

Report No: AUS0001404

Assessment of Bangladesh Public Procurement System

Volume III: Appendices



June 5, 2020

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List of Documents Consulted

Name of document consulted	Document's source
Agreement on Government Procurement (GPA)	WTO, Website: www.wto.org
Annual Development Plan (ADP) 2019-20, Main and detail summary	Planning Commission, Ministry of Planning (www.plancom.gov.bd)
AFR PEDP3	Directorate of Primary Education and ADB
Anti-corruption case statistics, April 2019	Anti-corruption Commission, Segun Bagicha, Dhaka (www.acc.org.bd)
Arbitration Rules 2011	Bangladesh International Arbitration Centre, Dhaka
Audit circular, dated 8.10. 2017	OCAG website (www.cag.org.bd)
Bangladesh Development Update, 18 April 2018	The World Bank (www.worldbank.org)
Bangladesh Development Update: Towards Regulatory Predictability, 19 April 2019	The World Bank (file:///E:/MAPS%20study-WB/MAPS%20Consulted%20docs/Others/Bangladesh%20Country%20Context.pdf)
Bangladesh Country Context	The World Bank (www.worldbank.gov)
Bangladesh Country Partnership Framework	www.Bangladesh_country%20Partnership_Framework%20(CPF).PDF
Bangladesh Country Procurement Assessment Report, 11 May 2002	Report # 24144-BD, The World Bank (www.worldban.org)
Bank Policy Procurement in IPF and Other Operational Procurement Matters	The World Bank Access to Information Policy Designation Public Catalogue Number OPSVP5.05-POL.144 Issued on 7 November 2017, Effective on 1 July 2016, Last Revised on 2 November 2017
Business Ethics, practices and programs in Bangladesh: An Empirical Analysis	Md. Mahiuddin, et al. (www.Ethics%20&%20code/Business%20ethics%20BD.pdf)
Budget size 2019	Ministry of Finance, GOB (www.mof.gov.bd)
Country Snapshot: BANGLADESH, An Overview of the World Bank Group's Work in Bangladesh, October 2017	The World Bank Group (www.worldbank.org)
Code of Ethics for Audit People	OCAG, Bangladesh (www.cagbd.org)
Code of Ethics for Professional Accountants, 2009	International Ethics Standard Board for Accountants, 2005 (Revised in 2009), International Federation of Accountants, New York, USA
Consolidated statement of Development Expenditure	Ministry of Finance, GOB (www.mof.gov.bd)

Name of document consulted	Document's source
Consolidated statement of non-development expenditure	Ministry of Finance, GOB (www.mof.gov.bd)
Consolidated Budget and Accounting System (iBAS++): User Manual	Public Expenditure Management Strengthening Program (PEMS), Finance Division, Ministry of Finance, GOB
Corruption Perception Index (CPI) 2018-presentation by Md. Iftekharuzzaman, ED-Dhaka, 29 January 2019	Transparency International Bangladesh, (www.ti-bangladesh.org)
'Critical Factors That Influence E-Procurement Implementation Success in the Public Sector'	Kishor Vaidya, A. S. M. Sajeev and Guy Callender, Journal of Public Procurement, Volume 6, Issue 1 & 3, pp 70-99.
Circular on Fund Release and Bill Submission, Dated 22.05.2018	Finance Division, Ministry of Finance, GOB (www.mof.gov.bd)
Compilation of Economic Indicator 2019	Bangladesh Bureau of Statistics, Finance Division, Bangladesh Bank, Health Services Division, Security and Exchange Commission, Ministry of Primary and Mass Education, Road Transport and Highway Division, Ministry of Railway.
Data Gap Analysis of Sustainable Development Goals (SDGs): Bangladesh Perspective	www.Others/SDG-DATA-Gap-Final-Draft.pdf
Delegation of Financial Power 2016	Ministry of Finance, GOB (www.mof.gov.bd)
Disclosure of Information (Protection) Act 2011	Legislative and Parliamentary Affairs Division, Ministry of Law, Justice and Parliamentary Affairs, GOB
Developing Strategic Framework for Public Procurement Authority and e-GP Company, February 2017	A Study Report under PPRP-II carried out by the PWC under PPRP-II.
Economic Review 2019	Ministry of Finance, GOB (www.mof.gov.bd)
Economic code (old)	Ministry of Finance, GOB (www.mof.gov.bd)
FIMA calendar 2016	Financial Management Academy, Mirpur, Dhaka, Bangladesh (www.fima.gov.bd)
Guidelines for Public Private Partnership Technical Assistance Financing (PPTAF) 2012	Finance Division, MOF, Bangladesh Extra Gazette, 28 June 2012, Bangladesh Printing press, Tejgaon, Dhaka
Guidelines for Unsolicited Proposals, 2016	PPP Authority, Prime Minister's Office (PMO), Bangladesh Extra Gazette, 1 February 2018, Bangladesh Printing press, Tejgaon, Dhaka (www.pppo.gov.bd)
Government Auditing Standard, 1999	OCAG, Bangladesh (www.cagbd.org)

Name of document consulted	Document's source
Government Servant (Discipline and Appeal) Rules 2018	Ministry of Public Administration, GOB, Bangladesh Extra Gazette, 18 April 2018, Government Printing Press, Tejgaon, Dhaka
Guidelines on Preventing and Combating Fraud and corruption in P4R Financing, dated: 1 February 2012, Revised in 10 July 2015	www.worldbank.org
Guidelines for Formulation, Appraisal and Approval of Large Projects, 2010; Guidelines for Formulation, Appraisal and Approval of Medium Projects, 2010; Guidelines for Projects, 2010	Prime Minister's Office (PMO), Bangladesh Extra Gazette, 1 August 2010, Bangladesh Printing press, Tejgaon, Dhaka (www.pppo.gov.bd)
Highest Committee on Ethics for NIS	Circular # 735 of 22.5.2013 Ministry of Power, Energy and Mineral Resources, GOB
iBAS++ brochure	Ministry of Finance, GOB (www.mof.gov.bd)
Integrated Fiduciary Systems Assessment Report for Quality Learning Enhancement for All Program (Fourth Primary Education Development)	Directorate of Primary Education, GOB
Instructions to Resolution of Complaints Dated 08.10.205	Cabinet Division, GOB, (www.cabinet.gov.bd)
Implementation Completion and Result Report: Public Procurement Reform Project-II	The World Bank, Report No: ICR00004177 (www.Worldbank.org)
Local Government and Rural Development Sector Strategy Paper (SSP)	Programming Division, Planning Commission, Ministry of Planning. GOB, March 2018
Local Government and Rural Development Sector Multi-Year Public Investment Programme (MYPIP), March 2018	Programming Division, Planning Commission, Ministry of Planning. GOB, March 2018
Monthly Report on Fiscal position, 2018	Macro-economic wing, Ministry of Finance, GOB (www.mof.gov.bd)
New models for Sustainable Procurement: A Working Paper from BSR's Procurement Leadership Group, February 2018	www.bsr.org
National Sustainable Strategy 2010-2021, May 2013	General Economics Division, Bangladesh Planning Commission, Ministry of Planning (www.plancom.gov.bd)
National Priority Project Rules 2018	PPP Authority, PMO, Bangladesh Extra Gazette, 18 May 2018, Government Printing Press, Tejgaon, Dhaka (www.pppo.gov.bd)
Operating and Development budget, 2019	Ministry of Finance, GOB (www.mof.gov.bd)
Optimum procurement strategy:	Junichi Mori Fletcher School, Tufts University and

Name of document consulted	Document's source
Determinants of Parts Localization under Regional Linkage and Competition	Kenichi Ohno Vietnam Development Forum National Graduate Institute for Policy Studies
Operational code (old)	Ministry of Finance, GOB (www.mof.gov.bd)
On-line Bill Submission User Manual V3	Finance Division, Ministry of Finance, GOB (www.mof.gov.bd)
PEFA-Bangladesh PFM Performance Report June 2016	World Bank Office, Dhaka
Policy and Strategy for Public Private Partnership (PPP), 2010	Finance Division, MOF, Bangladesh Extra Gazette, 4 September 2012, Bangladesh Printing press, Tejgaon, Dhaka
"Policy for Implementing PPP Projects through Government to Government (G2G) Partnership, 2017".	PPP Authority, PMO, Bangladesh Extra Gazette, 4 September 2012, Bangladesh Printing press, Tejgaon, Dhaka (www.pppo.gov.bd)
Procurement Guidelines for PPP Projects, 2016	Prime Minister's Office (PMO), Bangladesh Extra Gazette, 16 September 2015, Bangladesh Printing press, Tejgaon, Dhaka (www.pppo.gov.bd)
Project Appraisal Document: Digitizing implementation Monitoring and Public Procurement, 29 June 2017	The World Bank
Procurement Post Review Reports	The World Bank
PROMIS report	CPTU, IMED, Ministry of Planning (www.cptu.gov.bd)
Procurement Post Review Data Sheet	The PPR 2008, CPTU, IMED, Ministry of Planning
Public procurement and disposal Act	
PPRO-II Result Report	The World Bank
Power and Energy Sector Multi-Year Public Investment Programme (MYPIP), March 2018	Programming Division, Planning Commission, Ministry of Planning. GOB, March 2018
Public Servant Act 2018	Bangladesh Parliament, Bangladesh Extra Gazette, 14 November 2018, Government Printing Press, Tejgaon, Dhaka (www.parliament.gov.bd)
Policy G2G Partnership 2017	
Practitioner's Guide to Sustainable Procurement	United nations development program procurement support office, Bureau of management one United nations plaza new York, 10017 www.undp.org/procurement
Quick Enhancement of Electricity and Energy Supply (Special Provisions) Act, 2010, Act No. LIV of 2010	Ministry of Power, Energy & Mineral Resource. Bangladesh Extra Gazette, 8 November 2016, Government Printing Press, Tejgaon, Dhaka.

Name of document consulted	Document's source
Right to Information (Disclosure of Information) Regulation 2010	Ministry of Information, Bangladesh Extra Gazette, 4 July 2011, Bangladesh Government Press, Tejgaon, Dhaka
Right to Information Act 2009	Bangladesh Parliament, Bangladesh Extra Gazette, 6 April 2009, Bangladesh Government Press, Tejgaon, Dhaka
Right to Information (Information Preservation & Management) Regulations 2010.	Information Commission, Bangladesh Extra Gazette, 3 November 2010, Government Printing Press, Tejgaon, Dhaka
Right to Information (Receive of Information) Rules 2009	Ministry of Information, Bangladesh Extra Gazette, 27 October 2009, Government Printing Press, Tejgaon, Dhaka
Seven Five Year Plan (SYP)	Bangladesh Planning Commission (www.plancom.gov.bd)
Special VAT Exemption Order for PPP projects, Dated 16.02.2016	National Board of Revenue, IRD, Ministry of Finance, GOB (www.nbr.gov.bd)
Standard Tender Document (STD), PW3	CPTU, Ministry of Planning (www.cptu.gov.bd)
Standard Tender Document (STD), PG3	CPTU, Ministry of Planning (www.cptu.gov.bd)
Sustainable Development Goals: Bangladesh Progress Report 2018	General Economics Division, Bangladesh Planning Commission, GOB (www.plancom.gov.bd)
Sustainable Procurement	CIPS, Australia
Standard Request for Proposal Document (SRFP), PS7	CPTU, Ministry of Planning (www.cptu.gov.bd)
The Anti-corruption Commission Act 2004 (Act # V of 2005)	Legislative and Parliamentary Affairs Division, Ministry of Law, Justice and Parliamentary Affairs, GOB (http://www.lawjusticediv.gov.bd/)
The Anti-Corruption Commission Rules 2007 SRO No. Law-32/2007, Dated: 29.03.2007	Anti-corruption Commission, Segun Bagicha, haka (www.acc.org.bd)
The Comptroller and Auditor General (Additional Functions) Act 1974 (Act No. xx1v 0of 1974)	Legislative and Parliamentary Affairs Division, Ministry of Law, Justice and Parliamentary Affairs, GOB (www.cagbd.org)
The Contract Act, 1872 (Act No. IX of 1872)	Ministry of Law, GOB
The CGA Act 1974	OCAG, Bangladesh (www.cagbd.org)
The Criminal Law Amendment Act 1958 (Act # XL of 1958)	Legislative and Parliamentary Affairs Division, Ministry of Law, Justice and Parliamentary Affairs, GOB (http://www.lawjusticediv.gov.bd/)
The Draft Bangladesh Public Procurement Authority Act (BPPA)	CPTU, IMED, Ministry of Planning, GOB

Name of document consulted	Document's source
The e-Government Procurement (e-GP) Guidelines, 2011	Ministry of Planning, CPTU, IMED, Extra Gazette, 15 February 2011, Government Printing press, Tejgaon, Dhaka
The Arbitration act 2001	
The Government Servants (Conduct) Rules, 1979.	Cabinet Secretariat, Establishment Division, Bangladesh Gazette, Extraordinary, dated the 18th May, 1979.
The Public Procurement Act 2006	www.cptu.gov.bd
The Competitive Act 2012,	Bangladesh National Parliament, 21 June 2012, Government Printing Press, Dhaka
The Public Procurement Rules 2008	www.cptu.gov.bd
The Procurement guidelines for PPP projects	PPP Authority, PMO, GOB (www.pppo.gov.bd)
The Public Procurement Audit Manual	OCAG, Bangladesh (www.cagbd.org)
The Public Financial Management System of Bangladesh-Key elements from a Financial Management Perspective, June 2018	Asian Development Bank (ADB) (www.adb.org)
The Public Private Partnership Act 2015	Prime Minister's Office (PMO), Bangladesh Extra Gazette, 16 September 2015, Bangladesh Printing press, Tejgaon, Dhaka (www.pppo.gov.bd)
The Code of Criminal Procedure, 1898 (Extracts), Act No V of 1898	www.Corruption%20related/The Code of Criminal Procedure 1998.pdf
The Evidence Act 1872, Act # 1 of 1872	Legislative and Parliamentary Affairs Division Ministry of Law, Justice and Parliamentary Affairs, GOB (www.lawjusticediv.gov.bd)
The Penal Code 1860, Act # XLV of 1860	Legislative and Parliamentary Affairs Division Ministry of Law, Justice and Parliamentary Affairs, GOB (www.lawjusticediv.gov.bd)
User manual of Budget Execution, Vol-I to V	Public Expenditure Management Strengthening Program (PEMS) Ministry of Finance, GOB (www.mof.gov.bd)
UNCITRAL model Law	UNCITRAL secretariat, Vienna International Centre, P.O. Box 500, 1400 Vienna, Austria, www.unciral.un.org
UNCAC Article 9	
User manual of Budget Execution, Dev. Vol-V	Ministry of Finance, GOB (www.mof.gov.bd)
Whistle blower protection Act 2011	Ministry of Law, GoB

List of Stakeholders Consulted

Government Officials

Sl.	Name	Designation	Organization
Implementation Monitoring and Evaluation Division (IMED)			
1	Abul Mansur Md. Faizullah, ndc,	Secretary	IMED
Central Procurement Technical Unit (CPTU)			
2	Md. Ali Noor	Director General (Additional Secretary)	CPTU
3	Shish Haider Chowdhury	Director	CPTU
4	Md. Aziz Taher Khan	Director	CPTU
5	Masud Akhter Khan	Director	CPTU
6	Md. Nur Ahmed	Director	CPTU
7	Md. Shamimul Haque	Director	CPTU
8	Md. Mosharraf Hussain	Sr. System Analyst	CPTU
9	Md. Mahfuzur	Deputy Director	CPTU
10	Moushumi Habib	Deputy Director	CPTU
11	Md. Salah Uddin	Deputy Director	CPTU
12	AKM Fazlul Karim	Procurement Reform Implementation Advisor	CPTU
13	Md. Mosta Gausul Hoque	Principal Project Management Consultant	CPTU
14	Shafiul Alam	Sr. Communications Consultant	CPTU
15	Ashfakul Islam	Sr. e-GP Management Consultant	CPTU
16	Mohammad Hafizur Rahman	Sr. Programmer	CPTU
17	Asad Ibne Moin	Security Assurance Consultant	CPTU
18	Md. Mr. Mohammad Asadul Hoque	System Analyst	CPTU
19	Md. Mr. Mohammad Asadul Hoque	System Analyst	CPTU
20	Mohammad Ariful Islam	System Analyst	CPTU
21	Mr. Nazmul Islam Bhuiyan	Deputy Team Leader, e-GP O&M Firm	CPTU
Review Panels			
1	Md. Enamul Kabir	Chairperson	CPTU
2	M. Shamsul Huq	Chairperson	CPTU
3	Abu Alam Chowdhury	Member	CPTU
4	Md. Shamsul Alam	Member	CPTU
5	Shamsun Nahar Begum	Rtd. District Judge/Member	CPTU
6	Mir Md. Awlad Hossain	Rtd. District Judge/Member	CPTU
7	Dewan Sultan Ahmed	Member	CPTU
8	Belayet Hossain	Rtd. District Judge/Member	CPTU

Sl.	Name	Designation	Organization
9	Jagadish Chandra Barman	Member	CPTU
MAPS Committee			
1	Md. Hasan Sarwar	Director	PPPA
2	Tahsin Monabil Haq	Deputy Director	ACC
3	Md. Mahfuzul Hoque	Deputy Director	BREB
4	Md. Monirul Islam	Director	BWDB
5	Md. Ahsan Habib	Executive Engineer	RHD
6	Md. Abdus Sattar	Executive Engineer	LGED
7	Mojibur Rahman	Deputy Chief	MOHFW
8	Md. Zehshan Islam	Director General	IMED
9	Mehedi Hayat Abbasi	Additional CGA	CGA
10	Md. Morshed Hossain	Additional Deputy CAG	OCAG
Office of the Comptroller and Auditor General (OCAG)			
1	Mohammad Muslim Chowdhury	Comptroller and Auditor General	OCAG
2	Dr. Shymal Kanti Chowdhury	Deputy Comptroller and Auditor General	OCAG
3	Md. Mahbubul Haque	Deputy Controller and Accountant General	OCAG
4	Md. Shariful Islam	Additional Deputy Controller and Accountant General	OCAG
5	Mst. Maksuda Begum	Additional Deputy Controller and Accountant General	OCAG
6	Khna Muhammed Ferdous Hasan	Director General, Railway Audit	OCAG
Anti Corruption Commission (ACC)			
1	Muhammed Dilwar Bakht	Secretary	ACC
Finance Division (FD), Ministry of Finance			
1	Md. Habibur Rahman	Additional Secretary	FD
Certified National Procurement Trainers			
1	Mr. Md. Abdur Rahim	Executive Engineer	LGED
2	Mr. Khondoker Liaquat Ali	Procurement Specialist	DOF
3	Mr. Md. Ali Akbar Patwary	National Procurement Trainer	CPTU
4	Mr. Md. Mosharraf Hussain	Senior System Analyst	CPTU
5	Dr. Mohammed Abu Bakar siddique	Procurement Specialist	UGC
6	Ms. Nishat Noman	Executive Engineer	RHD
7	Mr. Md. Ahsan Habib	Executive Engineer	RHD
8	Mr. Munir Siddiquee	Senior Procurement Consultant	DNCC
9	Mr. Partha Pradip Sarkar	Program Manager	LGED
10	Ms. Sonia Nowrin	Senior Assistant Engineer	LGED
11	Mr. Md. Abdul Aziz	Senior Assistant Engineer	LGED
12	Mr. Shah Eyamin-Ul Islam	Executive Engineer	PWD
13	Mr. Kazi Forrukh Ahammed	Director	DRA

