



Assessing the Capacity of Union Parishad Personnel to Prepare and Implement Development Projects in Bangladesh

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Abstract: This paper explores the capacity of Union Parishad (UP) personnel to prepare and implement development projects at the UP level in Bangladesh. At the UP level, different types of projects related to infrastructure, roads, drainage, health, education, and so on are undertaken and implemented. The projects are undertaken under ADP in line with the five-year plan of the UP. The projects are taken for the benefit of rural development that would contribute to national development ultimately. UP gets funds as development grants from the government and also from the local government strengthening projects to implement development projects at the rural level. Therefore, effective project preparation is vital to realize the objectives that would lead to proper benefits for the local people. For this, capacity is very important to prepare a good project. On the other hand, after preparing the project and its adoption, it needs implementation efficiently and successfully, bringing better benefits to its beneficiaries at the rural localities. Hence, the capacity of UP personnel is investigated and primarily revealed that they are not competent enough to prepare development projects professionally. Even they do not know the process of preparation for development projects. They depend very much on the officials of UP and the UP officials follow the in-built traditional format. It happens due to a lack of presence of academic as well as technically qualified UP personnel at the UP level in the country. On the other hand, there is a lack of capacity-building initiatives for UP personnel from the government side. The study followed a qualitative method within a mixed-approach framework. Different types of tools used for qualitative study were employed for data collection. Finally, the study suggests, among many others, that capacity-building training programs should be organized for UP personnel.

Keywords: Union Parishad, Capacity, Project, Bangladesh

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Introduction

Bangladesh is moving fast towards development and prosperity. Overcoming the so-called brand 'bottomless basket', the country holds a sustained growth in GDP and other economic indicators, achieving the developing country status recognized by the World Bank. The country has also appeared as a 'role model' in terms of disaster management, poverty reduction, reducing child mortality, and increasing the rate of primary and secondary level enrolment, in the world community. After achieving the key goals of the MDGs, the country is now on track to achieve the global development agenda known as SDGs. The United Nations Sustainable Development Solutions Network (UN-SDSN) acknowledged it and handed over a recognition certificate SDG Progress Award- to the Prime Minister on September 21, 2021, in New York, USA (BSS, 2021).

The government of Bangladesh has already adopted the second perspective plan 2021-2041, targeting to achieve a middle-income country status by 2031 and a developed country by 2041 on the world map (GoB, 2020b). To fulfil the targets, huge projects and programs would be implemented over the next two decades. The programs and projects would be prepared and implemented at the different stages. Some would be required from the top level and some would be required from the bottom, for example, upazila and union parishad level. Consequently, capacity is a very vital issue in formulating or preparing projects efficiently. It is also essential to implement the projects effectively. So, the preparation of a good development project largely depends upon the capacity of the stakeholders involved in this process. At the same time, it is also important in the implementation phases. Therefore, it can be said that individual and institutional capacity are very crucial issues in terms of preparation and implementation of development projects.

However, capacity is the ability of individuals or organizations/institutions to perform functions successfully (Government of Yukon, 2014). And, a capacity assessment analyses the stakeholders' technical, managerial and financial capacities relevant to achieving the project's objectives (WIN, 2021).

This study would be delimited to individual capacity assessment as individual capacity is at the forefront of formulating a development project and its implementation. So, this study would focus on the individual capacity assessment in terms of the preparation of development projects and their implementation at the local level in the country.

Statement of Problem

Union parishad is the lowest unit of local government in Bangladesh (GoB, 2009). This local government body is a very important institution for local governance and

local development in the country. According to the Local Government (UP) Act 2009, the UP has been given a mandate to perform many functions at the local level in the country. Holding ward committee meetings, ward Shova, participatory budget preparation and participatory planning are major tasks of the UP. Moreover, the preparation of an annual development plan and five-year plan is another mandatory and chief task for UP in the country. Project preparation and its implementation is another central task of the UPs in the country. However, planning, budgeting and financial management are a few of the weakest areas of UP activities (Ahmed, 2010). Still, it is persisting at the local level in the country (Huq & Islam, 2020).

For example, in the fiscal year of 2020-2021, an UP under Paba Upazila of Rajshahi District spent Taka (Bangladesh currency) 1,31,84,800/-for development projects which included agriculture sector, health and sanitation, communication, education, water supply, human development, drainage and waste management and religion-based institutions (GoB, 2020a). Ahmed observed that:

'In the name of planning what had been practised so far was mainly discussion for preparing a list with a populist overtone. Some of the schemes are prioritized after the meetings, and implementation depends on the resources available to the UPs. This is called the "participatory plan and budget" of the UPs in some donor-funded project documents. In fact, there are no planning documents in the UPs with any medium and long-term visions and goals' (Ahmed, 2010).

The aforementioned discussion makes it clear that there is a lack of capacity of the personnel involved in the development project preparation and implementation at the local level in the country.

Capacity Development

National development depends largely on local development and local development covers the rural-urban development of a country. The government makes many decisions for rural-urban development. The decisions are implemented through different programs and projects across the country. For this, sometimes to bottom approach is followed and sometimes bottom to up approach is followed. Therefore, local governance has been underlined for effective project preparation and its implementation at the local level. Hence, the capacity and capacity development of individuals come first in this process.

Brown and his associates defined capacity as *"the ability to carry out stated objectives."* In the literature, it is described as a process and an outcome. Capacity develops in stages

and is multidimensional (Brown et al., 2001). According to UNDP, capacity means, *“The process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.”*(UNDP, 2021). OECD defined capacity as *“the ability of people, organizations and society as a whole to manage their affairs successfully”* (OECD, 2011).

