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Development Of Standard Project Management System For Sustainable Development In Bangladesh

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ABSTRACT

Project Management is a complex issue and it depends on multi factors. It changes case by case nature, situations, conditions etc. The management process of a project or a program or a portfolio of different nature may be different, but there are some guiding principles that always should be followed. Project Management depends on locality, skills of project personnel, availability of resources, stakeholder's interest etc. Sustainable development is an integral part of project management. Project sustainability is desired by all. Corporate sustainability initiatives performed by many organizations can be viewed as only paying lip service. Often, philanthropic activities are provided in order to do "good" for society. Seriously considering sustainable development (SD) principles means integrating these principles into services, products, and processes. Although SD is sometimes considered a fad, here SD is perceived as a new management paradigm, which aids in coping with the complexity and dynamics of organizations. SD as a new management paradigm is also of relevance for temporary organizations (i.e., for projects and programs). The SD principles, namely economic, ecologic, and social-oriented; short-term, mid-term, and long-term-oriented; local, regional, and global-oriented; as well as values-based, can be considered in the project initiation process and in the project management process in order to improve the quality of these processes, and by this, indirectly the quality of the project results. The mission of the Bangladesh is to ensure sustained economic growth, environmental protection and social justice which implies improvement of livelihood options of the people, reduction of poverty; ensuring wise use of natural resources, good governance and people's participation. Bangladesh is especially vulnerable to climatic risks due to its "combination of frequent natural disasters, high population density, poor infrastructure and low resilience to economic shocks". For sustainable development, to fight against many natural disasters, governments as well as many national and international Non-Government Organizations (NGOs) take initiatives to launch many projects every year. Immediately after liberation, the major portion of the industries was nationalized and brought under the direct management of the government. Since inception government of Bangladesh felt an urgent need for a planned and rapid development in an attempt to solve economic and social problems. Consequently, the public sector investments have been playing a dominating role in the economic development of the country. Although, political changes in the mid-seventies brought about changes in favor of private sector, the role of public sector development until now remains dominant. Project Management in a Sustainable way is a great challenge for any public sector development works. In this research work emphasizes is given on public funded project. Some recommendation has been made examining existing project management process. Sustainability issues have been analyzed to integrate in project management processes. This study aims to study planning and managing process of development projects in a Sustainable way in Bangladesh. It unravels the institutional inadequacies and challenges in planning and managing procedure. 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. 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.

Keywords: *Project management, sustainability, sustainable development, project, CSR*

INTRODUCTION

Bangladesh is a least developed country. It has a huge population compare to limited land and resources. At present, total population is around 16 cores and total land area is 147570 sq. km. Population density is around 1085 per square kilometer. Bangladesh becomes independent in 1971. Since then, its economy advances remarkably- although several political unrests occurred. Presently, Private Sector is doing well in the whole economy. But Public sector is dominant in infrastructure development field. Every year, the government as well as many NGO invests huge money to develop infrastructure. Bangladesh is a Labor intensive country. But skills level is not up to the mark. Thus, Project management in an effective way is a great challenge for both public and private sector management field. Project management is complex in nature. It changes in case by case. But there are some common features in all project management system all over the world. Infrastructure Project implementation in Bangladesh is little bit difficult due to some natural hazards like- flood, drought, heavy rainfall, Cyclones etc. Bangladesh Government oversight it's project management system through ministry of planning. It has some guidelines to manage a public sector project or program or portfolio. Private sector project management is more efficient compare to public sector project management in Bangladesh. Funding system, personal skills and corruption level create this difference. Sustainable development is a concern issue all over the world. Several convention already been arranged to address the issue. It implied mainly on economic sustainability, social sustainability, environmental sustainability and technical sustainability.

In Project, program or portfolio management system sustainability measure should be considered carefully. Without sustainability measures no endeavor will success. In Project management process, sustainability issues should be incorporate or integrate so that ultimate Project successes can be achieved. Now in Bangladesh, this issue is little practices in a Project management Process-except big Projects. Both Public and Private sector should analyze the issue and should design Project accordingly. It should be built-in in any management system. 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.

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. 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. Overall, The Project management is a board issue. It is not possible to determine a universal management system for all kinds of Project. In this research work, Public Fundable Project management Processes has been given more emphasizes-in Bangladesh perspective.