Sl.	Name	Designation	Organization
14	Mr. Salek Mahmud	Superintending Engineer	DPDC
15	Mr. Shish haider Chowdhury	Director	CPTU
16	Mr. Md. Aknur Rahman	Deputy Director	CPTU
17	Mr. Faruque Hossain	Director General	CPTU
Local Government and Engineering Department (LGED)			
1	Md. Khaliliur Rahman	Chief Engineer	LGED
2	Md. Ahsan Habib	Additional Chief Engineer, ICT & Procurement	LGED
3	Md. Rafiqul Islam	Superintending Engineer, Procurement	LGED
4	Md. Abdur Rashid Khan	Superintending Engineer (Design)	LGED
5	Md. Jashim Uddin	Project Director	LGED
6	Mohammad Nazmul Hasan Chowdhury	Project Manager	LGED
7	Md. Kamruzzaman	Sr. Assistant Engineer	LGED
8	Khandakar Asaduzzaman	Sr. Assistant Engineer	LGED
9	A. K. M. Anisuzzaman	Sr. Assistant Engineer	LGED
10	Md. Abdul Aziz	Sr. Assistant Engineer	LGED
11	Partha Pradip Sarkar	Assistant Engineer (Mechanical)	LGED
12	Sonia Nowrin	Sr. Assistant Engineer	LGED
13	Md. Mofiz Uddin	Sr. Assistant Engineer	LGED
14	Taufique Kibria	Executive Engineer	LGED
15	Md. Sohel Rana	Sr. Assistant Engineer	LGED
16	Md. Firoz Alam Talukder	Sr. Assistant Engineer	LGED
17	Jobaida Hossain	Assistant Engineer	LGED
18	Md. Rasel Parvez	Assistant Engineer	LGED
19	Tarun Kumar Sarker	Assistant Engineer	LGED
20	Md. Ahsanuzzaman	Sr. Assistant Engineer	LGED
21	Mohammad Zakir Hossain	Sr. Assistant Engineer	LGED
22	Mir Tanweer Husain	Sr. Assistant Engineer	LGED
23	Md. Saifur Rahman Joarder	Sr. Assistant Engineer	LGED
24	Md. Shariful Islam	Sr. Assistant Engineer	LGED
25	Md. Golam Yazdani	Deputy Project Director	LGED
26	Md. Monjur Ali	Deputy Project Director	LGED
27	Md. Abdus Sattar	Executive Engineer	LGED
28	P. K. Chowdhury	Additional Chief Engineer	LGED
29	Ferdous Ahmed	Sr. Assistant Engineer	LGED
30	Md. Mosarrof Hossain	Executive Engineer	LGED
31	Md. Firoz Alam Talukder	Sr. Assistant Engineer	LGED
32	Sonia Nowrin	Sr. Assistant Engineer	LGED
33	Hanif Mohammad Murshidy	Assistant Engineer	LGED
34	Atiar Rahman	Assistant Engineer	LGED

Sl.	Name	Designation	Organization
35	Md. Abul Kalam Azad	Sr. Assistant Engineer	LGED
36	Md. Golam Mostafa	Sr. Assistant Engineer	LGED
37	Md. Jubayer Hossain	Assistant Engineer	LGED
Roads and Highways Department (RHD)			
1	Md. Ahsan Habib	Executive Engineer	RHD
2	Md. Waliur Rahman	Additional Project Director	RHD
3	Nishat Noman	Executive Engineer	RHD
4	Najmul Hasan	Executive Engineer	RHD
5	Md. Amanullah	Superintending Engineer	RHD
6	Shyamal Kumar Bhattacharya	Additional Project Director	RHD
7	M. Shabbir Hasan	Superintending Engineer	RHD
8	A. K. Mohammad Fazlul Karim	Superintending Engineer	RHD
9	Kazi Sayeda Momtaz	Sr. System Analyst	RHD
10	Md. Moniruzzaman	Superintending Engineer	RHD
11	Mr. Mohammad Shabbir Hasan Khan	Superintending Engineer	RHD
Bangladesh Water Development Board (BWDB)			
1	Md. Monirul Islam	Director, Contract & Procurement	BWDB
2	Partha Pratim Saha	Executive Engineer	BWDB
3	Abu Sale Mohammad Tofahel Chowdhury	Executive Engineer	BWDB
4	Pijush Krishna Kundu	Executive Engineer	BWDB
5	Md. Sanaul Kader Khan	SDE	BWDB
6	Abdullahil Baki Md. Rahimubi	Programmer	BWDB
7	Md. Ahbullah Al Amin	Executive Engineer	BWDB
8	Mahbube Moula Md. Mehedy Hasan	Executive Engineer	BWDB
9	Probir Kumar Goshwami	Executive Engineer	BWDB
10	Masum Sajjad	Desk Officer	BWDB
11	Munir Ahmed	Desk Officer	BWDB
12	Md. Monirul Islam	Director/Superintending Eng.	BWDB
Bangladesh Rural Electrification Board (BREB)			
1	S.M. Zafar Sadeque	Member (Distribution & Operation)	BREB
2	Md. Abdul Aziz	Deputy Director	BREB
3	AKM Askendar Ali	Deputy Director	BREB
4	Mahfuzul Hoque	Deputy Director	BREB
5	Debasish Chakraborty	Project Director	BREB
6	Paritosh Sutradhar	Deputy Director	BREB
7	Md. Sakil Ibne Sayeed	Deputy Director	BREB
8	Saddam Hossain	Deputy Director (Accounts & Financial Management)	BREB

Sl.	Name	Designation	Organization
Central Medical Store Depot (CMSD)			
1	Dr. Hasina Akhter Begum	Assistant Director	CMSD
2	Dr. Sahadeb Chandra	Assistant Director	CMSD
3	Dr. Samir Kanti Sarkar	Director	CMSD
4	Dr. Aminul Rahman	Assistant Director	CMSD
5	Dr. Md. Zuaul Huq	Chief Co-Ordinator	CMSD
6	Mazeda Begum	Procurement Desk Officer	CMSD
7	Dr. Sazia khan Bipasha	Procurement Desk Officer	CMSD
8	Dr. Md. Maniruzzaman	Procurement Desk Officer	CMSD
9	Shamsun Nahar	Procurement Desk Officer	CMSD
10	Dr. Md. Ali Ashraf	Procurement Desk Officer	CMSD
11	Amatul Karim	MIS & PSM Officer	CMSD
12	Dr. Md. Saiefuiddin zahid	Assistant Director	CMSD
13	Dr. Faroque Md. Mohsin	Assistant Director	CMSD
14	Masum Sajjad	Procurement Desk Officer	CMSD
15	Munir Ahmed	Procurement Desk Officer	CMSD
16	Md. Abdul Matin Sarker	Assistant Director	CMSD
Directorate of Primary Education (DPE)			
1	Manesh Chandro Roy	Director (Finance)	DPE
2	Md. Giad Uddin	Procurement Support Services Officer	DPE
3	Saiful Islam	Deputy Director	DPE
4	Md. Shahdat Hossain	Administrative and Accounts Officer	DPE
5	Md. Abu Yeasin	Assistant Accounts Officer	DPE
6	Md. Sohag Mia	Assistant Accounts officer	DPE

Development Partners

Sl.	Name	Designation	Organization
1	Jeroen Steeghs	Chargé d'Affairs	The embassy of the Kingdom of the Netherlands
2	Cai Li	Deputy Country Director	ADB
3	Rubina Shahhen	Principal Procurement Specialist	ADB
4	Celita Janyna Rhor		
5	Monirul Islam	Procurement Specialist	ADB
6	Luke Mukubvu	Governance Adviser, Public Financial Management	DFID
7	Khalida Afsar	Commercial Manager	DFID
8	Dr. Samina Choudhury	Project Management Specialist	USAID

Sl.	Name	Designation	Organization
9	Ahmad Mukammel Uddin	Senior Program Manager	JICA
10	Suman Das Gupta	Senior Program Manager	JICA
11	Francesco Elicio	Programme Manager – Governance	EU
12	Dr. Samina Choudhury	Project Management Specialist, Office of Population, Health, Nutrition and Education	USAID

Civil Society Organizations

Sl.	Name	Designation	Organization
1	Dr. Iftekharuzzaman	Executive Director	Transparency International Bangladesh (TIB)
2	Nahid Sharmin	Deputy Program Manager, Research & Policy	Transparency International Bangladesh (TIB)
3	Dr. Imran Matin	Executive Director	BRAC Institute of Governance and Development (BIGD)
4	Md. Mamun-ur-Rashid	Deputy Director	Centre for Policy Dialogue (CPD)

Private Sector/Associations

Sl.	Name	Designation	Organization
1	Mr. Ataur Rahman	Secretary General	ICC-BD
2	Mr. Ehsan Aziz	General Manager, Marketing	Incepta Pharmaceuticals Ltd.
3	Engr. Md. Abdus Sabur PEng.	ED, Planning & Development	The Civil Engineers Ltd.
4	Engr. S M Khorshed Alam	Vice President	BACI
5	Mr. Golam Mostafa	Managing Engineer	BCL Associates Limited
6	Mr. H.N. Ashikur Rahman	Secretary	The ACC-BD
7	Mr. Jafar Ahmed Patwary	Deputy General Manager	Daffodil Computers Ltd
8	Mr. Kazi Zahangir Hossain	Planning Engineer	Pubali Engineering & Construction Co. Ltd.
9	Ms. Lailun Nahar Ekram	Past Vice-president	BACE
10	Mr. Md. Kawser Mannan	Senior Executive	Tech Valley Solutions Ltd.
11	Mr. Md. Salauddin	Deputy Manager, Cost & Account	HPL Pharmaceuticals Ltd.
12	Mr. Md. Nafis Showkat	Executive (Project)	Energy Pac Engineering Ltd.
13	Mr. Mir Nasir Hossain	Managing Director	Mir Akhter Hossain Ltd.
14	Mr. Moslem Uddin	Senior Officer	MCCI

Sl.	Name	Designation	Organization
15	Mr. Md. Harun Ur Rashid	Dy. Manager, Business Dev. & Project Management Unit	MAXWELL STAMP LTD
16	Mr. Sirajul Islam	Deputy Managing Director	Project Builders Limited (PBL)
17	Mr. Shoeb Ahmed Masud	Vice President (Admin)	BASIS
18	Mr. Ataur Rahman	Secretary General	ICC-BD

Consulting Firms

Sl.	Name	Designation	Organization
1	Mr. Ahmed Ridwan Deep	Manager, Business Development	ACE Consultants Ltd.
2	Mr. A K M Shamsuddoha	President	Dohatec New Media
3	Mr. Adeeb Choudhury	Senior Consultant	PwC Bangladesh
4	Mr. Ben Witjes	Country Director	Mott MacDonald
5	Mr. Asif Khan	Consultant, IWRM	Mott MacDonald
6	Mr. Golam Mostafa	Managing Engineer	BCL Associates Limited
7	Mr. Mohit K Sah	Senior Manager	Ernst & Young Advisory Services BD Ltd.
8	Mr. Monzurul Haque	Chairman & Managing Director	Org-Quest Research Limited
9	Mr. Md. Emdadul Hoque	Director	BCL Associates Limited
10	Mr. Md. Akhtaruzzaman	GM, Project Monitoring	DDC Ltd. BD
11	Mr. Md. Zasim Uddin	Director (F & HR) & and Company Secretary	Infrastructure Investment Facilitation Centre (IIFC)
12	Mr. Md. Harun Ur Rashid	Dy. Manager, Business Dev. & Project Management Unit	MAXWELL STAMP LTD
13	Mr. Sanjoy K Gupta	Managing Director	Ernst & Young Advisory Services Bangladesh Limited
14	Ms. Sumayya Mustafiz	Manager, Project Development	BETS Consulting Services Ltd.
15	Mr. Waled Mahmud	General Manager	SRG BD
16	Mr. Ahmed Ridwan Deep	Manager Business Development	ACE Consultants Ltd.

Bidders

Bidders from Dhaka District	
1	Md. Ashaduzzaman, MAZ Busineo Syndicate
2	Kazi Mohammed Hossain, M/s Kazi Traders
3	Md. Foysal Sayed Bhuiyan, M/s Khosheda Enterprise
4	Md. Oliur Rahman, M/s Continental Construction
5	Md. Rubel Ahmed, M/s Isha Enterprise
6	Md. Abul Hossain, M/s Kazri Enterprise
7	Md. Santa Rahman, M/s Israt Builders
8	Md. Faisal Sarker, M/s Sinthia Enterprise
9	Shafiqul Islam, Nusrat Traders International
10	Ohidul Islam, Etika Enterprise
11	Subroto Kumar Debnath, Pro. Proteve Enterprise
12	Md. Salah Uddin, M/s Joyti Traders
13	Imdadul Haque, Tanjim Enterprise
14	Shohelur, SL Enterprise
15	Masuma Parvin, Dolly Construction Ltd.
16	Farzana Zaman, MC Trader Center
17	Md. Abul Wahab, MEC Engineers
18	SK Mustahidur Rahman, The Engineers and Architects Ltd.
19	Engr. Abdus Sabur, The Civil Engineers Ltd
20	Mahabub Anam, Mahabub & Associates
21	Shaleh Islam Biplob, M/s Islam Construction
22	M/S. DELUXE ENTERPRISE
23	M/S. Mir Brothers
24	Orient Trading & Builders Ltd.
25	Mohammed Eunus & Brothers (Pvt.) Ltd.
26	M/S. Iqbal Trading Corporation
27	M/S. Dawn Corporation
28	M/S. Z. K. INTERNATIONAL
29	M/S. Iqbal & Brothers
30	Wahid Construction Ltd.
31	Ataur Rahman Khan Ltd.
32	M/S. Mohiuddin Enterprise
33	Masud Hi-Tech Engineering Ltd.
34	M/S. Rainbow Enterprise
35	Gopal Sarkar
36	Engr. S. M. Bayazid
37	Engr. Bappy Shahria
38	S. M. Kobir Hossain
39	Md. Ashaduzzaman

40	Imran Kayesh
41	Engr. Md. Abul Kalam
Bidders from Manikgonj District	
1	D. M. Salauddin, M/s Dewan Traders
2	Chandan Kumar Halder, M/s Chenaddin Enterprise
3	Md. Rajibul Islam, M/s Fatema Construction
4	Rahim Mia Ratan, M/s Ratan Enterprise
5	S. M. A Sobhan, M/s Sobhan Enterprise
6	Md. Nurul, M/s Romiz Enterprise
7	Md. Borkot Ali
8	Md. Biplob Hossain, M/s Himel Traders
9	Md. Hanif, M/s ali brothers
10	Md. Faridur Rahman, M. N. Brothers
11	Md. Jafar Alam, M/s Tanvir Enterprise
12	Ariful Islam, Fari Traders
13	Mir Saifullah Salim, Hira Corporation
14	Md. Selim, M/s Selim Construction
15	M/s Dorbesh Enterprise
16	Md. Sohrab Hossain, M/s Sohrab Enterprise
17	Md. Akhtaruzzaman Khan, M/s Mousumi Enterprise
18	A B M Samsunnabi, Doyel Health Enterprise
19	Gazi Abdul Mukit,
20	Hossain Ahmed, M/s Meghna Builders
21	Dhononjoy Ghosh, M/s Dhrubo Enterprise
22	Kazi Jahir Uddin, M/s Shahin Traders
23	Kuddus, M/s M A Kuddus
24	Moslem Uddin, M/s Ushma Traders
25	Mugdho Korno, M/s Mugdho korno
26	Srijon, M/s Srijon Builders
27	Md. Samad Hossain, M/s Nura Nusrat Corporation
28	Mehedi Imam Tapash, M/s Tamara Enterprise
29	Md. Delwar Hossain, M/s Delwar Enterprise
30	Md. Ashraf Khan, M/s Tamim International
31	A K M Jaman Khan, M/s Khan Enterprise
Bidders from Jessore Districts	
1	Md. Asaduzzaman Nur
2	Md. Alamgir
3	Borhan Ahmed
4	Md. Kamruzzaman
5	Rajib
6	Al Jamil
7	Md. Harun ur Rashid

8	Md. Lutfur Rahman
9	Afroza Enterprise
10	Tabarak Ali
11	Md. Ahmed Ahad
12	Md. Rahmat Ali
13	Kazi Moniruzzaman
14	Rezaul Haque Bindu
15	Md. Ali Halder Milon
16	Md. Johirul Alam
17	Md. Abu Syed
18	M/s Shathi Enterprise
19	M/s Biswas Construction
20	M/s Monir Traders
21	M/s B. M. Traders
22	Md. Wahiduzzaman
23	Md. Abdur Razzak
24	M/s Kumkum Enterprise
25	Prodip Kumar Das
26	Biswas
27	Md. Tohidur Rahman
28	M/s Bokul Enterprise
29	Abbas Ali, M/s Parvez Enterprise
30	M/s Mim Enterprise
31	M/s Ria Enterprise
32	Md. Zillul Islam
33	M/s S K Enterprise
34	S R Enterprise
35	Swapon
36	M/s Kashem Enterprise
37	M/s Tasnia
38	Md. Mustafizur
39	M/s Sreshtha Enterprise
40	K H Construction
Bidders from Kumilla District	
1	Abu Teher, Poli Enterprise
2	Russel Ahmed Mazumder, M/s Russel Ahmed Mazumder
3	Jahangir Alam, M/s Jahangir Enterprise
4	Kazi Moyeen, M/s S M Enterprise
5	Md. Aktar, M/s A F Enterprise
6	A K M Mahbubul Alam, M/s Rudra Construction
7	Md. Abul Kalam Azad, M/s Saiful Enterprise
8	Md. Saiful, M/s Saiful Enterprise