In the field of development, the concept of *capacity development* emerged in the 1980s and became the central purpose of technical assistance in the 1990s. It is most commonly defined as *“the process by which individuals, groups, institutions and organizations improve their ability to perform functions, identify and solve problems efficiently and to understand and deal with their development need in a broader context and a sustainable manner”* (UNDP, 2005). According to OECD, *“capacity development is the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time”*(OECD, 2011). Brown and his associates observe that *“capacity building is a multi-dimensional and dynamic process. It should lead to an improvement in performance at each level and contribute to sustainability. The external environment also influences capacity building”* (Brown et al., 2001).

The foregoing sections make it clear that capacity and capacity building or development is a very important issue and it is gained through a multidimensional process. To prepare a good development project, necessary capacity is a dire need and it is also the same for the execution of projects.

Therefore, the capacity assessment would enhance the performance of the stakeholders involved in the preparation and execution of the project and realize the set objectives. According to UNDP, *“a capacity assessment is an exercise undertaken to appraise the existing capacity of an individual or collective entity to perform key functions and deliver expected results. Thus, a capacity assessment links latent capacity with performance. A capacity assessment is an integral and indispensable part of any capacity development process”* (UNDP, 2005).

At the UP level, different types of projects related to infrastructure, roads, drainage, health, education, and so on are undertaken and implemented. The projects are undertaken under ADP in line with the five-year plan of the UP. The projects are taken for the benefit of rural development that would contribute to national development ultimately. The government allocates funds for the project implementation at the local level. Besides, the UP also gets allocation from the local government strengthening project (LGSP) to implement development projects at the local level. Therefore, effective project preparation is a vital matter to realize the objectives that would lead to proper benefits to the local people. For this, capacity is very important to prepare a

good project. On the other hand, after preparing the project and its adoption, it needs implementation successfully and effectively. So, capacity is very important to prepare the project and its implementation efficiently. This is why, capacity assessment is very essential for those who are involved in this process. It is observed that UP personnel (chairman and members) and other stakeholders are involved in project preparation and implementation. So, it is needed to assess their capacity to prepare the project and its implementation at the local level in the country. It would enhance the performance of the individuals.

Objective of the Study

The main objective of the study is to assess the individual capacity of the elected chairman and members elected from both general and reserved seats in terms of project preparation and its implementation at the local level in the country. However, there are some specific objectives. These are below:

- To explore the process of development project preparation at the UP level in the country;
- To know the process of implementation of the development project at the UP level; and
- To recommend suggestions accordingly.

Methodology

Considering the research issue of individual capacity assessment of elected chairman and members of both general and reserved seats in development project preparation and implementation at the UP level-the study employed a case study method as a strategy of inquiry within the framework of a mixed-method research approach. A case study is a systematic investigation of a study, a setting of a single subject a single depository document or a specific event (Berg, 2009:31). Thus, the issue 'individual capacity' of the personnel involved in the project preparation and its implementation is considered as a case in this study. However, this study deals with 'what' and 'how' questions which is similar to Yin's argument, what stands for explanatory case study and this study is an explanatory case study (Yin, 2003). As Creswell observed a case study gives the platform to use both quantitative and qualitative research (Creswell, 2003), this study employed a mixed-method research approach. So, both quantitative and qualitative data were used in this research. The use of the case study method would

give a strength to explain how the development project is prepared and implemented at the local level in the country.

However, the elected chairmen and members from both the general and the reserved seats are considered as the UP personnel in this study. The employees recruited by the government are not considered in the study. But the secretary of UP is consulted to get official information in this regard. Therefore, this study assesses the individual capacity in terms of the preparation of development projects and their implementation at the UP level in Bangladesh.

Study Area

The study was conducted in three districts in Rajshahi division. As many as six union parishads (UPs) were selected purposively from six Upazilas of the districts. The UPs were Horogram of Paba, Mougachi of Mohonpur, Nazipur of Patnitala, Jahanpur of Dhamoirhat, Dugachi of Joypurhat sadar and Aymaraspur of Panchbibi. The area of the study is shown in the following figure 1.

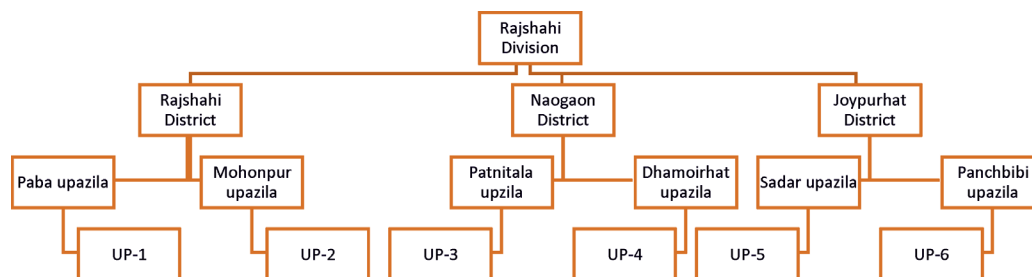


Figure 1: Study area

Sample size and sampling technique

Considering this issue-individual capacity assessment of the UP chairman and members who are considered as the UP personnel total sample size was determined following the principle of 'saturation'. It is a core principle used in qualitative research. When the researcher begins to hear the same comments again and again, data saturation will be reached. It is then time to stop collecting information and to start analyzing what has been collected (Mandal, 2018). However, the total number of respondents was 42. It consists of six chairmen, five members from the general ward and one from the reserved ward from each UP, and six secretaries of the selected UPs. The chairmen were selected purposively as there was no other option and the members were selected following the simple random sampling technique.

Data collection techniques and sources of data

Data were collected from both primary and secondary sources, and various types of data collection tools which are considered suitable for this research study were used. However, for qualitative data, in-depth interviews, key informant interviews (KII) and focus group discussions (FGDs) are considered effective tools.