OBJECTIVE OF THE STUDY

The objectives of the Research are as follows:

1. To identify existing project management system of Bangladesh.
2. To identify constraints that influence project management in Bangladesh
3. To induce Sustainability issues in all project management system in Bangladesh
4. To develop an effective project management system of Bangladesh.

METHODOLOGY OF THE STUDY

The research method of documentary analysis has been used in this study. It required a thorough probe into various reports, documents relating to development projects. These documents were collected from the relevant authorities. Much useful qualitative information was collected from the planners, policy makers and the personnel responsible for the project implementation by interviewees. All possible care has been taken in recording various information and views from different relevant sources. All available literature and studies on the subject were reviewed. In addition, some actual project cases are also studied, which gave some insight to the problems and issues relating to project implementation in Bangladesh. The research has undertaken within a framework of (a) Primary Sources, and; (b) Secondary Sources.

Primary Sources: A number of short field visits has been undertaken to develop further knowledge in specific areas on the basis of information gathered through the desk review and the questionnaires. During the field visits, meetings have been organized with key stakeholders to discuss issues, address gaps and explore possibilities for further collaboration.

Secondary Sources: The research work has conducted to establish a baseline of available public information. It took account of studies, annual reports, publication on international Journals and other relevant documentation produced by governments, academic and research institutions. The assessment of Economics of Project Management is based on questionnaire. Information gathered was organized in such a manner to allow the sharing of data within a specific control and validation system.

RESULTS AND DISCUSSION

The results obtained from the studies are presented and interpreted here as per objectives.

Table 1: Designation of the Respondent

Designation of Respondent	Frequency	Percent
Assistant Manager	16	12.4
Chief Designer	18	14.0
Deputy Director	2	1.6
Director	3	2.3
Field Engineer	20	15.5
General Manager	15	11.6
Instructor	9	7.0
Manager	19	14.7
Managing Director	2	1.6
Project Director	2	1.6
Senior Assistant Eng	6	4.7
Software Engineer	6	4.7
System Engineer	7	5.4
Water Resource Eng	4	3.1
Total	129	100.0

Designation of the Respondent has described in the above table. From the result it was found that 16 respondents were Assistant Manager, 18 respondents were Chief Designer, 2 respondents were Deputy Director, 3 respondents were Director, 20 respondents were Field Engineer, 15 respondents were General Manager, 9 respondents were Instructor, 19 respondents were Manager 2 respondents were Managing Director, 2

respondents were Project Director, 6 respondents were Senior Assistant Engineer, 6 respondents were Software Engineer, 7 respondents were System Engineer and 4 respondents were Water Resource Engineer.

Table 2: Educational Qualification of the Respondent

Educational Qualification	Frequency	Percent
B. Sc. Engineering (Civil)	57	44.2
B. Sc. Engineering (Computer)	31	24.0
B. Sc. (Mechanical)	21	16.3
B. Sc. (Electrical)	20	15.5
Total	129	100.0

Educational Qualification of the Respondent has shown in the above table. From the result it was found that 57 respondents had completed B. Sc. Engineering (Civil) degree, 31 respondents had completed B. Sc. Engineering (Computer), 21 respondents had completed B. Sc. (Mechanical), 20 respondents had completed B. Sc. (Electrical).

Table 3: Field of Experience of the Respondents

Field of Experience	Frequency	Percent
Building, Bridge, Hosp	23	17.8
Business, Textile	13	10.1
Construction	21	16.3
Electro Mechanical	19	14.7
Manufacturing and Power	17	13.2
Power sector	5	3.9
Real Estate	13	10.1
Software development	18	14.0
Total	129	100.0

Field of Experience of the Respondents has shown in the above table. From the result it was found that 23 respondents had experience on Building, Bridge, Hospital, 13 respondents had experience on Business, Textile, 21 respondents had experience on Construction, 19 respondents had experience on Electro Mechanical, 17 respondents had experience on Manufacturing and Power, 5 respondents had experience on Power sector, 13 respondents had experience on Real Estate, 18 respondents had experience on Software development.

