application of computer and IT will increase. ➤ Increased use of MIS and adoption of ICT. ➤ Demand for E-Governance would increase.	➤ Proper equipment to be collected and personnel involved to be trained appropriately. ➤ Project managers should keep pace with the technological advancement. ➤ Adapt to technological changes and increase capabilities to work with it. Formulate appropriate IT policy. ➤ Civil servants, specially the project managers' technological knowledge and skills to be developed. ➤ Required manpower with appropriate technological know-how to be available.
(ii) Negative ➤ Required technologically skills persons may not be easily available. ➤ Some people within and outside the management system may take it otherwise. ➤ Technology may threaten the job opportunities. The country may face more unemployment problems. ➤ Employment generation may suffer due to spreading of technology. ➤ Technological changes may be faster than the available facilities. ➤ Increased systems break in IT management.	➤ Training programmes for Government officials should incorporate required IT-based curriculum. ➤ They may be made understood about the needs and benefits of technology through proper motivation, conscientization and counselling. ➤ Diversification in economic activities should be promoted. People should be sensitized for self-employment. State should play the role of facilitators. ➤ Diversification in employment generation may be ventured. ➤ Project managers to be appropriately adaptive to changes. ➤ Increased technological know-how for safe-guarding performance management.

The foreseeable changes reveal more challenging tasks for the project managers. More political changes, agitation, corruption, politicizing development management, increased ill-traits of political bureaucrats, other political elite, pressure groups, vested interest groups and private vested interest groups, degradation of ethical values, increased administrative and *mastans*' (rent-seekers') dominance, conflicts and

chaos, increased expectations of customers' services or "value for money", market competitions, donors' pressures, public awareness, spreading and fast changing technology etc. are likely to come up [Table-2]. Handling all these requires dynamic project managers well equipped with adaptable management skills, knowledge, innovative thoughts and ideas, dynamic managerial abilities, commitment, good morals, honesty, dignity and appropriate technological know-how. This may be achieved through short, medium and long-term strategic and output-driven efforts with specified systems approaches.

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

Lack of required qualities/characteristics of the project managers is a vital problem in achieving increased project performance. There is a proverb that "systems make a man perfect". On the other hand, any system runs well, when men behind the system work perfectly. Considering the existing and foreseeable PM problems or challenges, the study identified a good number of required characteristics or qualities of the project managers that would help achieve effective project performance. The study categorized the identified required qualities of the project managers into Ethical, Administrative, Leadership and Other qualities (EALO-Qualities/Criteria). Again, considering the number of respondents supported the project managers to have such qualities and their measured rate of importance, the required qualities have been categorized into the most important, very important and important ones, which are as follows :

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

- (a) Transparent and accountable, (b) Skilled in project implementation, (c) Thorough knowledge on required rules, regulations and procedures, (d) Sincerity, honesty, neutrality and fairness in all actions and decisions, (e) Thorough knowledge on concerned project document, (f) Quick decision making power, (g) Professionalism, (h) Interactive and pro-active, (i) Self-

confident, (j) Knowledgeable, (k) Capable of working in groups/teams and (l) Competing attitudes.

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

(a) Creative/innovative, (b) Committed, (c) Punctuality, (d) Lawfulness, (e) Willingness to delegate powers and authority, (f) Appraise good performance, (g) Patriotism and loyalty, (h) Rational and logical, (i) Pro-people, (j) Effective negotiator, (k) Effective communicator, (l) Courageous, energetic and hardworking, (m) Patience/tolerance, (n) Freely accessible and (o) Firm religious beliefs/values.

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

(a) Friendly, free, open and broad minded, (b) Gender neutral, (c) Knowledge on IT, (d) Freely accessible, (e) Enabling, (f) Smart, (g) Pro-active, (h) Respects to others (people and subordinates), (i) Amiable, polite, courteous and social, (j) Co-operative/supportive and (k) Customer-oriented.

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

4.0 Policy Suggestions and Conclusion

The traditional ways of managing development projects do not guarantee any success, rather with the world changing more and more quickly and the society getting more and more complex, they will eventually guarantee the failure (Newbold, 1988, p. xxi). In fact, the problems are widely regarded as so intractable and inevitable that they

are treated as accepted parts of the reality. However, the study suggests a number of measures for resolving the PM problems as follows :

4.1 Policy Measures Suggested for Combating PM Problems

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

- All agencies concerned are to develop and maintain a good relationships/linkages with other agencies concerned and pursue the matters creating any sort of dysfunctional impacts on project implementation personally.
- Ministry of Finance should create an incentive based salary structure for PDs and other project personnel for attracting appropriately skilled, experienced and efficient personnel.
- Visits to project sides for monitoring, supervising and overseeing project performance should not be taken as a pleasure trips by the concerned officials.
- Initiating/Executing Agency must outline the required knowledge, skills, experiences, qualifications, levels/positions and other qualities of the potential PDs, other project personnel and consultants (if required) in the project documents appropriately.
- Training Institutes should be strengthened for most effective PM training, create platforms and conduct regular research for assimilation and dissemination of real life situations and outcomes respectively.
- ERD has to be activated and more skilled, efficient, pro-active, patriotic personnel should be appointed, it should involve Sponsoring Ministry and Initiating/Executing Agency for effective aid negotiation, for accelerating appropriate agreements and for time-bound fulfillment of conditionalities and has to devise a strong follow-up plan for the purposes.
- Initiating/Executing Agency must prepare, plan, design and appraise projects with appropriate flexibility for avoiding frequent amendments during implementation and Sponsoring Ministry, Planning Commission and IMED are to provide required technical support and extend expertise for the purposes.
- Concerned agencies must stop flowing funds for unapproved projects in the years to come.
- Ministry of Establishment and Sponsoring Ministry should follow the EALO-criteria for selecting PDs/PMs and other project personnel.

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

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- Initiating/Executing Agency is to develop, Sponsoring Ministry is to ensure and IMED is strictly monitor implementation of appropriately designed yearly plan of project activities.
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- Ministry of Finance should delegate more financial and administrative powers and authority to Sponsoring Ministry and PDs ensuring required accountabilities.
- Ministry of Finance and Planning Commission should delegate Sponsoring Ministry full powers of releasing all quarterly funds allocated in ADP based on the merits of the projects undertaken.
- The concerned agencies are to simplify land acquisition processes and to ensure appropriate compensation, rehabilitation and settlement. Local MPs are to be involved in evacuation process. The whole activities to this end to be considered as pre-investment functions of projects.

4.2 Conclusion

Project management is not a free-lance fishing ground of a flying-bird but a professional job that requires very specialised skills, knowledge, abilities, commitments and certain Ethical, Administrative, Leadership and Other (EALO) qualities identified in the study. Moreover, effective PM depends upon many internal and external forces and environment, which have also been identified in the study as incoherence in time-series national plans, major PM and PEAST problems and their concurrent SKART managerial competencies. The study has also suggested a number of policy measures based on those incoherence, problems and competencies. Effective implementation of all these requires to develop an appropriate framework, which shall be dealt latter on in another forthcoming article. Adoption of such framework might bring a paradigm shift in PM systems functions and as a result increased project performance might be achieved.

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