However, KII and FGD sessions were conducted to collect data from primary sources. Besides, a limited questionnaire survey was also done to get an overview and to present it in a quantitative manner in the report. However, two FGD sessions were conducted and all the UP personnel were brought under KIIs in the study. Some of them were brought under in-depth interviews. For secondary data, books, journal articles, documents, newspaper reports, website reports and so forth were reviewed. The following figure 2 shows the data collection sources and techniques.

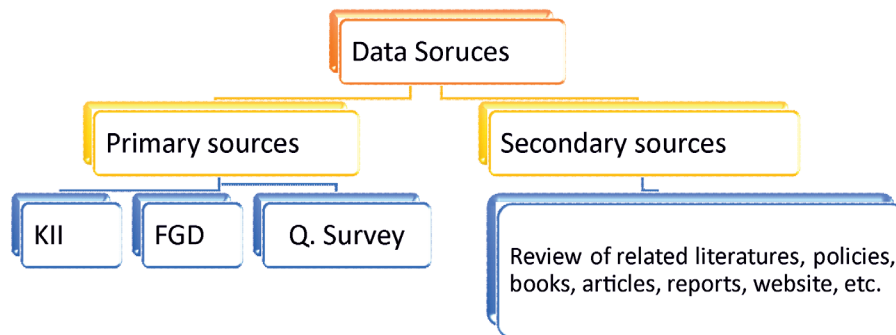


Figure 2: Data source and data collection tools

Major Functions of the UP

The UP is considered a vital national building institution. It is empowered with legal authority to perform some important activities at the local level that would ultimately contribute to national development in Bangladesh. Among the functions, some are mandatory and some are optional. According to the UP Act 2009, the functions are carried out by the 13 standing committees of the UP (GoB, 2009). According to the Act, the UP is supposed to perform a total of 39 tasks at the local level in the country. The activities can be grouped into two broad head-major and mandatory and major but optional. However, the major mandatory tasks include:

- Formation of standing committees, including one-third of committees headed by women members
- Preparation of a five-year plan

- Preparation of annual plan in line with the five-year plan
- Holding ward Sova
- Holding an open budget meeting
- Formation of `planning preparation committee`
- Preparation of `Union Planning Book`
- Taken initiatives for development projects
- Providing different certificates (birth, death certificates, trade licenses, etc.)
- Collecting holding tax

The major optional tasks include:

- Preparation of a `planning blueprint`
- Identification of project, ordering priority list
- Gathering project-related information from other government and non-government agencies
- Identification of small groups/communities based on occupation/profession in each ward.

Data Presentation and Discussion

Why should it be assessed as individual capacity? Capacity assessment would enhance the performance of the stakeholders engaged in project preparation and its implementation at different stages. At the local level, it is a very significant issue because most of the personnel engaged in development project preparation and implementation are, in most cases, not well educated in terms of project preparation and implementation. In many cases, the stakeholders are less educated at the local level. They have a lack of technical know-how to prepare and implement the development project. They depend on a traditional system. Therefore, individual capacity assessment is a very important issue for the stakeholders involved in project preparation and implementation at the local level in the country. However, capacity assessment is useful in several ways. According to UNDP, it serves to: “(i) *support policy dialogue and strategy formulation*: as a part of analytical work that precedes development investments; (ii) *contribute to the detailed design of capacity intervention strategies*: by being integrated into diagnostic work used to design development programs and projects; (iii) *enhance monitoring and evaluation*: by tracking process and progress with iterated assessments over time, thus improving capacity development program design and effectiveness; (iv) *promote institutional learning and empowerment*: as an internal learning exercise; and, (v) *advocate for reform*

and transformation: by creating interest and desire for change for the better (UNDP, 2005).

It is already mentioned in the methodology part that a total of 42 respondents were brought under this study. It consists of six chairmen, five members from the general ward and one from the reserved ward from each UP, and six secretaries of the selected UPs were consulted to know the procedure for the research issue. However, the study finds, that despite some limitations, the five-year plan and annual development plan are done in accordance with the rules of the UP. Some other routine tasks are performed traditionally. These works are performed by the UP secretary. If there is any involvement of the chairman and members, then the secretary informs them about the issues. Otherwise, he/she does it accordingly. The study explored and found that the official record shows that ward sova (ward meeting) is held as per the rules of the UP. But there is a question about the quality of the ward sova. It is revealed in the focus group discussion.

Apart from the mandatory routine tasks, the study focuses on exploring the capacity of the UP personnel in terms of development project preparation and implementation at the local level in the country. The following sections cover the issues accordingly.

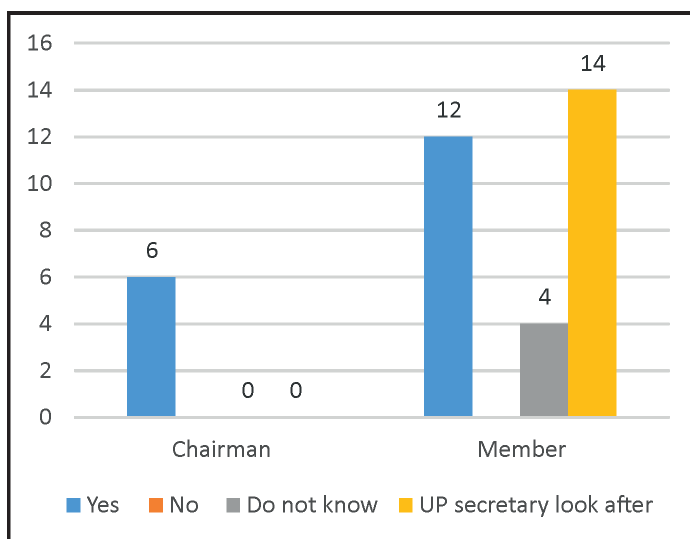


Figure 3: Formation of Planning Preparation Committee

Among many other mandatory works, the formation of a planning preparation committee is also an important task of the UP. It is the core committee in terms of preparation and implementation of development projects at the UP level in the country.