Table 4: Duration of Job experience of the Respondents

Duration	Frequency	Percent
1-5 Years	17	13.2
6-10 Years	40	31.0
11-15 Years	26	20.2
16-20 Years	11	8.5
21 and Above	35	27.1
Total	129	100.0

Duration of Job experience of the Respondents has show in the above table. From the result it was found that 13.2 % respondents had 1-5 Years job experience, 31.0 % respondents had 6-10 Years job experience, 20.2 % respondents had 11-15 Years job experience, 8.5 % respondents had 16-20 Years job experience, 27.1 % respondents had 21 and Above job experience

Table 5: Age of the respondent

Age group	Frequency	Percent
21-25 Years	17	13.2
26-30 Years	6	4.7
31-35 Years	36	27.9
36-40 Years	9	7.0
41-45 Years	24	18.6
46-50 Years	25	19.4
51 and Above	12	9.3
Total	129	100.0

Age of the respondent has show in the above table. From the result it was found that 13.2 % respondents were age group21-25 Years, 4.7% respondents were age group26-30 Years, 27.9% respondents were age group31-35 Years, 7.0% respondents were age group36-40 Years, 18.6% respondents were age group41-45 Years, 19.4% respondents were age group46-50 Years, 9.3% respondents were age group 51 and above.

Table 6: Project management is a complex issue

Respondents' opinion	Frequency	Percent
Agree	129	100.0

Whether Project management is a complex issue has shown in the above table. From the result it was found that 100% i.e. all the respondents replied that Project management is a complex issue

Table 7: Project Management is software based

Respondents' opinion	Frequency	Percent
Agree	25	19.4
Disagree	75	58.1
No comments	29	22.5
Total	129	100.0

Whether Project Management is software based has shown in the above table. From the result it was found that 19.4 % respondents were agreed, 58.1% respondents were disagreed, and 22.5% respondents replied no comment

Table 8: Private sector project management is more efficient

Respondents' opinion	Frequency	Percent
Agree	117	90.7
Disagree	12	9.3
Total	129	100.0

Whether Private sector project management is more efficient has shown in the above table. From the result it was found that 90.7% respondents were agreed that Private sector project management is more efficient. On the other hand 9.3% respondents were disagreed that Private sector project management is more efficient.

Table 9: What type of Project Management decision making system now in Bangladesh

Respondents' opinion	Frequency	Percent
Top-bottom approach	118	91.5
Both way approach	11	8.5
Total	129	100.0

What type of Project Management decision making system now in Bangladesh has shown in the above table? From the result it was found that 91.5% respondents replied that Top-bottom approach decision making Project Management system is going on now in Bangladesh. On the other hand 8.5% respondents replied that both way approach project management system is going on in Bangladesh.

Table 10: What steps are now following in Bangladesh for a public funded project Management

Steps	Frequency	Percent
Planning-Executing-Closing	31	24.0
Initiating-Planning-Executing-Monitoring-Closing	91	70.5
Others	7	5.4
Total	129	100.0

What steps are now following in Bangladesh for a public funded project Management have shown in the above table From the result it was found that 24.0 % respondents replied that Planning-Executing-Closing steps are now following in Bangladesh for a public funded project Management, 70.5% respondents replied that Initiating-Planning-Executing-Monitoring-Closing steps are now following in Bangladesh for a public funded project Management and 5.4% respondents replied that others steps are now following in Bangladesh for a public funded project Management.

Table 11: Who play the vital role in standard project management system?

Persons	Frequency	Percent
Stakeholders	26	20.2
Project managers	103	79.8
Total	129	100.0

Who play the vital role in standard project management system has shown in the above table. From the result it was found that 20.2% respondents replied that stakeholders play the vital role in standard project management system

Table 12: Which is the main constraint for effective project management in Bangladesh for public funded project?

Main constraints	Frequency	Percent
Bureaucratic complexity	13	10.1
Political intervention	37	28.7
Insufficient funds	12	9.3
Inefficient manpower	67	51.9
Total	129	100.0

Which is the main constraint for effective project management in Bangladesh for public funded project? From the result it was found that 10.1% respondents replied that Bureaucratic complexity is the constraint for effective project management in Bangladesh for public funded project, 28.7% respondents replied that Political intervention is the constraint for effective project management in Bangladesh for public funded project, 9.3% respondents replied that Insufficient funds intervention is the constraint for effective project management in Bangladesh for public funded project and 51.9% respondents replied that Inefficient manpower is the constraint for effective project management in Bangladesh for public funded project

Table 13: Upon what the project success depends?