9	Md. Belal, Md. Belal Enterprise
10	Sumon Sutradar, M/s Abul Kashem Bricks
11	Saidur Rahman (Mohon), Ikram Enterprise
12	Md. Kamrul Islam, M/s Kamrul Islam Bhuiya
13	Ms. Shefaul Alam, M/s Shefaul Chandra Brothers
14	Md. Iffat Khairul, M/s Ikramul Islam
15	Md. Mostafa Kamal, M/s T C Enterprise
16	Md. Monir Khan, Global Engineering Corporation
17	Syed Kamal Uddin, Rupsha Enterprise
18	Ikramul Islam Rubel, M/s Ikramul Islam Rubel
19	Md. Abul Kalam,
20	Md. Molla, M/s Molla Enterprise
21	Monir, M/s Monir Enterprise
22	Hazi Mosle Uddin, M/s Sofi Enterprise
23	Md. Rafikul Islam Mia, M/s H Kabir
24	Md. Arefin khan Shohini, M/s Nusrat Enterprise
25	G M N Jakaria, M/s Century Enterprise
26	Md. Alamgir, M/s Ansary Romel
27	M/s Rana,
28	Md. Motaher Hossain, M/s M H Bablu
29	Md. Kamal Uddin, M/s Md. Kamal
30	Md. Mojibur Rahman, M/s Tahera Construction
31	Md. Yasin, M/s R A Enterprise
32	Md. Waliullah, M/s N N Engineering
33	Khondokar Ziaul Amin, M/s Khondokar Enterprise
34	Sarwar Kamal Mehdi, M/s Kapasia Enterprise
35	Md. Khorshed Alam, M/s Rupsha Enterprise
36	Md. Mainuddin Mazumder, M/s Tahi Enterprise
37	Md. Ripon Mia, M/s Rupsha Enterprise
38	Sumon Patwari, M/s Patwary Enterprise
39	Md. Robiul Alam, M/s Biplob Enterprise
40	Md. Rashed Alam, M/s Rashed Enterprise
41	Md. Jasim Uddin, M/s Nabila Enterprise
42	Md. Shahjahan, M/s Md. Shahjahan
43	Nasir Uddin, M/s Sihas Enterprise
44	Shanti Ranjan Bhattacharia, M/s S Ranjan Enterprise
45	M/s Nazmul,
46	Sohel Chowdhury, M/s Sohel Chowdhury
47	Md. Rafikul Islam Rafik, M/s Rafik Traders
48	Md. Polash Miazi, M/s Miazi Construction
49	Md. Anwar Hossain, M/s Shahjahan Enterprise
50	Md. Abdul Kuddus, M/s Rahat Engineering

Bidders from Mymensing Districts	
1	Md.Sultan Ahmed, M/S SULTAN AHMED
2	Md. Faruk Hossain, M/S FARUK HOSSAIN
3	Md.Foizul karim, M/S Foizul Karim
4	Md Asaduzzaman, M/S MILLENNIUM TRADERS
5	Md Kazi Ali akbor, M/S. Kazi Enterprise
6	Md Shah Sibbir ahmed, M/S SHAH SHEBBIR AHMED
7	Haradhan Saha, M/S TOYEL ENTERPRISE
8	Humaion kobir, M/S. Himi Enterprise
9	Bisshojit, M/S. PROSHAD ENTERPRISE
10	Yonus ali, M/S. Mohosina Enterprise
11	Shokat hoissan, M/S NIMU TRADERS
12	A KM Mejanur Rahman, M/S MIZANUR RAHMAN
13	MD Altab Hossan, M/s Olly Enterprise
14	Md. Fazlul Haque, Md.Fazlul Haque Hazan
15	MD Emdadul Haque, Grameen Traders
16	Bashu Deb Shaha, M/S. BASU DEB SAHA
17	Sala Uddin Naiyem, Md. Abdul Gani
18	Md. Nezamul Hoque, N H Enterprise
19	A.K.M Abdul Quddus Skak, M/S A.K.M. Abdul Quddus Shak
20	Md. Golam Mostofa, M/S Babul Enterprise
21	Md. mahfuzul Haque, M/s Alamgir Enterprise
Bidders from Rajshahi District	
1	M/s Hossain Enterprise
2	M/s Umme Roman Enterprise
3	Md. Aktar Hossain
4	Md. Kamal
5	M/s Mobarak Enterprise
6	M/s Alif Enterprise
7	M/s Rudra Enterprise
8	M/s Sara Enterprise
9	Md. Mehdi Khan
10	Md. Iqbal Hossain
11	T I Enterprise
12	Md. Diarul Islam
13	Md. Shahjahan Ali
14	S M Rubaiyat Islam
15	M/s Joyita Construction
16	M/s Rahman Construction
17	M/s Jayeda Construction
18	M/s Shuti Construction
22	Taohid

23	M/s Tamin Enterprise
24	M/s Koli Enterprise
25	M/s Nur Construction
26	Shahjahan
27	Md. Golam Mostafa
28	Md. Abdul Latif
29	M/s Khan Construction
30	M/s New Buletin
31	Mim D. E. Ltd
32	Jaman Construction
33	Alif Lam Mim Traders
34	M/s Shafi kamal
35	M/s A J Enterprise
36	Trade Express Bangladesh
37	M/s Shihab Enterprise
38	A H M Salauddin Brothers
39	Md. Mehedi Hasan
40	M/s Nity Construction
41	M/s Md. Warimul Haque
42	M/s B R Construction
43	M/s Nupur Traders
44	M/s Masud Traders
45	Eliza Enterprise
46	Md. Moinul Haque
47	Md. Sanowar Hossain
48	M/s Shahin and sons
49	M/s Ma Baba
50	Maruf Hossen
51	M/s Sani Traders
52	Aslam Parvez
53	M/s Sahim and sons
54	M/s Garib e Newaz Traders
55	Md. Mehdi Khan

Private Sector Assessment/Bidder's Questionnaire

বেসরকারী খাত জরীপ/দরপত্র দাতার জন্য প্রশ্নপত্র

1.1	Position or Function of the Interviewee filling up this survey questionnaire তথ্য প্রদানকারীর পদবী বা তার দায়িত্ব	
1.2	Please state the location of your Firm/company (Please tick) আপনার প্রতিষ্ঠান/ কোম্পানীর অবস্থান কোথায়? (সঠিক অবস্থানে টিক দিন)	<input type="checkbox"/> Located in urban area /শহরাঞ্চলে অবস্থিত। <input type="checkbox"/> Located in rural area/গ্রামাঞ্চলে অবস্থিত।
1.3	Please state the number of employees in your Firm/ company (Please tick) আপনার প্রতিষ্ঠান/ কোম্পানীতে কর্মরত কর্মকর্তা-কর্মচারীর সংখ্যা কত? (সঠিক সংখ্যায় টিক দিন।)	<input type="checkbox"/> 1-2 (১-২) <input type="checkbox"/> 2-10 (২-১০) <input type="checkbox"/> 11-50 (১১-৫০) <input type="checkbox"/> 51-250 (৫১-২৫০) <input type="checkbox"/> 251-500 (২৫১-৫০০) <input type="checkbox"/> 501-More (৫০১-তদূর্ধ্ব)
1.4	Please state the Annual turnover (gross income of your Firm/Company (In Lakh BDT) আপনার প্রতিষ্ঠান/কোম্পানীর বাৎসরিক টার্ন ওভার বা বাৎসরিক মোট আয় কত? (ডান দিকে লক্ষ টকায় উল্লেখ করুন।)	
1.5	Kind (s) of procurement that your company mainly operates in (Please tick) আপনার প্রতিষ্ঠান/ কোম্পানী প্রধানত কোন ধরনের ক্রয় কাজে অংশ গ্রহণ করে থাকে? (প্রযোজ্য ঘরে টিক দিন)(উত্তর একাধিকও হতে পারে)।	<input type="checkbox"/> Goods supply (পণ্য সরবরাহ) <input type="checkbox"/> Works (নির্মাণ কাজে) <input type="checkbox"/> Consultant Services (পরামর্শক সেবা প্রদানে)
1.6	In which sector(s) usually you work (Please tick) আপনি বা আপনার প্রতিষ্ঠান সাধারণত কোন সেক্টরে কাজ করে থাকে ? (প্রযোজ্য ঘরে টিক দিন।)(আপনার উত্তর একাধিক হতে পারে।)	<input type="checkbox"/> Construction (e.g. building/road/bridge/dam etc.) (নির্মাণ খাতে, যেমনঃ ভবন, সড়ক, ব্রিজ, বা বাঁধ নির্মাণ) <input type="checkbox"/> Power sector (বিদ্যুৎ খাতে) <input type="checkbox"/> Health Sector (স্বাস্থ্য খাতে) <input type="checkbox"/> Education Sector (শিক্ষা খাতে) <input type="checkbox"/> Other (Please specify) (অন্যান্য ক্ষেত্রে, নির্দিষ্ট করে লিখুন।)ঃ

2.1	<p>In the context of public procurement, have you / your company ever experienced a situation yourself where the Central Procurement Technical Unit (CPTU) influenced the tendering process? (Example: Tender evaluation and award decision, etc.)(Please tick)</p> <p>[সরকারী কোন ক্রয় প্রক্রিয়ায় আপনি বা আপনার প্রতিষ্ঠানের/ কোম্পানীর কি এমন অভিজ্ঞতা হয়েছে যেখানে সিপিটিইউ কাউকে কাজ পাইয়ে দেয়ার জন্য প্রভাব খাটিয়েছে? (সঠিক ঘরে টিক দিন।)]</p>	<p><input type="checkbox"/> Yes, CPTU influenced / হ্যাঁ, সিপিটিইউ প্রভাব খাটিয়েছে।</p> <p><input type="checkbox"/> No, CPTU did not influence /না, সিপিটিইউ প্রভাব খাটায়নি।</p>
2.2	<p>If yes, please mention what was it related to? Choose among the options (Please tick):</p> <p>(আপনার উত্তর যদি হ্যাঁ হয় অর্থাৎ আপনি যদি মনে করেন কাউকে কাজ পাইয়ে দেয়ার জন্য সিপিটিইউ প্রভাব খাটিয়েছে, তবে ডান দিকের অপশনগুলো থেকে সঠিক অপশন বাছাই করে তাতে টিক দিন)</p>	<p><input type="checkbox"/> In the name of clarification of PPR পিপি আর এর ব্যখ্যা প্রদানের নামে।</p> <p><input type="checkbox"/> Competing Bidder influenced the CPTU প্রতিযোগী দরদাতা কর্তৃক সিপিটিইউ কে প্রভাবিত করার মাধ্যমে।</p> <p><input type="checkbox"/> An official position of CPTU was used improperly for private advantage and improper personal gain গোপন সুবিধা পাওয়ার জন্য অথবা ব্যক্তিগত লাভের জন্য সিপিটিইউ'র কোন কর্মকর্তা অনৈতিকভাবে ব্যবহৃত হয়েছেন।</p> <p><input type="checkbox"/> An official's family or other personal relations সিপিটিইউ'র সংশ্লিষ্ট কর্মকর্তার সাথে বা তার পরিবারের অন্য সদস্য বা ঐ কর্মকর্তার সাথে দরপত্র দাতার ব্যক্তিগত পরিচয় অথবা বন্ধুত্বের কারনে।</p> <p><input type="checkbox"/> An official's political affinities কর্মকর্তার রাজনৈতিক অবস্থানের কারনে।</p> <p><input type="checkbox"/> Other ways [please specify]: অন্য কোন ভাবে প্রভাবিত করে থাকলে তা নির্দিষ্ট করে লিখুন।ঃ</p>
3.1	<p>Does the government take the views of private associations before bringing any change to the procurement framework (example: PPA/PPR, e-GP Guidelines/STDs, etc.)? (Please tick one)</p> <p>সরকার, ক্রয় কাঠামোতে কোন পরিবর্তন/সংশোধনের আনয়নের ক্ষেত্রে (যেমনঃ ক্রয় আইন/ক্রয় বিধি /ই-জিপি গাইডলাইন্স/ ইলেক্ট্রনিক স্ট্যান্ডার্ড ডকুমেন্ট পরিবর্তন বা সংশোধনের সময়) সংশ্লিষ্ট কোন বেসরকারী এসোসিয়েশন বা আপনাদের সাথে কোনরূপ আলোচনা বা আপনাদের লিখিত কোন মতামত গ্রহন করে কি? (প্রযোজ্য ক্ষেত্রে টিক দিন)</p>	<p><input type="checkbox"/> Yes, always our views are taken হ্যাঁ, সব সময় আলোচনা /মতামত গ্রহণ করে থাকে।</p> <p><input type="checkbox"/> Yes, in most cases, our views are taken হ্যাঁ, বেশীর ভাগ সময় আলোচনা।মতামত গ্রহণ করে থাকে।</p> <p><input type="checkbox"/> No, our views are not really taken না, সাধারণত আমাদের মতামত গ্রহন করে না।</p> <p><input type="checkbox"/> No, our views are not taken at all না, মোটেই আলোচনা বা মতামত গ্রহন করে না।</p>
3.2	<p>Does the government communicate the changes done in the procurement framework to the private organizations (for example: amendment in the PPA/PPR/e-GP Guidelines/STDs, etc.)? (Please tick one)</p>	<p><input type="checkbox"/> Yes, Government always inform us হ্যাঁ, সব সময় জানানো হয়ে থাকে।</p> <p><input type="checkbox"/> Yes, government in most cases, inform us হ্যাঁ, বেশীর ভাগ সময় জানানো হয়ে থাকে।</p>

	<p>সরকারী ক্রয় কাঠামোতে কোন পরিবর্তন বা সংশোধন করা হলে তা কি কখনো বেসরকারী খাতের সাথে সংশ্লিষ্ট কাউকে অথবা আপনাদেরকে বা আপনাদের প্রতিষ্ঠানকে জানানো হয়? (যেমন: ক্রয় আইন/ক্রয় বিধি /ই-জিপি গাইডলাইন্স/ ইলেক্ট্রনিক অথবা স্ট্যান্ডার্ড টেন্ডার ডকুমেন্ট এ পরিবর্তন বা সংশোধন) (প্রযোজ্য ক্ষেত্রে টিক দিন)</p> <p>If answer is 'No', then how do you get updated on such changes?</p> <p>(আপনার উত্তর যদি না হয়, অর্থাৎ সরকার যদি এই সব পরিবর্তন/সংশোধনের বিষয়ে আপনাদেরকে না-ই জানিয়ে থাকে, তবে বিধি-বিধানে আনীত এই সব পরিবর্তনের কথা আপনি বা আপনার প্রতিষ্ঠান কোন সূত্র থেকে জানতে পেরেছে, বা সংগ্রহ করেছে, তা ডান দিকে উল্লেখ করুন)</p>	<p><input type="checkbox"/> No, government do not inform us না, সাধারণত আমাদের জানায় না।</p> <p><input type="checkbox"/> No, government not at all inform us না, মোটেই জানানো হয় না।</p> <p>Please specify the source(s):</p>
3.3	<p>Do you find the changes to the procurement framework (example: Public Procurement Act/Rules, e-GP system Guidelines/STDs, etc.) difficult to follow?</p> <p>আপনি বা আপনার প্রতিষ্ঠান কি মনে করে যে, সরকারী ক্রয় কাঠামোতে (যেমন: ক্রয় আইন/ক্রয় বিধি /ই-জিপি গাইডলাইন্স/ ইলেক্ট্রনিক অথবা স্ট্যান্ডার্ড টেন্ডার ডকুমেন্ট এ পরিবর্তন বা সংশোধন) সময়ে সময়ে আনীত পরিবর্তন অনুসরণ করে দরপত্র প্রণয়ন করতে আপনাদের অসুবিধা হয়? (প্রযোজ্য ক্ষেত্রে টিক দিন)</p>	<p><input type="checkbox"/> Yes, amendments always create problems হ্যাঁ, সব সময় পরিবর্তন অনুসরণ করতে সমস্যা হয়ে থাকে।</p> <p><input type="checkbox"/> Yes, amendments in most cases, create problems. হ্যাঁ, বেশীর ভাগ সময় পরিবর্তন অনুসরণ করতে সমস্যা হয়ে থাকে।</p> <p><input type="checkbox"/> No, usually such amendments do not create any problem না, সাধারণত এই সব সংশোধন/পরিবর্তন অনুসরণ করা আমাদের জন্য সমস্যা নয়।</p> <p><input type="checkbox"/> No, such amendments are not at all problem to us না, এই সব সংশোধন/পরিবর্তন অনুসরণ করা আমাদের জন্য মোটেই কোন সমস্যা নয়।</p>
3.4	<p>Do you have the resources to keep up with the changes made to the legislative framework (example: Public Procurement Act/Rules, e-GP Guidelines etc.)? (Please tick)</p> <p>আইনি কাঠামোতে (যেমন, সরকারী ক্রয় আইন/বিধি, ই-জিপি গাইড লাইন্স, ইত্যাদি) আনীত এই সব পরিবর্তন বিবেচনায় রেখে ক্রয় সংক্রান্ত ব্যবসা পরিচালনার ক্ষেত্রে (যেমন, দরপত্র দলিল ক্রয়, প্রণয়ন, জমাদান, ইত্যাদি) আপনার প্রয়োজনীয় লজিস্টিক, কারিগরী জ্ঞানসম্পন্ন জনবল, প্রভৃতি আছে কিনা? (প্রযোজ্য ক্ষেত্রে টিক দিন)</p>	<p><input type="checkbox"/> Yes, always I have হ্যাঁ, সব সময় আছে।</p> <p><input type="checkbox"/> Yes, in most cases, I have হ্যাঁ, বেশীর ভাগ সময় আমার আছে।</p> <p><input type="checkbox"/> No, really I do not have না, সাধারণত আমার থাকে না।</p> <p><input type="checkbox"/> No, I do not have at all না, মোটেই আমার এসব সম্পদ থাকে না।</p>
3.5	<p>Does the government agencies/ procuring entities hold regular meeting with tenderers to assist them in understanding how to participate in public procurement? [For example, do they inform you of changes in the bidding documents, do they explain what they are looking for in bidders (e.g. how to complete</p>	<p><input type="checkbox"/> Yes /হ্যাঁ, আলোচনা সভা হয়।</p> <p><input type="checkbox"/> No /না, কোন সভা হয় না।</p> <p>If yes, please mention how frequently they hold discussions meeting with you</p>