The committee is supposed to be formed and headed by a member nominated by the parishad. The UP secretary will act as the member-secretary of the committee. The departmental heads of the parishad will be the members of the committee. However, figure 3 shows that all the chairmen claimed that it was formed duly while only four members asserted, they did not know about it. On the other hand, the majority of the respondents assert that the UP secretary looks after the issue. It reveals that there is a traditional system and the members follow it traditionally.

Opinion seeking through ward sova

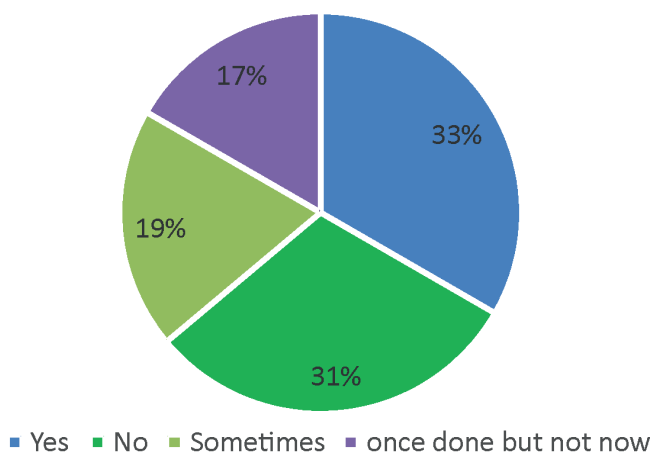


Figure 4: Status of opinion seeking through ward sova

However, the committee is supposed to maintain mass contact and seek opinions through holding ward sova. But the following figure-4 shows a mixed result in this regard. It reveals that a total of 33 per cent of the respondents claimed that it is done through holding ward Sova and mass committee by the planning preparation committee. However, 31 per cent of the respondents claimed it is not done accordingly. It also reveals that 19 per cent of the respondents assert it is done occasionally/sometimes. The interesting is that it was done earlier but it is now not happening. It describes 17 per cent of the respondents.

Project identification is another important issue in terms of project preparation at the local level in the country. In this regard, the study finds a mixed reaction (fig-5). The chairmen claimed it was done. Some members also echoed with the chairmen while the same number of the members claimed it is done sometimes. Four members asserted it had not happened while three members did not recall about it and said they do not know it. And, seven members describe that the UP secretary looks after it.

Therefore, it reveals that there is a dependency on the UP secretary on one hand and the traditional system is followed on the other hand.