Project Success factors	Frequency	Percent
Cost effectiveness	36	28
Time bound	31	24
Quality assurance	62	48
Total	129	100

Upon what the project success depends? From the result it was found that 28 % respondents replied that project success depends upon Cost effectiveness 24% respondents replied that project success depends upon Quality assurance 48%% respondents replied that project success depends upon Quality assurance.

Table 14: Which is Vital for a Successful Project Management

Factors for Successful Project Management	Frequency	Percent
Transparency	56	43.4
Quick decision making	29	22.5
Close monitoring	13	10.1
Effective rules and regulations	31	24.0
Total	129	100.0

Which is Vital for a Successful Project Management? From the result it was found that 43.4% respondents replied that Transparency is Vital for a Successful Project Management 22.5% respondents replied that Quick decision making is Vital for a Successful Project Management, 10.1% respondents replied that close monitoring is Vital for a Successful Project Management and 24.0% respondents replied that is Vital for a Successful Project Management.

Table 15: A Project manager should have sufficient project management knowledge

Respondents' opinion	Frequency	Percent
Agree	91	70.5
Disagree	38	29.5
Total	129	100.0

Respondents were asked whether Project manager should have sufficient project management knowledge. From the result it was found that 70.5% respondents were agreed in this matter and 29.5% respondents were disagreed in this matter.

Table 16: Do you think existing government rules and regulations are enough for effective project management system in Bangladesh?

Respondents' opinion	Frequency	Percent
Agree	62	48.1
Disagree	67	51.9
Total	129	100.0

Respondents were asked do you think existing government rules and regulations are enough for effective project management system in Bangladesh. From the result it was found that 48.1% respondents were agreed with this question. On the other hand 51.9% respondents were disagreed with this question.

Table 17: Do You Think Project Management Body should be formed at national level?

Respondents' opinion	Frequency	Percent
Agree	129	100.0

Respondents were asked Do You Think Project Management Body should be formed at national level. From the result it was found that 100% respondents were agreed in this question.

Table 18: Do You Think Sustainable Development is an integral part?

Respondents' opinion	Frequency	Percent
Agree	103	79.8
Disagree	26	20.2
Total	129	100.0

Respondents were asked Do You Think Sustainable Development is an integral part. From the result it was found that 79.8% respondents were agreed with this question. On the other hand 20.2% respondents were disagreed with this question.

Table 19: Do you think sustainable Development is now Considered in all public

Considerations	Frequency	Percent
Considered in all public funded projects	11	8.5
Considered in all public and private funded projects	69	53.5
Considered in a few public and private funded projects	49	38.0
Total	129	100.0

Respondents were asked do you think sustainable Development is now Considered in all public. 8.5% respondents replied that sustainable Development is considered in all public funded projects, 53.5% respondents replied that sustainable development is considered in all public and private funded projects and 38.0% respondents replied that sustainable development is considered in a few public and private funded projects.

Table 20: What is Sustainable Development at the national project management context?

Meaning	Frequency	Percent
To sustain the project objectives	26	20.2
Long term project benefit for the stakeholders	12	9.3
Sustainable project benefit in terms of economic, social & environmental	91	70.5
Total	129	100.0

Respondents were asked what Sustainable Development is at the national project management context. From the result it was found that 20.2% respondents replied that Sustainable Development is to sustain the project objectives 9.3% respondents replied that Sustainable Development is long term project benefit for the stakeholders 70.5% respondents replied that Sustainable Development Sustainable project benefit in terms of economic, social and environment.

Table 21: Where are we now regarding sustainable development?

Positions	Frequency	Percent
Little practices at national level	81	62.8
Moderate practices at national level	31	24.0
Practices in all activities at national level	11	8.5
None of above	6	4.7
Total	129	100.0

Respondents were asked where we are now regarding sustainable development. From the result it was found that 62.8% respondents replied that little practices at national level, 24.0% respondents replied that Moderate practices at national level, 8.5% respondents replied that Practices in all activities at national level and 4.7% respondents replied no comment in aforesaid opinion.