	<p>tender forms), do they seek advice from bidders on product's availability, quality/ frequent changes in technology, etc.)</p> <p>ক্রয় প্রক্রিয়ায় অংশ গ্রহণের সময় দরদাতাগণের বুঝার সুবিধার্থে সরকারী সংস্থা/ক্রয়কারী প্রতিষ্ঠানগুলো কি নিয়মিত বৈঠকে বসেন?)</p> <p>[যেমন, দরপত্র দলিলে কোনরূপ পরিবর্তন করা হলে সে সম্পর্কে অবহিত করা, নির্দিষ্ট ক্রয়ের ক্ষেত্রে কি ধরনের পণ্য বা কাজ আশা করেন তা জানানো, পণ্য বা কাজের গুণগত মান কেমন হওয়া দরকার, সে বিষয়ে আগাম আলোচনা করা, অথবা কিভাবে দরপত্রের ফরমগুলো পূরণ করলে তাতে ভুল হওয়ার সম্ভাবনা কম হবে, সে বিষয়ে মত বিনিময় করা, বাজারে ক্রয়ের জন্য আহ্বানকৃত পণ্যের প্রাপ্যতা আছে কিনা, কিম্বা সময়ে সময়ে প্রযুক্তির পরিবর্তনের ফলে কি ধরনের পণ্য বাজারে পাওয়া যেতে পারে, সে সম্পর্কে ধারণা গ্রহণ করা]</p>	<p>আপনার উত্তর যদি হ্যাঁ হয়, অর্থাৎ নিয়মিত এই ধরনের আলোচনা হয়ে থাকে, তবে কতবার এই সভা অনুষ্ঠিত হয়?</p> <p><input type="checkbox"/> Once a year /বছরে একবার এই ধরনের আলোচনা সভা হয়ে থাকে।</p> <p><input type="checkbox"/> 2 to 3 times a year /বছরে ২-৩ বার এই ধরনের সভা হয়ে থাকে।</p> <p><input type="checkbox"/> More than 4 times a year /বছরে ৪ বা ততোধিক বার এই সভা হয়ে থাকে।</p> <p><input type="checkbox"/> Only pre-tender meeting is held/ কেবল মাত্র প্রাক-দরপত্র সভা অনুষ্ঠিত হয়ে থাকে।</p>
3.6	<p>Are you aware of procurement capacity building programmes (including e-GP system use) being run by the government for private contractors/ SMEs?</p> <p>সরকার ক্রয় খাতে কাজ করে থাকেন এমন ক্ষুদ্র কিম্বা মধ্যম সারীর ব্যবসায়ীদের জন্য ক্রয় কার্যক্রমে (ই-টেন্ডারসহ) সক্ষমতা বৃদ্ধির জন্য প্রশিক্ষণ কর্মসূচী গ্রহণ করে থাকে। সরকার কর্তৃক আয়োজিত এই ধরনের কোন প্রশিক্ষণ কর্মসূচি সম্পর্কে আপনার ধারণা আছে কি?</p>	<p><input type="checkbox"/> Yes/হ্যাঁ, ধারণা আছে। <input type="checkbox"/> No /না, ধারণা নেই।</p>
3.7	<p>If response to Q 3.6 is yes, then, have you ever participated in such a programme of any training or information session?</p> <p>যদি ৩.৬ নং প্রশ্নের উত্তর হ্যাঁ হয়, অর্থাৎ সরকারী ক্রয় বিষয়ে পরিচালিত কোন প্রশিক্ষণ সম্পর্কে আপনার ধারণা থাকে, তবে আপনি কখনো কি ঐ প্রশিক্ষণ কর্মসূচিতে অংশ গ্রহণ করেছেন?</p>	<p><input type="checkbox"/> Yes /হ্যাঁ, করেছি। <input type="checkbox"/> No /না, করি নি।</p>
3.8	<p>If response to Q 3.7 is yes, then, who organized such training programme and how effective was it?</p> <p>যদি ৩.৭ নং প্রশ্নের উত্তর হ্যাঁ হয়, অর্থাৎ আপনি এই ধরনের প্রশিক্ষণে অংশ গ্রহণ করে থাকেন, তবে এই প্রশিক্ষণের আয়োজক কে ছিল এবং প্রশিক্ষণের কার্যকারিতাই বা কেমন ছিল?</p>	<p>Name of the Organization Arranged the training: প্রশিক্ষণ কর্মসূচীর আয়োজক প্রতিষ্ঠানের নামঃ</p> <p>Training Effectiveness: (প্রশিক্ষণের কার্যকারিতা ছিল নিম্নরূপঃ)</p> <p><input type="checkbox"/> Training was very effective প্রশিক্ষণ খুব কার্যকরী ছিল।</p> <p><input type="checkbox"/> Training was moderately effective প্রশিক্ষণ যথেষ্ট কার্যকরী ছিল।</p> <p><input type="checkbox"/> Training was somewhat effective প্রশিক্ষণটি কোন রকম কার্যকরী ছিল।</p> <p><input type="checkbox"/> Training was not at all effective প্রশিক্ষণটি মোটেই কার্যকরী ছিল না।</p>

3.9	<p>If response to Q 3.7 is no, then, please briefly state why the training was not effective?</p> <p>যদি ৩.৮ নং প্রশ্নের উত্তর না হয়, অর্থাৎ আপনি প্রশিক্ষণে অংশ গ্রহণ করেছেন, কিন্তু আপনার বিবেচনায় প্রশিক্ষণটি কার্যকরী ছিল না, তা হলে কার্যকরী না হওয়ার কারণ কি ছিল বলে আপনি মনে করেন?</p> <p>[যেমন, প্রশিক্ষকের মান ভালো ছিল না, প্রশিক্ষণের উপকরণে ঘাটতি ছিল, খাওয়ার মান ভাল ছিল না, সময় কম ছিল, অথবা অন্য কিছু?]</p>	
4.1	<p>In the case of Bangladesh, do you think that the following conditions in the public procurement market are met?</p> <p>আপনি কি মনে করেন বাংলাদেশে সরকারী ক্রয়ের ক্ষেত্রে বাজারে ডান দিকে উল্লিখিত শর্তাবলীগুলো বিদ্যমান আছে?</p>	<p>(i) Access to financing is available? ক্রয় প্রক্রিয়ায় অংশ গ্রহণের ক্ষেত্রে অর্থের জোগান পাওয়া সহজ কিনা। (সহজ হলে হ্যাঁ, আর সহজ না হলে 'না'তে টিক দিন)</p> <p><input type="checkbox"/> Yes /হ্যাঁ, সহজ <input type="checkbox"/> No/ না, সহজ না</p> <p>(ii) Existing procurement rules are simple and flexible? বিদ্যমান ক্রয় সম্পর্কিত বিধি-বিধানগুলো সহজ ও নমনীয় কি না? (সঠিক উত্তরে টিক দিন)</p> <p><input type="checkbox"/> Yes /হ্যাঁ, সহজ ও নমনীয় <input type="checkbox"/> No/ না, সহজ ও নমনীয় না</p> <p>(iii) Procurement methods are consistent/proportionate to the risk and value in question. সরকারী ক্রয় কাজে ব্যবহৃত ক্রয় পদ্ধতিগুলো কি এগুলোর ব্যবহারের সীমা (যেমন – LTM method এর সীমা ৩ কোটি টাকা) এবং ক্রয় সম্পর্কিত ঝুঁকি বিবেচনায় সামঞ্জস্যপূর্ণ? (সঠিক উত্তরে টিক দিন।)</p> <p><input type="checkbox"/> Yes/ হ্যাঁ, সামঞ্জস্যপূর্ণ <input type="checkbox"/> No/ না, সামঞ্জস্যপূর্ণ না।</p> <p>(iii) Contracting provisions distribute risk fairly between the employer and contractor/supplier/ service provider (specifically those risks associated with contract performance)? ক্রয় চুক্তির শর্তাবলীগুলো কি ক্রয়কারী এবং ঠিকাদার বা সরবরাহকারী বা সেবা প্রদানকারীর মধ্যে ক্রয় চুক্তির সাথে সংশ্লিষ্ট ঝুঁকি বিতরণে বা ঝুঁকির, বিশেষ করে চুক্তির সফল বাস্তবায়নের সাথে যে সব ঝুঁকি থাকে, ভারসাম্য রক্ষায় সঠিক অথবা ন্যয়নিষ্ঠ বলে মনে হয়?</p> <p><input type="checkbox"/> Yes / হ্যাঁ, ভারসাম্যমূলক বলে মনে হয়। <input type="checkbox"/> No / না, ভারসাম্যমূলক মনে হয় না।</p> <p>(iv) Is the payment provisions fair? চুক্তিতে উল্লিখিত বিল পরিশোধের সংস্থানগুলো যথোপযুক্ত মনে করেন কি? (সঠিক উত্তরে টিক দিন।)</p> <p><input type="checkbox"/> Yes/ হ্যাঁ, মনে করি। <input type="checkbox"/> No / না, করি না।</p> <p>(v) Effective mechanism for appeals and dispute resolution exists? দরপত্র দিলে উল্লিখিত অভিযোগ/আপিল দাখিল পদ্ধতি, কিম্বা ক্রয় চুক্তি বাস্তবায়নের সময় উদ্ভূত বিবাদ মিমাংসার বিদ্যমান পদ্ধতিগুলো কার্যকরী বলে মনে করেন কি? (সঠিক উত্তরে টিক দিন।)</p> <p><input type="checkbox"/> Yes, effective/হ্যাঁ, কার্যকরী বলে মনে করি <input type="checkbox"/> No, not effective / না, কার্যকরী বলে মনে করি না।</p>

		<input type="checkbox"/> Yes, effective in theory, not in practice/ হ্যা, কাগজেপত্রে কার্যকরী বলেই মনে হয়, কিন্তু বাস্তবে প্রয়োগ কম। (vi) Division of contracts into lots? চুক্তির জন্য ক্রয়কারী'র করা প্যাকেজ বা লট বিভাজন সঠিক হয় বলে মনে করেন কি? (সঠিক উত্তরে টিক দিন।) <input type="checkbox"/> Yes / হ্যাঁ, সঠিক বলে মনে করি। <input type="checkbox"/> No/ না, সঠিক বলে মনে করি না। (vii) Other (please specify): আপনার অন্যান্য কোন উত্তর যদি থাকে, তবে তা নির্দিষ্ট করে লিখুন)ঃ
4.2	What conditions should be improved regarding the conditions in the public procurement market as far as private companies / tenderers are concerned? বেসরকারী খাত কিস্তি দরপত্রদাতাদের কথা বিবেচনায় রেখে ক্রয়-বাজারে কোন কোন শর্তাবলী'র উন্নয়ন দরকার বলে আপনি মনে করেন? (উল্লেখ করুন)	1. 2. 3.
5.1	a(i) Have you ever complained /appealed to PE panel challenging any procurement decision? আপনি কি কখনো ক্রয়কারীর কাছে ক্রয় সম্পর্কিত কোন সিদ্ধান্ত চ্যালেঞ্জ করেছেন?	<input type="checkbox"/> Yes / হ্যাঁ, করেছি। <input type="checkbox"/> No / না, করি নি।
	a(ii) Have you ever complained /appealed to review panel challenging any procurement decision? আপনি কি কখনো রিভিউ প্যানেলের কাছে ক্রয় সম্পর্কিত কোন সিদ্ধান্ত চ্যালেঞ্জ করেছেন?	<input type="checkbox"/> Yes / হ্যাঁ, করেছি। <input type="checkbox"/> No / না, না করি নি।
	If yes, 5.1(b) Did you feel the system was trustworthy and fair? আপনার উত্তর যদি হ্যাঁ হয়, অর্থাৎ আপনি ক্রয়ের ক্ষেত্রে কোন অভিযোগ দাখিল বা কোন সিদ্ধান্ত চ্যালেঞ্জ করে থাকেন, তবে আপনার কি মনে হয়েছে যে, অভিযোগ নিষ্পত্তির বা আপীল পদ্ধতিটি বিশ্বাসযোগ্য এবং সঠিক ছিল? 5.1(c) Did you believe the complaints disposal/appeal decision was consistent rules? আপনি কি বিশ্বাস করেন যে অভিযোগ নিষ্পত্তি/আপীল সিদ্ধান্ত বিধি-বিধানের সাথে সামঞ্জস্যপূর্ণ ছিল?	<input type="checkbox"/> Yes /হ্যা, সঠিক ছিল। <input type="checkbox"/> No /না, ছিল না। <input type="checkbox"/> Yes /হ্যাঁ, সামঞ্জস্যপূর্ণ ছিল। <input type="checkbox"/> No /না, সামঞ্জস্যপূর্ণ ছিল না।

5.2	<p>If you have never appealed to a review panel challenging any procurement decision, was it because:</p> <p>আপনি যদি কখনো কোন সরকারী ক্রয়ের ক্ষেত্রে কোন অভিযোগ দাখিল না করে থাকেন অথবা কোন আপীল সিদ্ধান্তকে চ্যালেঞ্জ না করে থাকেন, তবে কি কারণে তা করেন নি?</p>	<p>You felt that processing for award of contract was fair and you had no reason to appeal? (Please tick)</p> <p><input type="checkbox"/> আপনার কাছে মনে হয়েছিল যে, ঐ ক্রয় চুক্তি প্রক্রিয়াকরণে স্বচ্ছতা ছিল, এবং অভিযোগ বা আপীল দাখিল করার কোন কারন আছে বলে আপনার কাছে মনে হয় নি।</p> <p>You felt that decision of the procurement entity was unfair but the appeal system was not sufficiently trustworthy to embark upon an appeal? (Please tick)</p> <p><input type="checkbox"/> আপনার কি মনে হয়েছিল যে, ক্রয়কারী প্রতিষ্ঠানের সিদ্ধান্তটি সঠিক ছিল না, কিন্তু প্রতিকার পাওয়ার জন্য অভিযোগ দাখিল বা আপীল পদ্ধতিটি যথেষ্ট বিশ্বাসযোগ্য ছিল না।</p>
5.3	<p>In your view, what could improve the complaint/challenge and appeals system? (Please specify)</p> <p>আপনার বিবেচনায় বিদ্যমান অভিযোগ /চ্যালেঞ্জ এবং আপিল পদ্ধতির উন্নয়নে কি কি ব্যবস্থা নেয়ার দরকার আছে? (নির্দিষ্ট করে কয়েকটি উল্লেখ করুন।)</p>	<p>1.</p> <p>2.</p> <p>3....</p>
6.1	<p>In the recent times (last 2-3 years) have you provided gifts to government official with procurement related functions to secure public contracts?</p> <p>সাম্প্রতিককালে (গত ২-৩ বছর), চুক্তি/কাজ পাওয়ার জন্য আপনি কি কখনো ক্রয়কার্যে সংশ্লিষ্ট কোন সরকারী কর্মকর্তাকে উপহার প্রদান করেছেন? (প্রযোজ্য ক্ষেত্রে টিক দিন।)</p>	<p><input type="checkbox"/> Yes /হ্যাঁ, উপহার দিয়েছি। <input type="checkbox"/> No/না, দেই নি।</p>
6.2	<p>If yes: [check all that apply and tick]</p> <p>যদি চুক্তি/কাজ পাওয়ার জন্য কোন সরকারী কর্মকর্তাকে উপহার প্রদান করে থাকেন, তবে তার পরিমাণ কত ছিল? (প্রযোজ্য ক্ষেত্রে টিক দিন।)</p>	<p><input type="checkbox"/> A gift below BDT 25,000.00 উপহারের পরিমাণ ২৫,০০০.০০ টাকার নিচে ছিল।</p> <p><input type="checkbox"/> A gift above BDT 25,000.00 উপহারের পরিমাণ ২৫,০০০.০০ টাকার উপরে ছিল।</p> <p><input type="checkbox"/> Paid for the dinner of potential clients! ক্রয়সংশ্লিষ্ট কর্মকর্তাকে ডিনারের জন্য টাকা দিয়েছেন।</p> <p><input type="checkbox"/> Invited potential clients to a trip! সরকারী ক্রয়ের সাথে সংশ্লিষ্ট কর্মকর্তাকে ভ্রমণের জন্য মক্কেলকে আমন্ত্রণ জানিয়েছেন।</p> <p><input type="checkbox"/> Any other form: please specify! অন্য কোন উপায়ে সুবিধা দিয়ে থাকলে তা লিখুনঃ</p>
6.3	<p>In the recent times (last 2-3 years) have you provided gift (s) or informal fees to somebody (other than a procurement official) to secure a public contract? [Please tick]</p> <p>সাম্প্রতিককালে (গত ২-৩ বছর) আপনি কি চুক্তি/কাজ পাওয়ার জন্য সরকারী ক্রয়কার্যে সংশ্লিষ্ট নয়, এমন কোন</p>	<p><input type="checkbox"/> Yes / হ্যাঁ, এ ধরনের কাজে সুবিধা দিয়েছি।</p> <p><input type="checkbox"/> No/না, এমন ধরনের কোন সুবিধা প্রদান করি নি।</p>