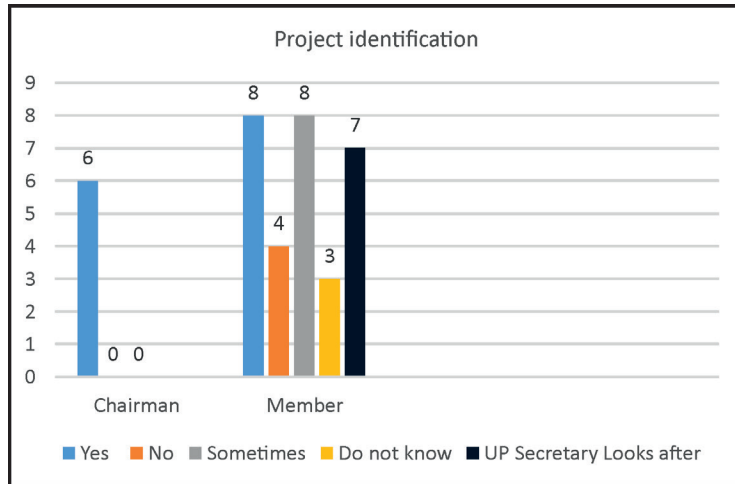


Figure 5: Project identification at the local level

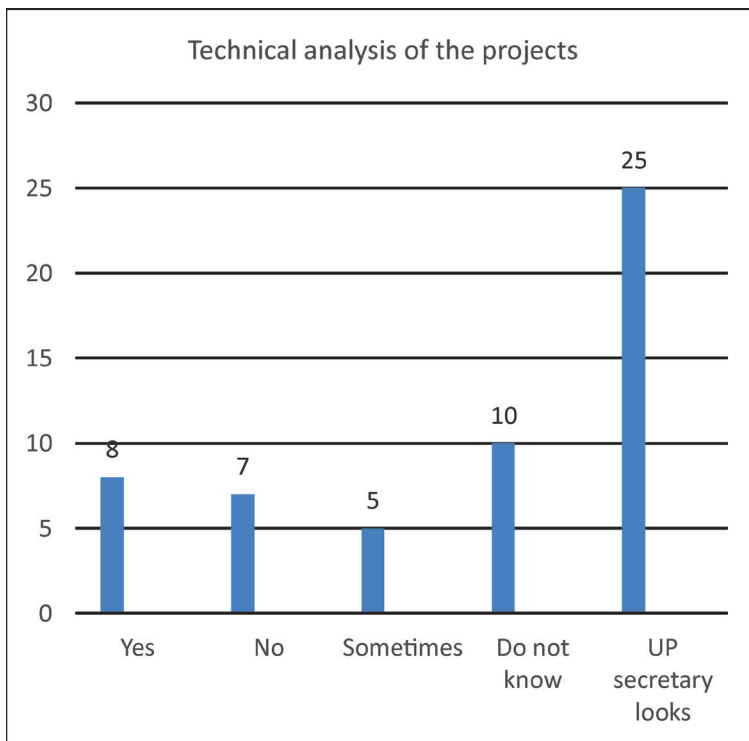


Figure 6: Status of technical analysis of the identified projects of UPs

Figure 6 shows the technical analysis status of the identified projects of the UPs. It reveals that the UP personnel are very much dependent on the UP secretary. A total of 25 respondents, almost 75 per cent of the respondents, admit it. On the other hand, about one-fourth of the respondents assert that they do not know about the technical analysis of the identified projects. Less than one-fourth (eight respondents) of the respondents claimed that it was done. However, seven respondents describe it as not done. Moreover, five respondents assert that it is done sometimes. It reveals that the process is largely dependent on the UP secretary.

Planning a blueprint for the UP is an important task. Figure 7 shows that 50 per cent of the respondents do not know about the preparation of a 'planning blueprint' for their respective UPs. Again, one-sixth of the respondents assert that it is not done. In addition, four respondents claimed that it was done sometimes while eight respondents claimed that it is done. It is interesting that more than 75 per cent of the respondents said that the UP secretary saw the issue.

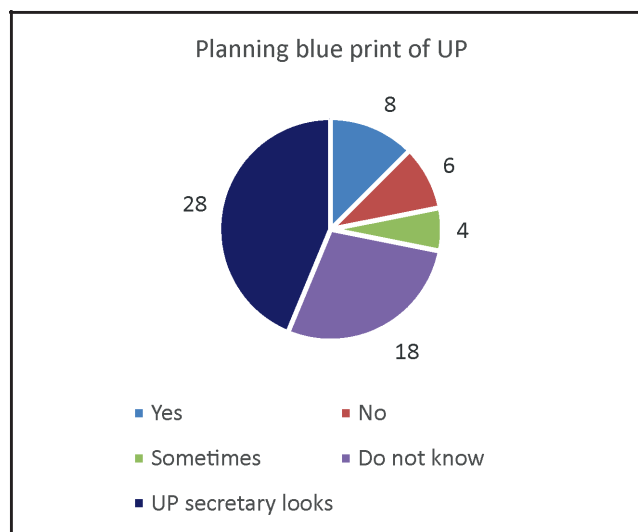


Figure 7: Preparation of UP Planning Blue Print

It is important to collect information from other government and non-government organizations about the ongoing projects. It is done to avoid over-lapping of the projects and stop misuse of resources, including funds. Figure 8 shows that it is the UP secretary who looks into the matter on behalf of the respective UP. However, it is revealed that one-sixth of the respondents claimed that it is done prior to preparing projects of the UP. But eight respondents assert that it is not done while six respondents

express it is done sometimes. On the other hand, about 45 per cent (16 respondents) of the respondents assert that they do not know about the matter. However, it is the responsibility of the respective UP to store information about the ongoing projects of the different government and non-government agencies in the UP. These projects are supposed to be considered of the UP projects.

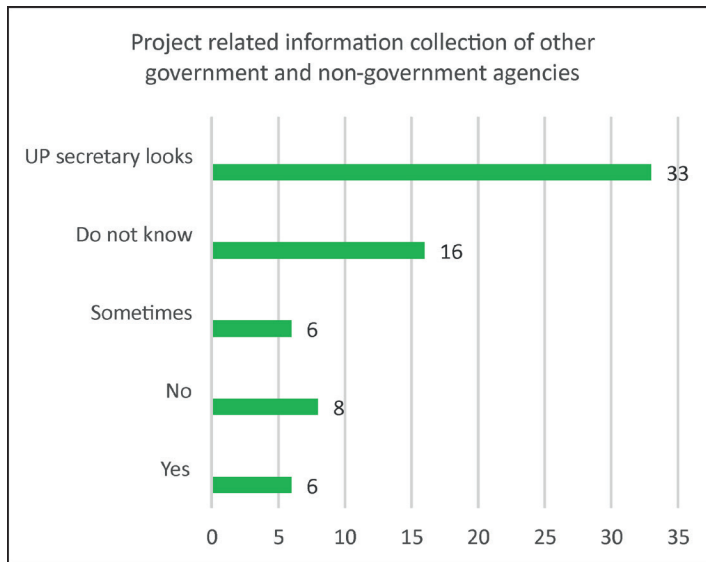


Figure 8: Status of project related information collection from other agencies

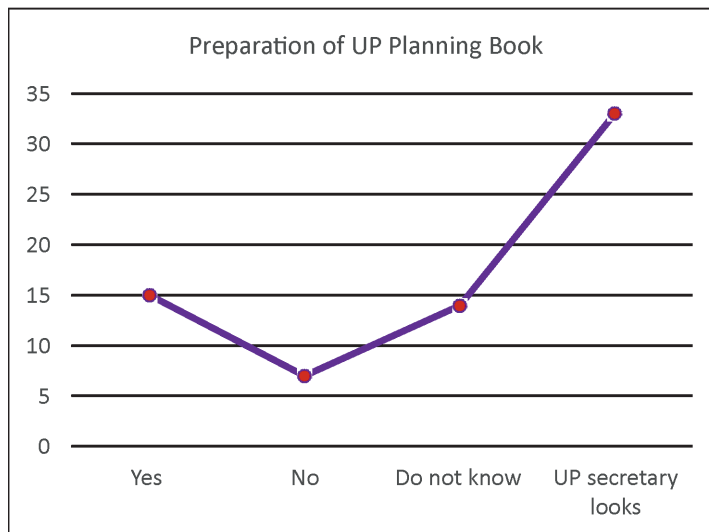


Figure 9: Preparation of UP Planning Book

The UP is supposed to prepare a UP Planning Book and it is also supposed to place before the parishad meeting of the UP at the very first. However, figure 9 reveals that about one-third of the respondents claimed that the UP planning book is prepared while a good number of the respondents claimed that they do not know about the preparation of such planning book. But most of the respondents shared that the UP secretary looks it.