Table 22: Where do we want to go regarding sustainable development?

Actions	Frequency	Percent
We should analyze the issue in all of our development activities	45	34.9
National level policy is essential at all sector	84	65.1
Total	129	100.0

Respondents were asked where we want to go regarding sustainable development. From the result it was found that 34.9% respondents replied that we should analyze the issue in all of our development activities and 65.1% respondents replied that National level policy is essential at all sector.

Table 23: How do we get there regarding sustainable development?

Ways	Frequency	Percent
By government policy enforcement	50	38.8
By academic study at secondary and higher level	37	28.7
All of the above	42	32.6
Total	129	100.0

Respondents were asked how we get there regarding sustainable development. From the result it was found that 38.8 % respondents replied, by government policy enforcement they get idea regarding sustainable development, 28.7% respondents replied by academic study at secondary and higher level they get idea regarding sustainable development 32.6% respondents replied that they get idea regarding sustainable development from aforesaid two opinions.

Table 24: Do you think a sustainable development body should be formed?

Respondents' opinion	Frequency	Percent
Agree	129	100.0

Respondents were asked do you think a sustainable development body should be formed. From the result it was found that 100% respondents were agreed that sustainable development body should be formed.

Table 25: Do You Think Public-Private Partnership (PPP) is a good concept?

Respondents' opinion	Frequency	Percent
Agree	129	100.0

Respondents were asked do you think a sustainable development body should be formed. From the result it was found that 100% respondents were thought that Public-Private Partnership (PPP) is a good concept.

Suggestions for Improvement

A standard operating process for development planning and financing is in place in Bangladesh. However, the process is inhibited by different types of inadequacies and gaps which make it less result oriented. A few recommendations are being forwarded for consideration:

Restructure Planning Wings, Units/Branches with Appropriate Staff

An effective staff set-up at each level of the planning process has to be put in place and made functional. The Planning unit in the agency/department has to have qualified staff with adequate knowledge of project formulation, project documentation and monitoring and implementation. An earlier decision of having a Planning Wing in the ministry with a set-up of 16 staff under the leadership of a Joint Chief needs to be effectively implemented henceforth. The staff strength of the different Wings/Sectors-Divisions in the Planning Commission and IMED has to be increased. Institutional arrangement for supporting staff is also necessary for effective utilization of professional time of the officers.

Improvement in the Level of Staff Skill Involved in Planning Process

The importance of expertise and skills in planning is essential in any model. The skill level of the staff involved in planning at all levels needs to be revamped in order to undertake challenges for meeting the government's 2021 milestones of poverty reduction and other national strategies. Capacity development of the planning wing/branch at the ministry and planning unit at the implementing agency/department needs to be prioritized. Continuity in effective utilization of staff skill needs to be ensured.

Enhancement of the Ceiling of Approval authority of the Planning Minister and Line Ministers

It is important to recognize changes in a holistic manner. In line with government's recently introduced Medium Term Budgetary Framework (MTBF) system, the line ministries may be allowed to have enhanced project approval authority, subject to DPEC/ DSPEC recommendation (specially, for unapproved projects listed in the ADP). The existing approval ceiling of Planning Minister may also be enhanced from Tk. 25 crore to Tk.40 crore, of course on the basis of PEC recommendation. The planning wings in the line ministries have to be empowered to finalize decisions on fund release, recruitment of project staff and procurement of project equipment. Decisions on staffing patterns for projects have to be again kept within the purview of the Planning Commission for ensuring smooth implementation of the project.

Drastic Change in the Mind-Set

It is widely believed that a drastic change is needed in the mind-set and performance with regard to institutional roles to deliver "*public good*" in the context of the present government's commitment for a *changed tomorrow*. Being in the role of deliverer of service, the line ministries need to assume more dynamic responsibility in planning, approval and implementation of projects rather than forwarding recommendations to the Planning Commission. The Planning Commission, on the other hand, has to assume more of the advisory, coordination and oversight functions by pulling line ministries into the executive functions of project approval, renewal and extension. A new relationship dynamics has to evolve in the planning process thereby promoting an outcome-output based planning institution. A strong political steer is therefore essential for ensuring proper institutional set up for project planning, processing, implementation and evaluation.