	ব্যক্তিকে উপহার বা অন্য কোনরূপ সুবিধা /ফি প্রদান করেছেন? (প্রযোজ্য ক্ষেত্রে টিক দিন।)	
6.4	<p>If yes: [check all that apply and tick]</p> <p>যদি চুক্তি/কাজ পাওয়ার জন্য কাউকে সুবিধা প্রদান করে থাকেন, তবে তার পরিমাণ কত ছিল? (প্রযোজ্য ক্ষেত্রে টিক দিন।)</p>	<p><input type="checkbox"/> A gift below BDT 25,000.00 উপহারের পরিমাণ ২৫,০০০.০০ টাকার নিচে ছিল।</p> <p><input type="checkbox"/> A gift above BDT 25,000.00 উপহারের পরিমাণ ২৫,০০০.০০ টাকার উপরে ছিল।</p> <p><input type="checkbox"/> Paid for the dinner of potential clients! ক্রয়সংশ্লিষ্ট কর্মকর্তাকে ডিনারের জন্য টাকা দিয়েছেন।</p> <p><input type="checkbox"/> Invited potential clients to a trip! সরকারী ক্রয়ের সাথে সংশ্লিষ্ট কর্মকর্তাকে ভ্রমণের জন্য মঞ্চলকে আমন্ত্রণ জানিয়েছেন।</p> <p><input type="checkbox"/> Any other form: please specify! অন্য কোন উপায়ে সুবিধা দিয়ে থাকলে তা লিখুনঃ</p>
6.5	<p>Do you know anybody (working for another private company or business association) who has in the recent times (last 2-3 years) provided gift (s) to a procurement official to secure public contracts?</p> <p>আপনি কি এমন কোন ব্যক্তিকে জানেন যিনি অন্য কোন বেসরকারী কোম্পানী বা সংস্থায় করেন, কিন্তু সাম্প্রতিককালে (গত ২-৩ বছর) ক্রয়কার্যে সংশ্লিষ্ট কোন সরকারী কর্মকর্তাকে চুক্তি পাওয়ার জন্য উপহার প্রদান করেছেন? (প্রযোজ্য ক্ষেত্রে খালি ঘরে টিক দিন)</p>	<p><input type="checkbox"/> Yes/ হ্যাঁ , জানি। <input type="checkbox"/> No/ না, জানি না।</p>
6.6	<p>If yes: [check all that apply and tick]</p> <p>এ ধরনের উপহার প্রদানের কথা যদি আপনার জানা থাকে, তবে উপহারের পরিমাণ কত ছিল? (প্রযোজ্য ক্ষেত্রে খালি ঘরে টিক দিন।)</p>	<p><input type="checkbox"/> A gift below BDT 25,000.00 উপহারের পরিমাণ ২৫,০০০.০০ টাকার নিচে ছিল।</p> <p><input type="checkbox"/> A gift above BDT 25,000.00 উপহারের পরিমাণ ২৫,০০০.০০ টাকার উপরে ছিল।</p> <p><input type="checkbox"/> Paid for the dinner of potential clients! ক্রয়সংশ্লিষ্ট কর্মকর্তাকে ডিনারের জন্য টাকা দিয়েছেন।</p> <p><input type="checkbox"/> Invited potential clients to a trip! সরকারী ক্রয়ের সাথে সংশ্লিষ্ট কর্মকর্তাকে ভ্রমণের জন্য মঞ্চলকে আমন্ত্রণ জানিয়েছেন।</p> <p><input type="checkbox"/> Any other form: please specify! অন্য কোন উপায়ে সুবিধা দিয়ে থাকলে তা লিখুনঃ</p>

6.7	<p>Do you know anybody (working for another private company or business association) who has in the recent times (last 2-3 years) provided gifts to someone (other than a procurement official) to secure a public contract on his behalf?</p> <p>অন্য কোন বেসরকারী কোম্পানী বা ব্যবসায়ী এসোসিয়েশনে কাজ করেন এমন কাউকে কি আপনি জানেন যিনি চুক্তি পাওয়ার জন্য সাম্প্রতিককালে (গত ২-৩ বছর) সরকারী ক্রয়কাজের সাথে সংশ্লিষ্ট কর্মকর্তার বাইরে অন্য কাউকে উপহার প্রদান করেছেন? (প্রযোজ্য ক্ষেত্রে টিক দিন।)</p>	<input type="checkbox"/> Yes / হ্যাঁ, জানি। <input type="checkbox"/> No/ না, জানি না।
6.8	<p>If yes: [check all that apply and tick]</p> <p>যদি এই ধরনের ঘটনা আপনার জানা থাকে, তবে যে উপহার প্রদান করেছেন, তার পরিমাণ কত ছিল? (ডান দিকের খালি ঘরে ক্ষেত্রে টিক দিন।)</p>	<input type="checkbox"/> A gift below BDT 25,000.00 উপহারের পরিমাণ ২৫,০০০.০০ টাকার নিচে ছিল। <input type="checkbox"/> A gift above BDT 25,000.00 উপহারের পরিমাণ ২৫,০০০.০০ টাকার উপরে ছিল। <input type="checkbox"/> Paid for the dinner of potential clients! ক্রয়সংশ্লিষ্ট কর্মকর্তাকে ডিনারের জন্য টাকা দিয়েছেন। <input type="checkbox"/> Invited potential clients to a trip সরকারী ক্রয়ের সাথে সংশ্লিষ্ট কর্মকর্তাকে ভ্রমণের জন্য মক্কেলকে আমন্ত্রণ জানিয়েছেন। <input type="checkbox"/> Any other form: please specify! অন্য কোন উপায়ে সুবিধা দিয়ে থাকলে তা লিখুনঃ
6.9	<p>Do you know anybody (working for another private company or business association) who has ever provided gifts/undue advantage to the Procurement Appeal Panel (or any member of the panel) to get a decision in his/her favor?</p> <p>অন্য কোন বেসরকারী কোম্পানী বা ব্যবসায়ী সংস্থায় কাজ করেন এমন কোন ব্যক্তিকে কি আপনি জানেন, যিনি ক্রয় সংশ্লিষ্ট আপীল প্যানেলকে তার পক্ষে সিদ্ধান্ত পাওয়ার জন্য উপহার বা অন্য কোন অবৈধ সুযোগ প্রদান করেছেন? (প্রযোজ্য ঘরে টিক দিন।)</p>	<input type="checkbox"/> Yes /হ্যাঁ, জানি। <input type="checkbox"/> No/না, জানি না।

7.1	<p>There are many ways to reduce corruption in public procurement. Here you find a list of possible avenues. In your view, in Bangladesh context, how effective are these measures to reduce corruption in public procurement? Please assign a rating for each measure (in the box):</p> <p>[4 very effective, 3 somewhat effective, 2 not really effective, 1 not at all effective]</p> <p>সরকারী ক্রয়ে দুর্নীতি দমনের ক্ষেত্রে সম্ভাব্য বিভিন্ন ধরনের উপায় আছে। আপনাকে (ডান দিকে) একটি তালিকা দেয়া হলো। আপনার নিজস্ব দৃষ্টিকোণ থেকে বাংলাদেশের বিদ্যমান ব্যবস্থায় এ গুলোকে সরকারী ক্রয়ের ক্ষেত্রে দুর্নীতি হ্রাসে কতটুকু কার্যকরী বা সহায়ক উপায় বলে মনে করেন? কার্যকরিতার দিক থেকে এ গুলোতে আপনি রেটিং দিন।</p> <p>[খুব কার্যকর মনে হলে ৪ নম্বর, কোনমতে কার্যকর হলে ৩ নম্বর, তেমন কার্যকর নয় বলে মনে হলে ২ নম্বর এবং মোটেই কার্যকর মনে না হলে খালি ঘরে ১ নম্বর দিন]</p>	<div> <input type="checkbox"/> Providing information and/or training on what constitutes corruption and how to reduce corruption (i.e., the right and the duty to be informed and trained) দুর্নীতি হ্রাসের উপায় সম্পর্কে তথ্য প্রদান এবং/অথবা প্রশিক্ষণের মাধ্যমে সংশ্লিষ্টদেরকে তাদের অধিকার এবং কর্তব্য সম্পর্কে জানানো এবং প্রশিক্ষিত করে তোলা; </div> <div> <input type="checkbox"/> Dedicated reporting channels to report misconduct /corruption অসদাচরন/দুর্নীতির উপর প্রতিবেদন প্রকাশের জন্য পৃথক ব্যবস্থা গ্রহণ; </div> <div> <input type="checkbox"/> A code of conduct (ethical guidelines or similar guidance documents) for public and private entities সরকারী ও বেসরকারী সংস্থার জন্য আচরণ-বিধি প্রণয়ন (যেমন, নৈতিক বিধি বিধান মেনে চলার জন্য পরিচালন নিতিমালা বা ডকুমেন্ট প্রনয়ন); </div> <div> <input type="checkbox"/> Declaration forms for suppliers to affirm their compliance with anti-corruption rules ক্রয় প্রক্রিয়ায় অংশ গ্রহণের সময় সরবরাহকারী/ ঠিকাদার কর্তৃক দুর্নীতিবিরোধী সংশ্লিষ্ট বিধি-বিধান মেনে চলার জন্য নির্ধারিত ফরমে ঘোষণা প্রদান; </div> <div> <input type="checkbox"/> Intensive supervision from a watchdog organization ওয়াচডগ সংস্থা কর্তৃক নিবিড় পর্যবেক্ষণের মাধ্যমে </div> <div> <input type="checkbox"/> increase e-procurement and risk analysis ই-প্রকিউরমেন্ট এর ব্যবহার বৃদ্ধি এবং তথ্য বিশ্লেষণের মাধ্যমে ঝুঁকি হ্রাসের ব্যবস্থা; </div> <div> <input type="checkbox"/> Strong enforcement systems আইনের শক্ত প্রয়োগ; </div> <div> <input type="checkbox"/> Limitations on post-public employment (“revolving door phenomenon”, “cool down phase” for public employees) দুর্নীতিতে সম্পৃক্ত সরকারী কর্মকর্তাদেরকে নির্ধারিত ক্রয় কাজ শেষে একই পদে নিয়োগ সীমিতকরণ; (যেমনঃ ঘন ঘন বদলী করা, তাদের কিছু সময়ের জন্য কর্মবিহীন রাখা); </div> <div> <input type="checkbox"/> Any other (please specify): আপনার জানামতে অন্য কোন উপায়ে (নির্দিষ্ট করে লিখুন।): </div>
8.1	<p>Are you/or your company aware of any Civil Society Organization (CSO) actively providing oversight and social control in public procurement?</p> <p>আপনি বা আপনার প্রতিষ্ঠানের জানামতে সরকারী ক্রয় কাজের উপর কোন সিভিল সোসাইটি অর্গানাইজেশনের সক্রিয় পর্যবেক্ষণ বা সামাজিক নিয়ন্ত্রণ করছে বলে মনে হয়? (প্রযোজ্য ক্ষেত্রে টিক দিন।)</p>	<div> <input type="checkbox"/> Yes/ হ্যাঁ, এই ধরনের পর্যবেক্ষণ বা নিয়ন্ত্রণ আছে। </div> <div> <input type="checkbox"/> No/ না, নাই। </div>
8.2	<p>If yes: please specify the name(s) of CSO, আপনার উত্তর যদি হ্যাঁ হয়, অর্থাৎ সিএসও অর্গানাইজেশন কর্তৃক সরকারী ক্রয় কাজ পর্যবেক্ষণ</p>	<p>1.</p> <p>2.</p> <p>3....</p>

	কিন্তু এর উপর এক ধরনের নিয়ন্ত্রণ করছে, তবে ডান দিকে সে অর্গানাইজেশন গুলোর নাম লিখুন।	
8.3	Do you think CSO involvement in overseeing procurement contracts could be beneficial? আপনি কি মনে করেন যে সিভিল সোসাইটি অর্গানাইজেশন সরকারী ক্রয়-চুক্তি বাস্তবায়ন কাজ পর্যবেক্ষণ করলে ভালো হয়? (প্রযোজ্য ক্ষেত্রে টিক দিন।)	<input type="checkbox"/> Yes/ হ্যাঁ, সিভিল সোসাইটি কর্তৃক এই ধরনের পর্যবেক্ষণ করলে ভালো হয়। <input type="checkbox"/> No/ না, এই ধরনের পর্যবেক্ষণ ভালো নয়।
8.4	If yes, how/If not why not? আপনার উত্তর যদি হ্যাঁ হয়, তবে কিভাবে? উত্তর যদি না হয়, তা হলে কেন নয়?	1. 2. 3...
9.1	How often did you think that procurement administrators/manager are influenced by external threats to influence procurement outcomes? (Please tick) কতবার ক্রয়কারীকে বাইরের কোন ব্যক্তির ভয়ে ভীত হয়ে ক্রয় কার্যকে প্রভাবিত করতে দেখেছেন? (প্রযোজ্য ক্ষেত্রে টিক দিন)	<input type="checkbox"/> Never / এমন ঘটনা কখনো দেখিনি। <input type="checkbox"/> Rarely / কদাচিৎ এমন ঘটনা দেখেছি। <input type="checkbox"/> Sometimes / মাঝে মাঝে এ ধরনের ঘটনা ঘটতে দেখেছি। <input type="checkbox"/> Often / প্রায়ই এমন হতে দেখেছি। <input type="checkbox"/> Very Often / সব সময় এমন ঘটনা ঘটতে দেখেছি।
9.2	Recently (last 2-3 years) how often did your organization participate in a tender other than the district where the tender was invited (Please tick) সাম্প্রতিককালে (গত ২-৩ বছর), আপনার সংস্থা বা আপনি কতবার নিজ জেলার বাইরে দরপত্রে অংশ গ্রহন করেছে(ন)? (প্রযোজ্য ক্ষেত্রে টিক দিন।)	<input type="checkbox"/> Never / নিজ জেলার বাইরে কখনো দরপত্রে অংশ গ্রহণ করা হয় নি। <input type="checkbox"/> Rarely / কদাচিৎ অংশ গ্রহণ করা হয়ে থাকে। <input type="checkbox"/> Sometimes / মাঝে মাঝে অংশ গ্রহণ করে থাকি। <input type="checkbox"/> Often / প্রায়ই নিজ জেলার বাইরে দরপত্রে অংশ গ্রহণ করে থাকি। <input type="checkbox"/> Very Often / সব সময় নিজ জেলার বাইরেও দরপত্রে অংশ গ্রহণ করে থাকি।
9.3	If the answer is never, what are the reasons (Please mention) আপনার উত্তর যদি 'কখনো না' হয়, অর্থাৎ আপনি বা আপনার প্রতিষ্ঠান কখনো নিজ জেলার বাইরে দরপত্রে অংশ গ্রহণ না করে থাকেন, তবে কি কারণে তা করেন নি, দয়ে করে কারণগুলো ডান দিকে উল্লেখ করুন।	1. 2. 3...
9.4	Recently (last 2-3 years) how often did tenderers collude with each other to influence a tendering process? They may collude by forming cartels and splitting up the market. সাম্প্রতিককালে (গত ২-৩ বছর), আপনি কত বার দরপত্রদাতাদেরকে একে অপরের সাথে যোগসাজসের মাধ্যমে দরপত্র প্রক্রিয়াকে প্রভাবিত করতে দেখেছেন? (প্রযোজ্য ক্ষেত্রে টিক দিন।)	<input type="checkbox"/> Never / কখনো দেখিনি। <input type="checkbox"/> Rarely / কদাচিৎ এই ধরনের যোগসাজস করতে দেখেছি। <input type="checkbox"/> Sometimes / কখনো কখনো করতে দেখেছি। <input type="checkbox"/> Often / প্রায়ই যোগসাজস করতে দেখে থাকি। <input type="checkbox"/> Very Often / সব সময় এই কাজ করতে দেখে থাকি।

9.5	How many days does it take to receive payment after submission of bill? (Please tick) বিল জমা দেয়ার কতদিন পর বিলের অর্থ পেয়ে থাকেন? (প্রযোজ্য ক্ষেত্রে টিক দিন।)	<input type="checkbox"/> less than 7 days / ৭ দিনের কম সময়ে। <input type="checkbox"/> 8 to 14 days / ৮ থেকে ১৪ দিন সময়ের মধ্যে। <input type="checkbox"/> 15 to 30 days / ১৫ থেকে ৩০ দিনের মধ্যে। <input type="checkbox"/> 31 to 60 days / ৩১ থেকে ৬০ দিনের মধ্যে। <input type="checkbox"/> more than 60 days/ ৬০ দিনেরও পরে।
9.6	Whether procuring entity pay interest for delayed payment (Please tick) (বিল পরিশোধে বিলম্ব হলে ক্রয়কারী কি কখনো চুক্তির শর্ত অনুযায়ী বিলম্ব সুদ প্রদান করে থাকে? (প্রযোজ্য ক্ষেত্রে টিক দিন।))	<input type="checkbox"/> Yes/ হ্যাঁ, বিলম্ব সুদ প্রদান করে থাকে। <input type="checkbox"/> No / না, বিলম্ব সুদ প্রদান করা হয় না।
9.7	Does the procuring entity impose liquidated damage in case of delay in contract completion (Please tick) চুক্তির বাস্তবায়ন বিলম্বিত হলে ক্রয়কারী সংস্থা কি চুক্তির শর্ত অনুযায়ী বিলম্বজনিত ক্ষতিপূরণ আরোপ করে থাকে? (প্রযোজ্য ক্ষেত্রে টিক দিন)	<input type="checkbox"/> Yes /হ্যাঁ, করে থাকে। <input type="checkbox"/> No / না, করে না। <input type="checkbox"/> Consider with sympathy /বিলম্বের বিষয়টি সহানুভূতির সাথে বিবেচনা করা হয়ে থাকে।
9.8	How often was the contract implementation supervised by government officials? (Please tick) সরকারী কর্মকর্তাগণ কত বার চুক্তি বাস্তবায়ন কাজ পরিদর্শন করে থাকেন? (প্রযোজ্য ক্ষেত্রে টিক দিন।)	<input type="checkbox"/> Once a week/সপ্তাহে এক দিন। <input type="checkbox"/> Once in two weeks /দু'সপ্তাহে এক দিন। <input type="checkbox"/> Once a month /মাসে এক দিন। <input type="checkbox"/> Once in two months/ দু' মাসে এক দিন। <input type="checkbox"/> Other, Specify (অন্য কোন সংখ্যা হলে তা নির্দিষ্ট করে লিখুন।)_____
9.9	Please mention two benefits of e-GP system that you're getting ই-জিপি পদ্ধতির দুটি ভালো দিক উল্লেখ করুন.	1. 2.
9.10	Please mention two drawbacks of e-GP system or two problems you are facing in participating the e-Tendering process ই-জিপি পদ্ধতি'র অথবা ই-জিপি'তে দরপত্রে অংশ গ্রহণের ক্ষেত্রে দুটি সমস্যার কথা উল্লেখ করুন।	1. 2.
9.11	Do you like the recently introduced +/- 10% rule to reject a tender under Open Tendering Method for works) (Please tick) নির্মাণ কাজের ক্ষেত্রে উন্মুক্ত দরপত্র পদ্ধতিতে সম্প্রতি প্রবর্তিত +/- ১০% নিয়মটি আপনি পছন্দ করেন কি? (প্রযোজ্য ক্ষেত্রে টিক দিন।)	<input type="checkbox"/> Yes /হ্যাঁ, পছন্দ করি। <input type="checkbox"/> No /না, পছন্দ করি না।
9.12	Please mention why you like/dislike the +/- 10% rule +/- ১০% সংস্থান রেখে করা বিধিটি আপনার পছন্দ বা অপছন্দ হওয়ার কারণগুলো লিপিবদ্ধ করুন।	1. 2. 3....