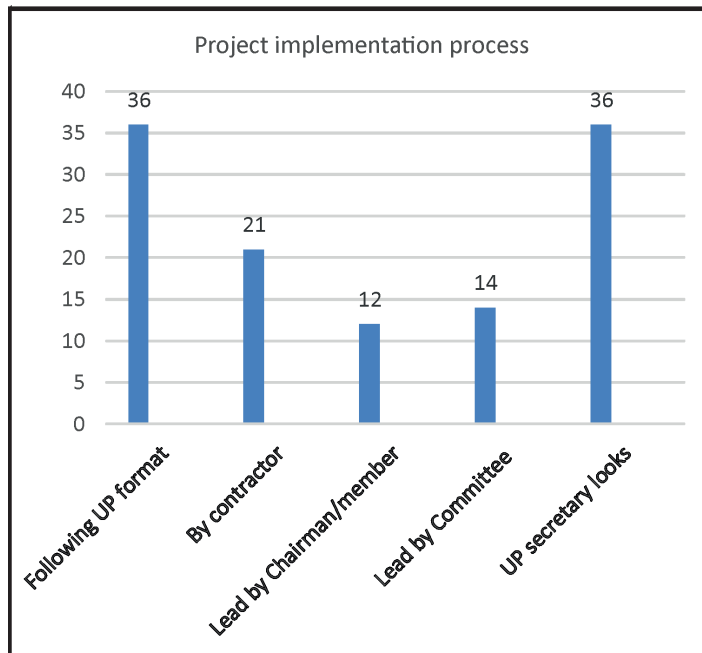


Figure 10: Project implementation process

After preparing projects, it is required to implement effectively and efficiently. It is already revealed that the projects are prepared following the format provided by the higher authority and traditional way. The figure-10 reveals that the projects undertaken by the UP are implemented following the set format. It is also revealed that the UP secretary looks after the implementation process. However, 21 respondents of the total respondents claimed that the projects are implemented by the contractors, following the rules of the UP. One-third of the respondents assert that projects are implemented and led by the chairman or members of the respective ward. On the other hand, 14 respondents say that the projects are implemented by a committee formed by the UP.

Effective implementation of the projects is a very imperative issue. The study investigates the role of UP personnel in project implementation at the UP level in the

country. Figure 11 reveals that monitoring is the visible activity by the UP personnel. All the respondents claimed that they monitor the project activities in their respective areas. Despite monitoring the project activities, a total of 15 respondents assert that they make counter-signatures of the bills submitted by the contractors and so on. On the other hand, 13 respondents said they received the work after the completion of the project. However, most of the respondents disclosed that the UP secretary looks after the project implementation matter at the UP level in the country. raining enhances the capacity of the trainees. So, it is an important matter in terms of preparing and implementing projects at the local level in the country. However, the study explores whether the UP personnel are provided training by the government in terms of preparing and implementing projects at the local level in the country. The figure-12 shows that 75 per cent of the respondents assert that training is provided while 11 per cent of the respondents say they did not get training or training is not provided to them. On the other hand, 14 per cent of the respondents did not recall about such training.

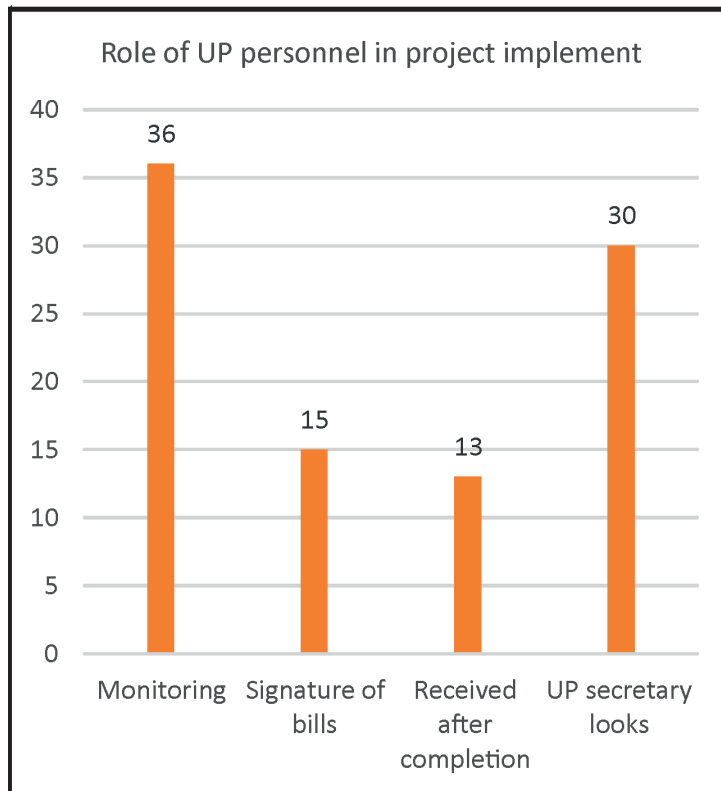


Figure 11: Role of UP personnel in projection implementation

However, the respondents were asked about the impact of such training. They replied that such type of training is not enough to enhance the capacity of the UP personnel in terms of project preparation and implementation. Figure 13 reveals that most of the respondents believe that such type of training is not enough for skill development to prepare and implement the project. It is informed that the National Institute of Local Government (NILG) provides a three-day training for the UP personnel to inform about the UP activities and its role and functions to be accomplished by the UP at the local level in the country.