Institution of Planning Discipline

It is recommended that government hold on to the existing consolidated planning system rather than experimentation with new models. Many different types have already been tried during the last three and half decades. It is now essential to institutionalize a firm planning model.

Revision of Existing MOAs/MOUs and Updating them

Foreign aid plays an important role in the nation's development administration. The aid flow is generally governed by broader Agreements/ Memorandum of Understandings signed between Bangladesh and donors/ development partners. Some of these MOAs/MOUs are many decades old and not in tune with the present aid mechanisms and relationships in the country. The rationale, circumstances and conditions of many of the agreements have changed over time. It is now imperative to revisit these MOAs and MOUs and have them updated in the context of twenty first century needs.

Use of ICT for e-Project Management

A sound business process has to be developed and made functional for using ICT intranet facilities in project processing by the executing agencies, line ministries and different sectors/divisions in the Planning Commission to submit project proposals, revise proposals, approval, implementation and to respond to different queries through a system of efficient communication within a decentralized framework of integrated decision making. E-procurement has already been started in limited sector but it should be in all sectors at all the time. If E-Project Management can be introduced at all level, political intervention and corruption will be reduced remarkably.

In order to implement the above mentioned recommendations, an action plan is proposed in the following tabular form-

General Strategies in the Path to Project Management for Sustainable Development:

In order to bring about sustainable development the general strategies set out are:

- Creating an economy that will have continued growth and benefit will penetrate at all level to ensure sustainable development;
- Enhance institutional capacity and bring necessary changes at institutional level as appropriate for sustainable development;
- Creating a policy and regulatory framework to create an enabling condition and support sustainable development; and
- Creating a knowledge base for sustainable development.
- Partnership between public and private organization for joint efforts in development works.

It is clear from all the discussion and research result that project management process is not universal method. It changes case by case nature. Sustainable development is desired to all. Se, sustainable project management is an urgent need to all sectors. Software based project management can fulfill some specific areas of management process but not the whole. Ultimately, project manager and related personnel performance influence the whole procedure. In Bangladesh, different software based project management process specially scheduling and data processing are practicing. E-government procurement is also practicing by different government organizations with the leadership of CPTU. But still private sector project management process is more efficient due to their uniform funding, skilled manpower, less political biasness and less corruption compare to public sector. Projects are always designed to achieve ultimate goal and objectives that relates to the beneficiaries. Thus, end beneficiaries or interested groups should have important focus throughout the management process. Ownership building of the stakeholders or local interested groups ultimately will success the project.

Based on the research result, the recommendations of the study are as follows:

1. Stakeholders specially the beneficiaries or interested group participation from the problem identification to planning, execution and closing of a project must be ensured through a transparent way.
2. All projects must be analyzed in the view of economic, environment and ecological, social and technical viability during the initiation and planning process.
3. Project manager must have sufficient technical knowledge about the project management process. Project personnel must also have specific task oriented knowledge as required for a project.
4. Rewarded system for excellent performance should be adopted. Punishment mechanism also is clearly mentioned.
5. Quick decision making mechanism should be adopted in a project management process. Decentralization of power and authorization to competent level should be practiced.
6. For successful project management, a project must be time bound, cost bound and quality bound. Uniform flow of project funds and input measures must be ensured.
7. Political intervention and corruption can be checked and balanced through continuous monitoring and evaluation mechanism.
8. Project management office (PMO) as required should be located at project areas. Information sharing at different stages of project management process with the local beneficiary or stakeholders must be ensured.
9. Ownership building of the stakeholders and future maintenance and development mechanism should be clearly mentioned in project document.
10. For capacity building a national sustainability and project management body can be set up under the ministry of planning to deliver continuous training for the purpose. Competent project management professional both in public and private sectors may register here through a standard online based examination at a designated place.
11. Public Private Partnership (PPP) Project should be encouraged by the government through a proper guideline. This will lessen the pressure on ADP cost and will increase public ownership for a particular project.
12. The timeframe for each activity of a project management process should be fixed and rigid. Project revision should be carefully avoided if possible.

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