9.13	<p>Are the tender's Qualification criteria and/or specifications provided by the procuring entities in the Tender documents generally easy to understand and clear/unambiguous</p> <p>ক্রয়কারী কর্তৃক দরপত্র দিলে দরপত্রদাতার যোগ্যতা নির্ধারণের বা দরপত্র মূল্যায়নের ক্ষেত্রে যে সব নির্নায়ক উল্লেখ করা হয়, এবং/ অথবা বিনির্দেশ উল্লেখ করা হয়, সাধারনভাবে সেগুলোকে আপনার কাছে সহজবোধ্য, পরিষ্কার এবং অস্পষ্টতামুক্ত বলে মনে হয়? (প্রযোজ্য ক্ষেত্রে টিক দিন)</p>	<p><input type="checkbox"/> Yes / হ্যাঁ, মনে হয়। <input type="checkbox"/> No / না, মনে হয় না।</p>
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Questionnaire for Focus Group Discussions/Interviews with Public Procurement Practitioners

1. How is the procurement organized in your organization?
(Point is to discover whether unit or functions delegated in a different way. Why do you do it this way – government structure or your own decision? Who makes the procurement decision - delegated authority? How do you manage conflicts of interest? Do you follow any code of conduct? Is there a procurement manual?)
2. How do you plan procurement?
(Is it before or after budget? Is it strategic – based on needs analysis, market research? Do you define outcomes or just inputs? Do you use sustainability criteria?)
3. How do you determine value for money?
(Lowest evaluated bid or other issues taken into account?)
4. How do you select tenderers?
Eligibility standards – fair and proportional? Domestic preferences? Do you apply any registration system?)
5. How do you conduct procurement?
(Do you use competitive/non-competitive methods? On what grounds? Multi-stage? Reliance on SBDs – from where – satisfactory? Bid procedures... contract awards announced? In contracts, do you use incentive mechanisms?)
6. How do you preserve confidentiality?
7. Do you apply contract management techniques?
(Inspection, quality control; invoices examined and paid on time? How do you manage contract amendments?)
8. Do you monitor performance?
(Do you keep records – how? Do you report on performance to anyone, e.g. CPTU?)
9. Do you have dialogue with vendors?
(Meetings, information, training?)
10. Does private sector respond well to your tenders?
(Sufficient number; sufficient quality? If not, why not?)
11. Do you think you receive enough training on procurement?
(Frequency, content? Other assistance on implementation, e.g. CPTU?)
...and e-procurement?
12. Are you audited?
(Internal/external? How often? What is the quality – are auditors familiar with procurement? What sort of audit? Have you had any negative reports? Did you act on them?)

13. Have you received any complaints from bidders?
(How were they dealt with? Did any go to the Review Panel? What was the result?)
14. Do you involve civil society in your procurement?
(When and to what extent?)
15. Do you debar bidders?
(How and for what reasons?)
16. Have you ever come across corrupt bidders?
(How often? What do you do?)

Appendix-5

Consolidated Procurement Data

(Source: e-GP)

By Procurement Method	OTM (Works)						
Financial year	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Number of Packages (all based on invitation)	427	6776	14037	25150	29974	41605	29347
Number of packages awarded (NOA)	310	5262	10342	21131	23373	35109	22920
Total Estimated Cost in BDT (All based on invitation)	4436013854	49871443015	133996288510	246108526336	355366077046	524511842611	811673143364
Total Estimated Cost in BDT (signed contracts only)	2200037560	33557521384	86722827864	187340445726	238062689295	416496031957	307160377051
Total Value of procurement (contract Price) in BDT	2193603534	31311980480	80478055075	174051009930	221624082332	392821096927	293514652598
Average Contract Price in BDT (Contract price/Number of packages awarded (NOA))	7076140	5950585	7783177	8236762	9482461	11189253	12806049
Average number of participants (overall)	3	3	4	4	4	3	3
Lead time (Invitation to contract signing)	68	68	72	68	70	66	59
Lead time (Invitation to Award)	53	52	57	51	54	52	50
Invitation to Opening (days)	24	22	21	20	20	19	20
Evaluation Time (opening to completion of evaluation)	18	17	22	20	22	22	21
Approval Time (evaluation completion to approval)	12	3	3	2	3	2	2
Approval to Issuance of NOA (days)	2	10	10	10	10	9	9
NOA to signing (days)	15	15	16	17	17	15	12
% of single bid (all)	23%	22%	22%	23%	22%	32%	38%
% of re-bid (retender/all evaluation completed)	8%	6%	6%	6%	7%	9%	3%
% of non-local winner	48%	20%	25%	21%	25%	32%	34%
Winning rebate % (Contract Cost vs Corresponding Estimated Cost)	13	11	9	10	9	6	5

By Procurement Method	LTM (Works)						
Financial year	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Number of Packages (all based on invitation)	25	784	2379	3892	9759	33998	57113
Number of packages awarded (NOA)	21	690	2069	3344	8490	29624	49485
Total Estimated Cost in BDT (All based on invitation)	47633916	2218575974	8403702397	12224815231	20215905493	90926299032	247745932852
Total Estimated Cost in BDT (signed contracts only)	36246997	1874567753	6886519107	11204224813	17849377644	71296813165	209008408094
Total Value of procurement (contract Price) in BDT	35570297	1791672592	6567355495	10835578720	17253339763	68826410020	200692348572
Average Contract Price in BDT (Contract price/Number of packages awarded (NOA))	1693824	2596627	3174169	3242244	2036033	2324824	4055620
Average number of participants (overall)	11	25	38	26	31	27	33
Lead time (Invitation to contract signing)	46	67	64	62	53	55	60
Lead time (Invitation to Award)	31	49	49	46	41	42	49
Invitation to Opening (days)	19	21	20	18	17	17	17
Evaluation Time (opening to completion of evaluation)	7	16	19	18	17	16	19
Approval Time (evaluation completion to approval)	3	2	2	2	1	2	3
Approval to Issuance of NOA (days)	3	11	6	8	6	7	11
NOA to signing (days)	14	18	14	18	13	14	15
% of single bid (all)	17%	5%	4%	13%	15%	18%	14%
% of re-bid (retender/all evaluation completed)	4%	2%	2%	4%	2%	3%	3%
% of non-local winner	19%	16%	16%	15%	18%	11%	12%
Winning rebate % (Contract Cost vs Corresponding Estimated Cost)	3	5	5	4	3	4	4

By Procurement Method	OTM (Goods)						
Financial year	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Number of Packages (all based on invitation)	39	480	1354	2707	4774	8703	10354
Number of packages awarded (NOA)	33	360	1126	2204	3655	6658	8346
Total Estimated Cost in BDT (All based on invitation)	178157958	1163878687	6539501641	19044612222	49230536908	72556162480	76270498900
Total Estimated Cost in BDT (signed contracts only)	147723647	637886205	2656743146	13453280340	30070565487	55020741508	57772083561
Total Value of procurement (contract Price) in BDT	156969481	662464148	2502614921	11184047157	27418898124	49920453952	53118299076
Average Contract Price in BDT (Contract price/Number of packages awarded (NOA))	4756651	1840178	2222571	5074432	7501751	7498942	6364522
Average number of participants (overall)	3	2	2	3	3	3	3
Lead time (Invitation to contract signing)	64	55	52	59	63	63	57
Lead time (Invitation to Award)	49	45	44	49	51	53	47
Invitation to Opening (days)	20	21	21	21	21	20	19
Evaluation Time (opening to completion of evaluation)	15	16	17	21	24	27	20
Approval Time (evaluation completion to approval)	6	1	2	2	2	2	1
Approval to Issuance of NOA (days)	4	5	5	5	6	6	7
NOA to signing (days)	15	10	8	11	13	14	14
% of single bid (all)	19%	36%	43%	31%	27%	29%	26%
% of re-bid (retender/all evaluation completed)	6%	3%	3%	3%	3%	3%	2%
% of non-local winner	59%	21%	22%	26%	29%	29%	33%
Winning rebate % (Contract Cost vs Corresponding Estimated Cost)	18	9	5	8	8	9	9

By Procurement Method	OSTETM (Works)						
Financial year	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Number of Packages (all based on invitation)			7	54	35	414	5063
Number of packages awarded (NOA)				28	35	100	2128
Total Estimated Cost in BDT (All based on invitation)			458572464	1234933887	1714147395	22580631800	156656608141
Total Estimated Cost in BDT (signed contracts only)				306395061	1431641017	5336330045	66455757986
Total Value of procurement (contract Price) in BDT				259191897	1284847560	5208688044	64046494671
Average Contract Price in BDT (Contract price/Number of packages awarded (NOA))				9256853	36709930	52086880	30097037
Average number of participants (overall)			5	4	4	2	2
Lead time (Invitation to contract signing)				130	114	104	100
Lead time (Invitation to Award)				131	108	82	86
Invitation to Opening (days)			35	61	39	32	31
Evaluation Time (opening to completion of evaluation)				98	76	31	39
Approval Time (evaluation completion to approval)				0	0	0	0
Approval to Issuance of NOA (days)				23	46	21	37
NOA to signing (days)				11	21	23	17
% of single bid (all)			0%	22%	12%	29%	31%
% of re-bid (retender/all evaluation completed)				0%	4%	12%	15%
% of non-local winner				0%	10%	24%	31%
Winning rebate % (Contract Cost vs Corresponding Estimated Cost)				6	11	3	5

By Procurement Method	All methods						
Financial year	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Number of Packages (all based on invitation)	491	8045	17810	32024	45488	87912	104988
Number of packages awarded (NOA)	364	6313	13551	26869	36237	74088	85716
Total Estimated Cost in BDT (All based on invitation)	4.66E+09	5.33E+10	1.49E+11	2.80E+11	4.30E+11	7.16E+11	1.31E+12
Total Estimated Cost in BDT (signed contracts only)	2.38E+09	3.61E+10	9.63E+10	2.13E+11	2.89E+11	5.52E+11	6.47E+11
Total Value of procurement (contract Price) in BDT	2.39E+09	3.38E+10	8.96E+10	1.97E+11	2.69E+11	5.20E+11	6.18E+11
Average Contract Price in BDT (Contract price/Number of packages awarded (NOA))	6555338.8	5348697.1	6609484.9	7331611.2	7426443.8	7020564.4	7204160.5
Average number of participants (overall)	3.389	5.43903	8.41662	6.90092	9.67598	12.219	19.0256
Lead time (Invitation to contract signing)	66.20149	66.7554	69.39425	66.7616	65.23943	60.79904	59.60901
Lead time (Invitation to Award)	51.56868	51.5845	54.84252	50.56013	50.05833	47.35414	49.24799
Invitation to Opening (days)	23.50148	22.16062	21.18169	20.046	19.50676	18.10015	18.47981
Evaluation Time (opening to completion of evaluation)	17.40864	17.16648	21.53819	19.73918	20.93904	19.7817	20.15963
Approval Time (evaluation completion to approval)	11.00928	2.33006	2.483656	2.161641	2.197997	2.205694	2.250138
Approval to Issuance of NOA (days)	2.538461	9.39718	9.249797	9.151773	8.289235	7.826881	10.4551
NOA to signing (days)	14.79379	14.99319	14.86872	16.33768	15.41759	14.54535	14.27594
% of single bid (all)	22%	21%	21%	22%	21%	26%	23%
% of re-bid (retender/all evaluation completed)	8%	6%	5%	5%	5%	6%	3%
% of non-local winner	47%	19%	23%	21%	24%	23%	20%
Winning rebate % (Contract Cost vs Corresponding Estimated Cost)	12.74352	9.74587	7.716054	8.876516	7.389205	5.410231	5.042491

Report on ‘National Consultation (Validation) Workshop on Bangladesh Public Procurement System Assessment (MAPS)’

Workshop Date	:	29 September 2019
Venue	:	Radisson Blu, Dhaka
Chairperson	:	Secretary IMED, Mr. Abul Mansur Md. Faizullah, ndc.
Special Guest	:	Ms. Elmas Arisoy, Practice Manager, Procurement, South Asia Region, The World Bank
Special Guest	:	Ms. Mercy Miyang Tembon, Country Director for Bangladesh and Bhutan, The World Bank
Chief Guest	:	Mr. Mr. M. A. Mannan, MP, Honorable Planning Minister, Government of Bangladesh

Purpose:

The Government of Bangladesh and the World Bank jointly organized the National Consultation (Validation) Workshop on the draft report prepared on ‘Bangladesh Public Procurement System Assessment’. The purpose of the workshop was to share the major findings and recommendations of assessment with the key stakeholders, validate the major findings and confer the way forward.

Participation:

The workshop was participated by over 140 representatives from the government, implementing agencies, development partners, academia, civil society organizations, procurement professionals, private sector and professional associations, private firms, and other business and bidding communities.

Inauguration:

Mr. Mr. M. A. Mannan, MP, Planning Minister, Government of Bangladesh

Inaugural and Presentation Session:

1. At the outset, Mr. Ali Noor, Director General, CPTU delivered the opening remarks for the event. Warmly welcoming the participants, he took the gathering through three key milestones pertaining to public procurement reform in Bangladesh, (i) formation of CPTU as a nodal agency, (ii) formulation and enforcement of the PPA 2006 and the PPR 2008, and (iii) development of e-GP system and its implementation. He further highlighted the achievements resulting from the public procurement reforms in Bangladesh and emphasized on the requirements of further reform. He also briefly discussed the objectives of the MAPS assessment and underscored the importance of the workshop.

2. Ms. Elias Arisoy, Practice Manager, Procurement, South Asia Region, the World Bank, as a special guest, provided an international perspective to the progress that the Bangladesh had made in the field of public procurement over the years. She mentioned how Bangladesh occupies the spotlight in procurement discussions around the world. She congratulated the government for the progress made in public procurement reform over last decade. She reiterated that the World Bank continues to be a proud partner of the government on procurement reform and be with government with its close collaboration for moving ahead.
3. Ms. Mercy Miyang Tambon, Country Director for Bangladesh and Bhutan, the World Bank as a special guest, highlighted the power of public procurement in increasing the efficiency of public expenditure and consequent savings of development funds. She tinted that yearly savings from public procurement by way of having a robust rules and efficient public procurement processing might help to generate enough resources with which the government may build 4000 new schools or 2500km of new roads. She encouraged the participants to engage with the problems that exist in the public procurement sphere in the country and come up with concrete and doable solutions for them.
4. After initial remarks, Mr. Ishtiaq Siddique, Senior Procurement Specialist, the World Bank and team lead for the assessment and Dr. Peter Trepte, Lead Legal Procurement Consultant, the World Bank, presented the major findings and the recommendations of the MAPS assessment with supporting empirical data to the audience.
5. Mr. Abul Mansur Md. Faizullah, IMED Secretary, GoB, thanked the minister for his kind presence. He highlighted the importance of the issue, and mentioned the workshop was comprehended from the personal interest taken by both the Country Director of the World Bank and the Planning Minister of the Government. He asserted the importance of procurement for the development of Bangladesh as a large share of annual development funds are spent through public procurement. He noted the achievements of the government in public procurement reform. However, the Secretary also pointed out that the government is not resting on their laurels as there is still much more to be done citing an example that still now about 70% of contracts are not being completed on time. He encouraged the participants to deeply engage in discussions and to think of how public procurement system can be made more robust in the country.
6. Mr. MA Mannan, MP, the hon'ble Planning Minister, GoB, set the tone for his address by mentioning that the public fund is fund of the common people and the government has responsibly spend public money with due care. He cited the ease of doing business ranking improvement for Bangladesh and apprised the audience of how better business environment leads to increased standards of living for the citizens of the country. He reiterated the point made by the IMED Secretary and stressed the importance of the procurement process, especially in spending the

development budget of the country. He underscored the importance of a transparent and fair procurement process being a key focus area for the government's anti-corruption efforts. He expected that the country's procurement system will further improve with the increased digitization process and involvement of the citizens. The Minister encouraged the participants of the national workshop to deeply engage with the government's works citing an example of receptiveness of his office to feedback from different stakeholders.

Technical Session:

7. In the technical session, the participants were broken out into 4 groups based on following 4 pillars of the MAPS matrix namely:

1. Legal, Regulatory and Policy Framework
2. Institutional Framework and Management Capacity
3. Procurement Operations and Market Practices
4. Accountability, Integrity and Transparency of the Public Procurement System

8. The groups were provided with the major findings of draft assessment reports for the respective Pillars. Each group nominated a group leader to facilitate the discussions with the help of a mentor. Major findings of the assessment of Bangladesh public procurement system were discussed, and unanimous agreement reached by the stakeholder's groups and solutions suggested were listed below. Each group chair presented the agreed list before the audience for their cross-discussions, further feedback and validations. Feedbacks were recorded.

8.1 Pillar 1: Legal, Regulatory and Policy Framework

a. For OTM tenders:

- i. Remove +/- 10% provisions from the rule which retards the competition, marginalizes the small and medium enterprises increase the risks of corruptions especially for disclosure of official estimates.
- ii. To identify and disqualify the abnormally low bids, a formula must be worked out. The formula may be based milestone achievements of works completion.
- iii. Increase of Performance Guarantee proportionately with the increase of low bids based on a worked-out formula. The increase the risks, the higher may be the amount of PG.
- iv. Imposition of milestone based liquidated damage to encourage timely completion of works contracts;
- v. Consistent rate schedule may be considered across the organizations and locations dependent on components to calculate official cost estimate

b. For LTM tenders:

- i. Remove +/- 5% price cap which leads to the probability of tie because of price quote of -5% by the bidders.
- ii. Classify SMEs based on some identified criteria (for example, turn over) or thresholds values of contracts, and restrict the bidding process within one or more classified groups. It may ensure small and medium scale tenderers/enterprises and women-led enterprises' participation because of such preferential treatment
- iii. Annual classification and enlistment of tenderers based on size and experiences is needed to restrict the unexperienced bidders in the bidding process thereby ensuring quality of civil works.
- iv. Manage the contract strictly in compliance with the specifications and contract clauses;
- v. Reduce maximum threshold for LTM tenders.

c. Debarment process:

- i. Issue detail guidelines on the debarment process.
- ii. Provide the bidders an appeal opportunity before final debarment decision is finally made.

8.2 Pillar 2: Institutional Framework and Management Capacity

a. Procurement data and analytics:

- i. Bidders Performance data and clustering of data based on their capacity is required.
- ii. Prepare a database for R&D and market research for each agency.
- iii. Develop a system of necessary data analytics and report generating provisions in e-GP

b. Instituting a service for procurement professionals:

- i. Develop in-house institutional and technical capacity of PE & Bidders.
- ii. Develop online knowledge sharing platforms for PE as well as for bidders

c. Connecting e-GP and iBAS++:

Integrate contract management module to generate reports on contract management & payment. This needs an integration of e-GP with iBAS++ system.

d. Advance Procurement:

- i. Incorporate the formal provision in procurement legislation for advance procurement so that a PE can initiate the procurement process before the budget allocation is confirmed
- ii. Provision of a focal person to be empowered by legal framework and engaged at feasibility study stage of a project.