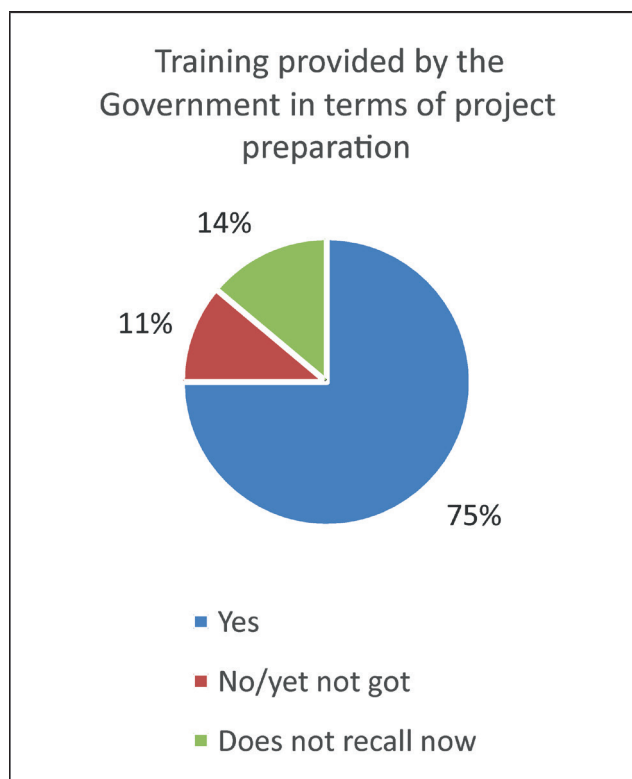


Figure 12: Training by the Govt. to prepare projects at UP level

Apart from the government-provided training, whether the UP personnel are capable enough to prepare and implement projects, the study investigates the matter. The figure-15 shows that more than two-thirds of the respondents acknowledge that they are not enough capable individually to prepare and implement projects while 50 per cent of the respondents think that they do not need individual skills or capability to prepare and implement projects at the local level as these are prepared and

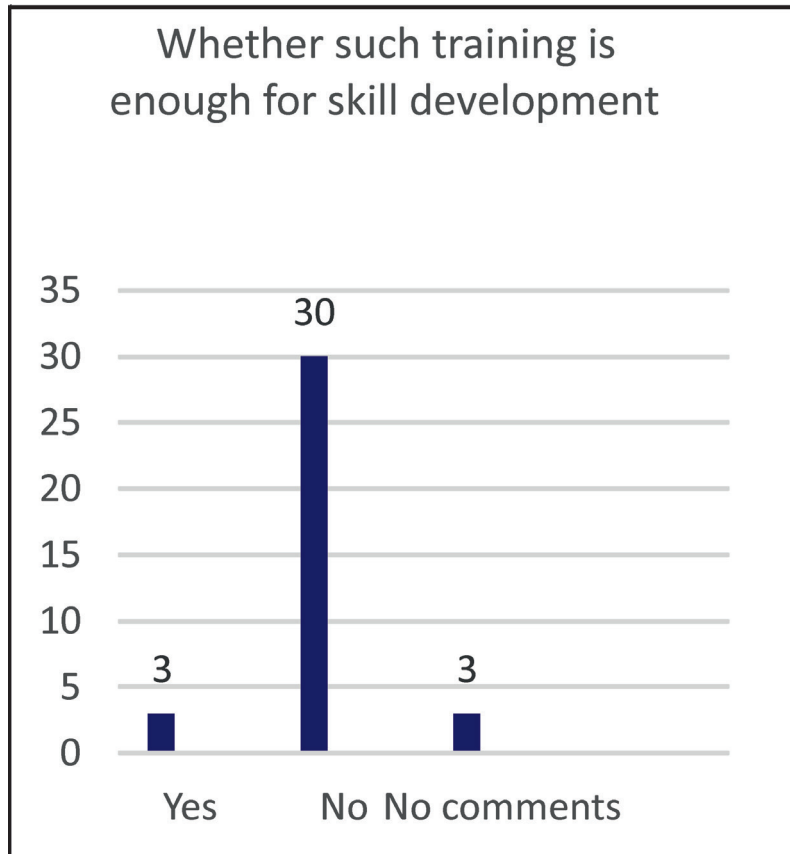


Figure 13: Whether the Govt. training is enough

implement following the set format. However, it is also disclosed that the UP secretary is responsible individual to preparing the project and monitoring or following up on the project implementation activities.

The foregoing sections present the major quantitative data for a quick understanding of the development project preparation and implementation process at the UP level. It also reveals the capacity of the UP personnel in this regard. However, the following sections present the qualitative data.

KII Data Presentation

The study brought the UP personnel under the key informant interviewees. Some of them are interviewed in-depth. The major parts of the in-depth interviews are presented below. It was already revealed earlier that the UP is supposed to perform a

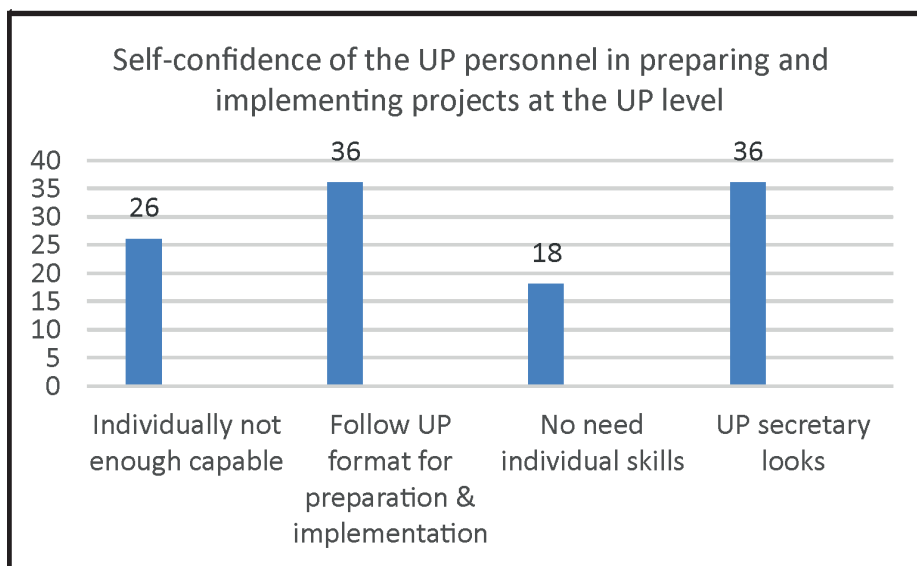


Figure 14: Self-confidence of the UP personnel in preparing and implementing projects

huge number of activities at the local level in the country. The elected chairmen are the key personnel to accomplish the activities. Capacity and efficiency are two, among many others, important factors to accomplish the activities at the UP level. However, among many other activities, development project preparation and implementation are very important for local development and ultimately contribute to national development. The quantitative data reveals that the UP personnel are not individually capable enough to prepare development projects and their implementation. However, one of the chairmen shared that:

‘We are not academically competent to prepare and implement the project. But if training is provided, we can contribute in this regard.’

On the other hand, one of the members observed that:

‘a 3-day training by the NILG is not enough to build the capacity of UP chairmen and members in terms of preparation and implementation of the project.’

Some of the interviewees emphasize that:

‘project preparation and implementation capacity is not important at the local level. The UP is not entitled to prepare a large-scale project. It has limited scope to prepare projects. In doing so, the UP is supposed to follow a set format. So, the capacity of individuals at the UP level appears less important in the context of Bangladesh. On the other hand, the UP election has become political. Consequently, political

consideration rather than capacity and competency is given priority at the UP level in the country.’

FGD Data Findings

Two focus group discussion meetings were conducted to understand the capacity of the UP personnel in terms of development project preparation and implementation at the union level in the country. Four UP personnel were invited to each FGD session. Prior to starting the discussion, they were well-informed about the discussion and confirmed that their identity shall not be disclosed by any means.

While talking to chairmen and members of the selected UPs, they shared their observations and experiences to perform their activities at the local levels in the country. Some of the participants describe that they have a planning preparation committee headed by a member nominated by the respective Parishad. In fact, the committee did nothing. Because, in most cases, all the members are advised to submit projects to the UP secretary before starting a fiscal year. It is done accordingly. *‘Sometimes these projects are discussed at the ward Sova and sometimes it is not discussed. Basically, it is the will of the chairman or the members concerned,’* one of the participants describes (FGD# 1).

In this regard, the respondents shared their experiences that once the ward Sova was a very effective instrument to collect views from mass people. Despite holding the ward Sova, now it has become an ornamental part of UP. The ward Sova has lost its importance to the mass people as the opinions and suggestions could not materialise due to a shortage of funds and other reasons. One of the members describes that when the ward Sova was introduced, it gained momentum and importance among the rural people. They can share their opinions, make suggestions, raise their demands and so on in the meetings. The meeting organizers noted the opinions. However, one of the interviewees admits that:

‘...but two years later after holding the first meeting, the mass people do not show their interest in participating at the ward sova, saying that the UP notes their opinions but they do not pay heed to their opinions. In many cases, such allegations are true. The UP cannot materialize all the demands of people at a time due to a shortage of funds and other resources (FGD # 2).

The UP secretaries of the study areas were consulted to understand the development project preparation and implementation process at the local level in the country. However, the UP secretaries describe that they do not know about the technical analysis of the projects. They are prepared as per the format provided by the higher authority

from time to time. They just follow it. The UP chairmen or members also ask them to follow the format. They admit that they do not have enough technical know-how to analyse the identified projects.

They also assert that not only project preparation but also other activities, including annual plan preparation, five-year plan preparation, budget preparation and so on are done by them. In most cases, the UP personnel just share the project title or idea or issue. Taking these ideas into consideration, they prepare projects following the format. In the implementation process, they also act as catalysts. The UP personnel just visit the sites, if required, otherwise do not. One of the UP secretaries shared that the UP personnel take advantage, if available, of the projects and other activities.

Major Findings

Lack of capacity-building initiatives from the government side. Only a 3-day training program is designed for UP chairman, member and secretary. Dhaka-based National Institute of Local Government (NILG) conducts the training program in the different venues of the country.

- Lack of enthusiasm among the UP personnel about scaling up their capacity in terms of project preparation and implementation
- The UP personnel are very much traditional in terms of performing their activities.
- The UP personnel are found less interested in innovation.
- The members elected from the reserved wards are found/considered less important in terms of project preparation and implementation.
- The UP personnel are very much dependent on the UP secretary for every activity.
- Last but not least, the UP personnel are not capable enough to prepare and implement development projects at the local level in the country.

Capacity is an important issue. It accelerates the activities to be accomplished while minimizing cost and time. The capacity of the UP personnel is also important to prepare and implement development projects at the grassroots level in the country. Imparting training to the UP personnel to enhance their capacity building in this regard. Even organizing participatory training workshops for them besides post-training evaluation and monitoring needed to be ensured by the NILG. Dependency by the UP personnel on the UP secretary should also be lessened in performing their activities at the local level in the country.

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