8.3 Pillar 3: Procurement Operations and Market Practices

a. Land Acquisition:

- i. Update/Simplify Land Acquisition Procedures to save the time for project implementation
- ii. Separate project may be considered for Land Acquisition only based on the requirement of land under different projects
- iii. Better Coordination among agencies to relocate utilities by depository works

b. Delay in Contract Completion:

- i. Reasonable completion time need to be given in works contracts
- ii. There's a need for market analysis for high value and complex procurements before initiating the procurement process to better understand the market composition, qualification of the tenderers and specifications of the product through consultation with the industry.
- iii. Allocate adequate time for pre-bid meeting.
- iv. Regular site meeting to monitor work progress.
- v. Training is needed for contractors so that they can better prepare bids, work plan/program and progress report

c. Large Value Contract Approval:

- i. There must be a provision to generate automated generation of report through e-GP system at the Ministry level to process the purchase summary for CCGP.

d. Strategic Procurement:

- i. Use Framework Agreement for recurring requirements of goods and services both in and across multiple agencies.
- ii. Large agency should prepare their strategic procurement plan indicating the allocation needs to be integrated with national budget.

8.4 Pillar 4: Accountability, Integrity and Transparency of the Public Procurement System

a. Transparency:

- i. Use government tenderers forums for consultation and bringing transparency during amendments to procurement laws and guidelines.
- ii. Prioritize implementation of Citizen Portal that will enable sharing of procurement and contract implementation data with the citizens
- iii. Use of social media and apps for information dissemination and interaction with citizens

b. Audit:

- i. Strengthen internal auditing system and post procurement review process.

- ii. Introduce internal mechanism for procurement issue tracking.
- iii. Digitize mechanisms of control (e-GP) and capturing audit data and resolution status.
- iv. Improve capacity to conduct procurement performance audit.
- v. Introduce standardized mechanism for internal control with the development of internal audit manual and module for training.

c. Complaint mechanism:

- i. Simplify the complaint mechanism reducing tiers of complain and digitize the complaint tracking system including integration with e-GP.
- ii. Develop a scoreboard in the e-GP system to monitor the rate of resolution of complaints.

d. Integrity:

- i. Incorporate citizen engagement in public procurement and develop a citizen engagement portal to help them providing open data source for their use.
- ii. Standard procedure for monitoring integrity is needed with inclusion of ethics and integrity module in CPTU training courses.
- iii. Debarment list to be published nationally.

Feedback session:

9. In the feedback session, the floor was opened. The participants were invited questions and clarifications on the group outcomes. The audience was with the agreed points listed down by the groups. However, some more suggestions /opinions also came out which were as follows:

- Mr. Moshtak Ahmed suggested linking procurement with NSDA. He also suggested that BIGM should offer new graduate course on procurement management, which should lay emphasis on procurement performance and use of data analytics.
- Mr. Nazrul Chowdhury, representative from Metropolitan Bidder's Association stated the importance of consultation with the bidder's community for bringing any change in the procurement legislation.
- Mr. Hasan Mahmud, Deputy Secretary, Ministry of Health, suggested that ICB and NCB contracts should have distinct thresholds. Up to a certain threshold, no procurement entity should be allowed to invite any ICB contracts as the capacity of Bangladesh bidders has increased many folds over the years.
- Mr. Mohammed Dalil Uddit, Senior Procurement Consultant, LGED, opined that STDs of CPTU are unable to address the needs of high value complex contracts, for example, Padma Multi-purpose Bridge. He suggested for the use of FIDIC model contracts for large value contracts.

- Mr. SK Sarkar suggested leveraging social media in increasing transparency and getting feedback from different stakeholders.
- Mr. Richard Lorenz, ILO-ITC, suggested professionalizing the sector of public procurement and asked for introduction of a mechanism for monitoring past performance of firms.
- Mr. Md. Islam, Superintendent Engineer, RHD, suggested the introduction of voluntary self-organizing teams within the CPTU for suggesting improvements to procurement practices.
- Mr. Saiful Ahmed Joarder, Senior Procurement Specialist, RAJUK, mentioned that the overall cost of goods should be considered for goods procurement and not the unit rate for the individual item and suggested that geographic variation of the unit cost of any contract should be considered.

Concluding Remarks

10 Concluding session was chaired by the DG, CPTU, IMED, Ministry of Planning. Upon request from the chair, Ms. Elmas Arisoy thanked everyone for their active and enthusiastic participation in the workshop, especially in group works. She assured that all suggestions would be considered and incorporated into the report and shared with the government. She iterated the government's role in carrying out the procurement reforms and implementing the reforms agenda. She expressed her satisfaction with the progress so far made and continuity of the efforts for consolidations of the achievements.

11. Mr. Ali Noor thanked all the participants. He laid emphasis on coming up with innovative solutions to the problems identified during the event especially the issues that have risen due to the +/- 10% rule. He also acknowledged the problem of preparation of summary for CCGP and advised to use of the format attached as Schedule XIV of the PPR. He also said the CPTU is very receptive to any kind of suggestions from stakeholders and encouraged such suggestions for system improvement. The DG, CPTU underscored the importance of citizen engagement and noted that formation and functioning of Government Tenderers' Forum in all districts is required. He continued that CPTU would set up a forum at national level to discuss the procurement related issues. Mr. Ali Noor informed that the CPTU has already initiated implementation of some of the recommendations of the MAPS assessment and look forward to implementing the rest. Mr. Ali Noor finally thanked everyone for their interest in public procurement issues and the suggestions they made in the workshop for improvement of public procurement system in Bangladesh.

Vote of Thanks:

The workshop was ended with the vote of thanks from the DG, CPTU.

National Consultation (Validation) Workshop
on
Assessment of Bangladesh Public Procurement System
Radisson Blu Dhaka Water Garden (Utshab Hall, Ground Level)
29 September 2019

List of Participants

Ministry of Planning

- Mr. M A Mannan, MP, Honourable Minister, Ministry of Planning
- Mr. Abul Mansur Md. Faizullah, ndc, Secretary, Implementation Monitoring and Evaluation Division (IMED), Ministry of Planning
- Mr. Masum Billah, APS to Honorable Minister, Office of the Honorable Minister, Ministry of Planning
- Mr. Md. Shahedur Rahman, Senior Information Officer, Ministry of Planning

Major Stakeholders, Government of Bangladesh

- Mr. Md. Abdus Sattar, Executive Engineer, Procurement Unit, Local Government and Engineering Department (LGED)
- Mr. Md. Ahsan Habib, Executive Engineer, Roads and Highways Department (RHD)
- Mr. Md. Monirul Islam, Director (Contract and Procurement Cell), BWDB, WAPDA Bhaban
- Mr. Md. Mahfuzul Hoque, Deputy Director, UPEGS-DELG Project, Bangladesh Rural Electrification Board
- Mr. Md. Hasan Sarwar, Director (Procurement), Directorate of Primary Education (DPE)
- Mr. Mohammed Mizanur Rahman, Deputy Secretary, Common Services Branch, Cabinet Division
- Mr. Manik Hossain, ACAG, Office of the Comptroller and Auditor General of Bangladesh
- Mr. Shamim Ahammed, Director-6, Prime Minister's Office
- Mr. Muhammad Kamrul Hasan, First Secretary (Board Admin), National Board of Revenue
- Mr. Md. Mozibor Rahman, Joint secretary, Organization and Management Wing, Ministry of Public Administration
- Mr. Md. Golam Mostofa, Joint Secretary, Finance Division, Ministry of Finance
- Mr. Rabindra Nath Barman, Joint Chief, Local Gouvernement Division
- Mr. Md. Anwar Hossain, Joint Secretary, Economic Relations Division (ERD), Ministry of Finance
- Ms. Sultana Saleha Shumee, Senior Assistant Chief (Health-5), Health Services Division, Ministry of Health and Family Welfare
- Mr. Mohammad Jahangir Alam Khan Rana, Deputy Controller General of Accounts (Admin), Office of the Controller General of Accounts
- Mr. Md. Saidul Hasan, Police Super (ICT), Bangladesh Police, Police Head Quarter
- Ms. Shuvra Roy, Deputy Director, National Skills Development Authority (NSDA)
- Mr. Md. Rafiqul Islam, Superintending Engineer, Local Government Engineering Department (LGED)
- Mr. Mohammad Shabbir Hasan Khan, Superintending Engineer, Roads and Highways Department (RHD)

- Mr. Md. Abdul Aziz, Deputy Director (CCA), Office of the Chief Engineer, Bangladesh Rural Electrification Board (BREB)
- Mr. Mohammad Rashedul Islam, Secretary, Bangladesh Computer Council (BCC)
- Mr. Md. Abul Kalam Azad, Executive Engineer, Public Works Department (PWD)
- Engr. Nazrul Islam Mian, Project Director, 32 Poursava Project, Department of Public Health Engineering (DPHE)
- Mr. A N M Tarique Abdullah, Deputy Director (Executive Engineer), Bangladesh Power Development Board (BPDB)
- Mr. Mohammad Anisur Rahman, Deputy Director, Finance and Procurement wing, Directorate of Secondary and Higher Education (DSHE)
- Engr. Shah Naimul Quader, Superintending Engineer, Education Engineering Department (EED)
- Dr. Md. Abdul Majid, Deputy Program Manager, (Procurement & Finance), PMR, Directorate General of Health Services (DGHS)
- Dr. Mohammad Ziaul Haque, Medical Office (Chief Coordinator), Central Medical Stores Depot (CMSD)
- Mr. S. M. Salimullah Bahar, Economist , Bangladesh Railway, Rail Bhaban
- Mr. Md. Moshir Uddin, Deputy Director (ICT Management), Department of Agricultural Extension (DAE)
- Mr. Md. Abdul Hamid, Superintending Engineer (Electrical), Health Engineering Department (HED), Ministry of Health and Family Welfare
- Abul Hasnat Md. Ashraful Alam, SE, Dhaka North City Corporation
- Mr. Tanvir Ahmed, Executive Engineer, Dhaka South City Corporation
- Sk. Shahiduzzaman, Deputy Director (Foreign Procurement), Directorate General of Family Planning (DGFP)
- Dr. Abu Saleh Mostafa Kamal, Joint Secretary, Cabinet Division
- Mr. Hashan Mahmud, DS, Health Services Division
- Mr. Kazi Mohammad Ziaul Haque, Senior System Analyst, National Board of Revenue

Central Procurement Technical Unit (CPTU)

- Mr. Md. Ali Noor, Director General (Additional Secretary), Central Procurement Technical Unit (CPTU) & Project Director, DIMAPPP, IMED, Ministry of Planning
- Mr. Shish Haider Chowdhury, Director (Coordination & Training), CPTU, IMED, Ministry of Planning
- Mr. Md. Aziz Taher Khan, Director (e-GP), CPTU, , IMED, Ministry of Planning,
- Mr. Md. Shamimul Haque, Director (Planning), CPTU, IMED, Ministry of Planning
- Mr. Nur Ahmed , Director, CPTU, IMED, Ministry of Planning
- Mr. Md. Aknur Rahman, Deputy Director (Deputy Secretary), CPTU, IMED, Ministry of Planning
- Mr. Mohammed Salah Uddin, Deputy Director, CPTU, IMED, Ministry of Planning
- Ms. Mst. Maushumi Habib, Deputy Director, CPTU, IMED, Ministry of Planning
- Mr. Md. Mahfuzar Rahman, Deputy Director , CPTU, IMED, Ministry of Planning
- Mr. Md. Mosharraf Hussain, Senior System Analyst, CPTU, IMED, Ministry of Planning

- Mr. AKM Fazlul Karim, Public Policy Implementation Adviser, DIMAPPP, CPTU, IMED, Ministry of Planning
- Mr. Md. Mosta Gausul Hoque , Principal Project Management Consultant, CPTU, IMED, Ministry of Planning
- Mr. Md. Shafiul Alam, Senior Communications Consultant, CPTU, IMED, Ministry of Planning
- Mr. Ashfaquul Islam, Senior e-GP Adviser, CPTU, IMED, Ministry of Planning
- Mr. Asad Ibne Moin, Senior Security Assurance Consultant, CPTU, IMED, Ministry of Planning
- Mr. Mohammad Asadul Hoque, System Analyst, CPTU, IMED, Ministry of Planning
- Mr. K. M. Ali Newaz, Training Co-Ordinator, CPTU, IMED, Ministry of Planning
- Mr. Muhammad Hafizur Rahaman, Senior Programmer, CPTU, IMED, Ministry of Planning
- Mr. Khairul Amin, Programmer, CPTU, IMED, Ministry of Planning
- Mr. Sk. Shariful Islam, Asst. Maintenance Engineer, CPTU, IMED, Ministry of Planning
- Mr. Muhammad Shameem Kibria, Assistant Director, CPTU, IMED, Ministry of Planning
- Mr. Nazmul Islam Bhuiyan, Deputy Team Leader, Dohatec New Media
- Mr. Joji Joseph George, Team Leader, GSS Infotech

Planning Division and Statistics and Informatics Division

- Mr. Md. Zakir Hossain Akanda, Member (Secretary), Agriculture, Water Resources and Rural Institutions
- Mr. Khandker Ahsan Hossain, Joint Chief, Multi Sectoral Issues and Coordination Wing, General Economics Division
- Ms. Mahmuda Akther, Additional Secretary, Statistics & Information Division
- Mr. Mohammad Abdul Mannan, Additional Secretary and Director General, Education & Social
- Mr. Shopon Kumar Gush, Chief, Monitoring and Evaluation Sector-1 (Industry & Power), Implementation Monitoring and Evaluation Division (IMED), Ministry of Planning
- Mr. Mohammad Jahangeer Kobir, Director General, Local Govt. & Rural Development , Implementation Monitoring and Evaluation Division (IMED), Ministry of Planning
- Dr. Mohiuddin Ahmed, Director General, Agriculture & Water Resource, Implementation, Monitoring and Evaluation Division (IMED), Ministry of Planning
- Mr. Al Mamun, Director General, Health & Housing , Implementation Monitoring and Evaluation Division (IMED), Ministry of Planning
- Mr. S M Hamidul Haque, Director General, Evaluation, Implementation Monitoring and, Evaluation Division (IMED), Ministry of Planning
- Mr. Md. Matiar Rahman, Director (Joint Secretary), Transport, Implementation Monitoring and Evaluation Division (IMED), Ministry of Planning
- Mr. Md. Afzol Hossain, Director (Joint Secretary), Education & Social, Implementation, Monitoring and Evaluation Division (IMED), Ministry of Planning

Civil Society Organizations (CSOs)

- Dr. Imran Matin, Executive Director, BRAC Institute of Governance and Development (BIGD)
- Ms. Nahid Sharmin, Deputy Program Manager, Research & Policy, Transparency International Bangladesh (TIB)
- Mr. Md. Mamun-ur-Rashid, Deputy Director, Administration, Centre for Policy Dialogue (CPD)

Development Partners

- Mr. Francesco Elicio, Program Manager – Governance, Delegation of the European Union, Bangladesh
- Ms. Dr. Samina Choudhury, Project Management Specialist, Office of Population, Health, Nutrition and Education, USAID, Bangladesh
- Mr. Richard Lorenz, Team Leader, DIMAPPP-CDP Component, ITCILO, International Training Centre for the ILO

Associations

- Mr. Eng. Md. Rafiqul Islam, Project Coordinator, The Institution of Engineers, Bangladesh (IEB)
- Mr. Eng. Kazi Khairul Bashar, Honorary Assistant General Secretary, The Institution of Engineers, Bangladesh (IEB)
- Mr. Md. Mahmud ur Rahman, Senior Assistant Secretary, ICT & General Affairs, Federation of Bangladesh Chambers of Commerce & Industry (FBCCI)
- Mr. Imran Ahmed, Vice President, Dhaka Chamber of Commerce & Industry (DCCI), DCCI Building
- Mr. Abul Kalam, Manager-Accounts and Finance, Bangladesh Women Chamber of Commerce and Industry (BWCCI)
- Mr. Ar. M. Masud Ur Rashid, Treasurer, Institute of Architects Bangladesh
- Mr. Engr. Bimal Chandra Roy, Advisor, Bangladesh Association of Construction Industry (BACI)
- Mr. Engr. Abu Hasan Md. Eunus, Treasurer, Bangladesh Association of Consulting Engineers (BACE)
- Mr. Shoeb Ahmed Masud, Vice President (Admin), Bangladesh Association of Software and Information Services (BASIS)
- Mr. Nazrul Islam Chowdhury, Deputy Secretary, Metropolitan Chamber of Commerce and Industry (MCCI)

Bidding Community

- Mr. Kazi Mozaharul Haque, Managing Director, Mozahar Enterprise (Pvt.) Ltd.,
- Mr. Md. Amiruzzaman, CEO, MC Trade Center
- Mr. Salim Ullah Sharker, Mamoni Jewellers
- Mr. Md. Faruk Sarkar, M/S Faruk Traders
- Mr. Mir Shaifulla Shafi, Barkat Sanitary
- Mr. Md. Shahinoor Alam
- Mr. Md. Shahadat Hossain
- Mr. Md. Taslim Ahmed Asha, General Secretary, KCC Tenderer Welfare Association
- Mr. Md. Jahidul Hasan Maruf, Proprietor, ICE World
- Mr. Md. Hasanul Islam

The World Bank

- Ms. Mercy Miyang Tembon, Country Director, The World Bank
- Mr. Yutaka Yoshino, Program Leader, The World Bank
- Ms. Elmas Arisoy, Practice Manager, The World Bank
- Dr. Zafrul Islam, Lead Procurement Specialist, The World Bank
- Mr. Richard Olowo, Lead Procurement Specialist, The World Bank

- Mr. Winston Percy Onipede Cole, Lead Financial Management Specialist, The World Bank
- Mr. Ishtiaq Siddique, Senior Procurement Specialist, The World Bank
- Mr. A.N.M. Mustafizur Rahman, Senior Procurement Specialist, The World Bank
- Mr. Mohammed Atikuzzaman, Senior Financial Management Specialist, The World Bank
- Mr. Md. Kamruzzaman, Procurement Specialist, The World Bank
- Mr. Arafat Istiaque, Procurement Specialist, The World Bank
- Mr. Peter-Armin Trepte, Lead Legal Procurement Consultant, The World Bank
- Mr. Amulya Kumar Debnath, Senior Procurement Consultant, The World Bank
- Ms. Mahmuda Nusrat Hussain, Team Associate, The World Bank
- Mr. Shourov Kumar Sharma, Team Assistant, The World Bank
- Ms. Shahnun Nima Tania, Short Term Temporary, The World Bank
- Mr. Mir Mehbubur Rahman, Senior Procurement Consultant, The World Bank
- Mr. Md. Bazlul Kadir, Procurement Consultant, The World Bank
- Mr. Arkopal Datta, Impact Evaluation Consultant, The World Bank
- Mr. S M Hafiz Al Mamun, Project Support Consultant, The World Bank

Procurement Professionals

- Mr. Suresh Kumar Sarker, Director (Logistics & Supply Unit), Directorate General of Family Planning
- Mr. Asheque Ahmed Shiblee, Superintending Engineer (Coordination), Public Works Department (PWD)
- Mr. Md. Dalil Uddin, Senior Procurement Specialist, MDSP Project
- Mr. Md. Mahboob Hassan,
- Mr. Rashed Morshed, Sr. Procurement Specialist, CEDP
- Mr. Salek Mahmud, Superintendent Engineer, Dhaka Power Distribution Company Limited (DPDC)
- Ms. Sonia Nowrin, Senior Assistant Engineer, RDEC Bhaban, Level-5 (MGSP), LGED
- Mr. Shah Eyamin-UI Islam, Executive Engineer, Sher-e-Bangla Nagar Public Works Division-2
- Ms. Nishat Noman, Executive Engineer, Documentation and Procurement, Roads and Highways Department (RHD)
- Mr. Md. Nurul Huda
- Mr. Syed Rafiqul Alam, Sr. Procurement Consultant, Modern Food Storage Facility Project
- Mr. Golam Yazdani, Procurement Specialist, Sustainable Forests and Livelihoods Project (SUFAL)
- Mr. Md. Saifur Rahman Joarder, Procurement Specialist
- Ms. Kazi Sayeda Momtaz, Sr. System Analyst, Roads and Highways Department (RHD)
- Mr. Riaz Ahmad Jaber, Additional Chief Engineer, SREPTS
- Mr. Munir Siddiquee
- Mr. Md. Zikrul Islam, Superintending Engineer, Roads and Highways Department (RHD)

Consulting Firms

- Dr. Abdus Shabur, Managing Director, BETS
- Mr. Akhtaruzzaman, General Manager, DDC
- Mr. M A Aziz, Managing Director, BCL
- Mr. Mohammad Shahjahan, Director & CEO, Bangladesh Center for Communication Programs, (BCCP)

- Mr. ABM Sirajul Hossain, Chief Executive Officer, Dnet
- Mr. Prof. M.A. Hannan, Rector, Engineering Staff College, Bangladesh (ESCB), IEB H/Q
- Mr. Engr. A. R. M. Anwar Hossain, Dean, Faculty of Procurement & Supply, Engineering Staff College, Bangladesh (ESCB)

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Formation of GoB MAPS Committee

Government of the People's Republic of Bangladesh
Ministry of Planning
Implementation Monitoring & Evaluation Division (IMED)
Central Procurement Technical Unit (CPTU)
Sher-e-Bangla Nagar, Dhaka-1207
Tel: 9144252-3, Fax: 9180968, E-mail: info@cptu.gov.bd; Website: www.cptu.gov.bd
(উন্নয়ন সহযোগি সংস্থার সংশ্লিষ্টতা থাকায় প্রজ্ঞাপনটি ইংরেজিতে জারি করা হলো)

No. 21.00.0000.364.25.067.18-248

Date: 20/05/2018

Subject: Committee to Support the Assessment of Bangladesh Public Procurement System

To support the assessment of existing public procurement system of Bangladesh a committee is formed as follows:

- | | |
|--|------------------|
| 1) Director General (Additional Secretary), Central Procurement Technical Unit (CPTU), IMED | Chairperson |
| 2) Representative, Local Government Engineering Department (LGED) | Member |
| 3) Representative, Roads and Highways Department (RHD) | Member |
| 4) Representative, Bangladesh Water Development Board (BWDB) | Member |
| 5) Representative, Bangladesh Rural Electrification Board (BREB) | Member |
| 6) Representative, Public Private Partnership Authority (PPPA). | Member |
| 7) Representative, Health Services Division, Ministry of Health and Family Welfare (MOH&FW); | Member |
| 8) Representative, Controller General of Accounts (CGA); | Member |
| 9) Representative, Office of the Comptroller and Auditor General of Bangladesh (C&AG); | Member |
| 10) Representative, Anti-Corruption Commission (ACC); | Member |
| 11) Director (Planning), CPTU, IMED. | Member Secretary |

Terms of Reference:

- Provide necessary support for assessing the existing public procurement system of Bangladesh;
- If any problem arises during assessment period will advise/cooperate to solve it;
- The committee may co-opt members, if necessary.

2. Each organization is requested to nominate one suitable representative to the committee who has sufficient knowledge on Public Procurement in Bangladesh. It is expected that the nominated member will continue in the committee till the end of completion of the assessment.


(Md Shamimul Haque)
Director
Phone: 9144251

Distribution: (Not According to Seniority)

1. C & AG, Office of the Bangladesh Comptroller & Auditor General, Audit Bhaban, 77/7 Kakrail, Dhaka.
2. Secretary, Health Services Division, Ministry of Health & Family Welfare, Bangladesh Secretariat, Dhaka.
3. Controller General of Accounts (CGA), Audit Bhaban, 77/7 Kakrail, Dhaka.
4. Chief Engineer, Local Government Engineering Department, LGED Bhaban, Agargaon, Dhaka.
5. Secretary, Anti Corruption Commission, Segunbagicha, Dhaka 1205
6. Director General, CPTU, IME Division, Sher-e-Bangla Nagar, Dhaka.
7. Chairman, Bangladesh Rural Electrification Board, Head Office, Nikunja-2, Khilkhet, Dhaka.
8. Chief Engineer, Roads & Highways Department (RHD), Alenbari, Tejgaon, Dhaka.
9. Director General, Bangladesh Water Development Board (BWDB), Motijheel C/A, Dhaka.
10. Chief Executive Officer, Public Private Partnership Authority, 1st Floor, NGO Affairs Bureau Bhaban, Plot: E-13 Agargaon, Shere Bangla Nagar, Dhaka;
11. Director (Planning), CPTU, IMED, Sher-e-Bangla Nagar, Dhaka.

Copy:

1. Lead Procurement Specialist and Task Team Leader, WB Bank Office, Dhaka.
2. PS to Secretary, IME Division, Sher-e-Bangla Nagar, Dhaka.
3. PO to Director General, CPTU, IME Division, Sher-e-Bangla Nagar, Dhaka.
4. Office Copy.

CONCEPT NOTE

Assessment of Bangladesh Public Procurement System

(ID: P166424)

Bangladesh (SOUTH ASIA)

BASIC INFORMATION

Activity Information

Project ID	Product Line
P166424	Advisory Services & Analytics
Short Name	Full Name
Bangladesh MAPS	Assessment of Bangladesh Public Procurement System
Project Status	Completion Fiscal Year
Active	2020
Parent Program	
P167825	

Processing

Is this a Reimbursable Advisory Services (RAS) (CN is required for RAS activities)?

No

What kind of task description is needed?

Concept Note with a Review (Track 2)

Is this a joint Bank-IFC activity?

No

Accountability

Region	Country, Regional or World
SOUTH ASIA	Bangladesh
Requesting Unit	Team Leader
SACBD(7028)	Ishtiaq Siddique
Responsible Unit	
GGOPZ(9298)	
Practice Area (Lead)	Contributing Practice Areas
Governance	Education, Health, Nutrition & Population, Transport & Digital Development, Social, Urban, Rural and Resilience Global Practice

CONTEXT : STATEMENT OF PROBLEM

Bangladesh has been making continued efforts for over a decade to bring a systemic change to its public procurement system. Following the recommendations of the Country Procurement Assessment Report 2002 (CPAR 2002), the Government of Bangladesh (GoB) implemented two procurement reforms with the technical and financial support of the Bank. These were: Public Procurement Reform Project (PPRP) implemented during 2002–2007 and PPRP II with two-additional financings implemented during 2007–2017. Recently the third project, Digitization of Implementation Monitoring and Public Procurement Project (DIMAPPP) has been commenced. As a result of these initiatives, earlier procurement assessments¹ have indicated that the country at present has a robust public procurement system in place which includes a procurement law, secondary legislation and associated standard bidding documentation, a well-functioning nodal agency, the Central Procurement Technical Unit (CPTU), under the Implementation Monitoring and Evaluation Division (IMED) of the Ministry of Planning (MOP) to regulate public procurement, an extensive capacity development program, a comprehensive electronic government procurement (e-GP) portal with online procurement performance measurement mechanism, and a citizen engagement system supported by a comprehensive strategic and behavioral change communication program. Nevertheless, these procurement assessments are either out of date (the World Bank's CPAR of 2002) or not comprehensive enough (PEFA² of 2010 and 2015; e-GP assessment of 2017) covering the entire spectrum of the public procurement system in-comparison with the international good practices and standard.

Introduction of e-GP has improved the efficiency and transparency of the procurement process. For example - (i) 83% contracts were awarded within the initial bid validity period in 2016 while it was only 10% in 2007; (ii) web publication of contract awards increased to 100% in 2016 from 10% in 2007; (iii) web publication of bid invitations enhanced to 100% in 2016 from 70% in 2007. E-GP has also contributed in minimizing coercion and collusion at the decentralized level, which is evident by significant reduction of newspaper reporting in 2016 as compared to 2007. However, the following key remaining issues demand special attention – (i) delay in processing large value procurement activities hindering timely completion of development projects. Delay is happening mainly due to the complex and time-consuming approval process, capacity constraints at the implementing organizations in handling complex procurements, and not incorporating international procurement in the e-GP system; and (ii) in-effective contract management resulting time and cost overrun. Less than 30% contracts are now completed on time due to lack of capacity of the implementing organizations in managing contracts, and poor monitoring and oversight mechanism.

GoB has made a series of amendments to its legal framework since 2009 which have not yet been formally assessed against any internationally accepted benchmarks. Further amendments to the legal framework are also now under consideration by the GoB, providing an opportune moment to conduct a new and comprehensive system assessment to inform that system development process. It is expected that an assessment of the country's procurement system using the harmonized Methodology for Assessing Procurement System (MAPS II) will benefit the country by indicating how it may ensure value for money and better service delivery through an improved public procurement system. It is relevant to mention that a good public procurement system directly contributes to the proper utilization of the invested resources and thereby impact on the country's economic growth. Increasing the effectiveness and efficiency in the use

¹ Earlier Assessments: Assessment of Implementation of Public Procurement Regulations, 2009; Public Expenditure and Financial Accountability (PEFA) Performance Assessment for Bangladesh, 2010 and 2015; Developing Strategic Framework for Public Procurement Authority, 2017.

² PEFA: Public Expenditure and Financial Accountability performance assessment for Bangladesh, 2010 and 2015.

of public resources through a good procurement system is also an important factor for improving the investment climate, accelerating the growth and reducing poverty.

In addition, most of the development partners working in Bangladesh, including the Bank, are increasingly relying on the country procurement system through engagement in the Program for Results (PforR) modality of financing. This paradigm shift in the financing modality has created a demand for a comprehensive diagnostic of the country's public procurement system including identification of risks of relying on the country system and the corresponding system improvements to minimize the risks.

Conducting a MAPS assessment at this stage would be beneficial for a number of reasons. For example, benchmarking the procurement system and performance against international good practices and standards would allow GoB to take stock of the earlier reform initiatives and ensure that whether it is still on track following recent amendments to the legal framework. It is timely because GoB is currently considering public procurement system enhancement and being able to identify the strengths and weaknesses of the current system will allow GoB to design an appropriate strategy for further enhancement of the procurement system. The ultimate target is to achieve a modern and harmonized procurement system which is fundamental for better development outcomes.

The Government of Bangladesh (GoB) has extended its full co-operation to the assessment process. With a view to assisting in the MAPS assessment, the GoB has formed a team (MAPS Committee) with the leadership of the CPTU and taking representatives from the key organizations of the country, for example, Local Government Engineering Department (LGED), Roads and Highways Department (RHD), Bangladesh Water Development Board (BWDB), Bangladesh Rural Electrification Board (BREB), Central Medical Stores Depot (CMSD), Directorate General of Family Planning (DGFP), Directorate of Primary Education (DPE), National Curriculum & Textbook Board (NCTB), Comptroller and Auditor General (C&AG), Controller General of Accounts (CGA), Anti-Corruption Commission (ACC), Public Private Partnership Authority (PPPA) etc.

With an ultimate target to achieve a harmonized public procurement system in Bangladesh, both GoB and Bank teams are keen to engage the other development partners active in the country in the technical discussions for this assessment. Besides, the other stakeholders like the leading NGOs, civil society organizations, and private sector organizations and associations will also be consulted. CPTU will arrange data as necessary for the assessment.

PROGRAM DEVELOPMENT OBJECTIVE

The development objective of this Programmatic ASA is to support World Bank client countries to undertake public procurement reforms by utilizing a common and internationally recognized analytical tool for assessing public procurement systems.

The revised Methodology for Assessing Procurement Systems (MAPS) framework establishes the elements and criteria of a modern, transparent and well-functioning public procurement system that all countries should strive to achieve, irrespective of income level or development status.

This Programmatic ASA serves as the umbrella activity for quality control of the delivery of the ongoing and pipeline MAPS assessments and for enhancing uptake of the MAPS tool globally. The objective includes providing World Bank task teams access to training and resources on the revised MAPS tool, and ensuring clients' needs, through the World

Bank's involvement in the MAPS Stakeholder Working Group, continue to be represented in the global dialogue. Through the Programmatic ASA, MAPS will be implemented in low and middle income, and FCV contexts.

Development Objective Comment

SPECIFIC OBJECTIVES OF THE ASSESSMENT:

1. Taking stock of the reform initiatives to date, including the most recent amendments to the legal framework in order to establish a shared understanding of the current state of Bangladesh public procurement system amongst all stakeholders (including government agencies, development partners, civil societies and private sector);
2. Conducting a gap analysis to identify the strengths and weaknesses of the overall public procurement system so as to (i) inform and support the current work being undertaken by GoB to amend the relevant legal framework; and (ii) assess the risks that the remaining weaknesses of the system pose to the use of public funds and to formulate appropriate mitigation measures, if any, and;
3. Developing a strategy for the future system development in achieving a modern and harmonized procurement system with particular reference to the enhanced e-GP, contract management, introduction of sustainable procurement, and citizen engagement.

ACTIVITY TYPE

Is this mainly an analytical or an advisory activity?

Analytical

Does this task produce analytics of the following type?

Other Analytics

ACTIVITY SUMMARY

Bangladesh public procurement system will be assessed following the latest harmonized Methodology for Assessing Procurement System (MAPS II)³. This will be done using the core MAPS II tool only. The assessment will be conducted on all four pillars of MAPS II, i.e., (i) legal, regulatory and policy framework; (ii) institutional framework and management capacity; (iii) procurement operations and market practices; and (iv) accountability, integrity and transparency. Focus will be placed specifically on e-GP and its enhancement, contract management, introduction of sustainable procurement, and citizen engagement.

The assessment will be conducted in three phases – initiating phase, assessment phase and validation phase. During the initiating phase, government and other stakeholders will be informed about the study mainly to build consensus on the methodology for the study. The output of this phase is the detailed concept note for the assessment. Assessment phase will include desk reviews of documents, collection of procurement data from the selected implementing agencies and other sources, interviews and focused group discussions with the key stakeholders of the of the procurement system, and analysis of data. The output for this phase is the draft Bangladesh Public Procurement System Assessment Report. During the validation phase, findings of the assessment will be shared with the

³ Note: The Methodology for Assessing Procurement System (MAPS) is available at the following website:
<http://www.mapsinitiative.org/methodology/>

government and other stakeholders for their comments and endorsements. Finally, the updated report will be disseminated and published.

DETAILED ACTIVITY DESCRIPTION

1. Assessment phases:

Bangladesh public procurement system will be assessed following the latest harmonized methodology for assessing procurement system (MAPS II). The assessment consists of these phases:

(i) Initiating phase which includes:

- a. identifying and informing all stakeholders of the study;
- b. establishing the Task Team, including hiring the team of experts (Short Term Consultants, STCs);
- c. establishing the GoB MAPS Committee;
- d. preparing the concept note and detailed methodology of the study, including defining the timeline, identifying sources of hard data collection, interview and surveys, and establishing lines of communication among the team members.

(ii) Assessment phase which includes:

- a. conducting initial desk review of procurement laws, regulations and processes;
- b. preparation of assessment questionnaires;
- c. conducting a detailed field review of the public procurement system covering identified key agencies;
- d. collecting field-level data through interviews, surveys, and reviewing procurement files;
- e. analyzing data;
- f. preparing draft procurement assessment report including summary of identified risks and issues along with a risk mitigation action plan, recommendations for system development and strategic recommendations.

(iii) Validation phase which includes

- a. sharing the draft report with government counterpart and other stakeholders for comments;
- b. organizing workshops to discuss the draft report;
- c. securing internal approvals including peer reviews;
- d. finalizing the report;
- e. publishing and disseminating findings and
- f. liaising with counterparts for implementation of final report, action plan, results indicators and continue monitoring of the results.

2. Study team and stakeholders:

The study will be carried out by the Bank's task team for the MAPS assessment in close coordination with the Government of Bangladesh (GoB). The task team comprises of a team of experts (Bank staffs and consultants) having extensive experience in conducting similar assessments. The main assessment will be conducted by a team of short-term consultants hired from the market having complementary skills mainly in the areas of legal, procurement and market, contract management, trade and private sector, and anti-corruption. The Bank team will co-ordinate the efforts of the assessors and GoB team.

A GoB MAPS Committee chaired by the Director General, CPTU has been established to work with the Bank's team responsible for the assessment. The team represents the entire spectrum of key government organizations including,

inter alia: Local Government Engineering Department (LGED), Roads and Highways Department (RHD), Bangladesh Water Development Board (BWDB), Bangladesh Rural Electrification Board (BREB), Central Medical Stores Depot (CMSD), Directorate General of Family Planning (DGFP), Directorate of Primary Education (DPE), National Curriculum & Textbook Board (NCTB), Comptroller and Auditor General (C&AG), Controller General of Accounts (CGA), Anti-Corruption Commission (ACC), Public Private Partnership Authority (PPPA) etc. GoB MAPS committee will facilitate data collection and identification of the key stakeholders for the interviews, and will also provide valuable inputs on MAPS indicators.

As part of stakeholder consultation, technical inputs of the other development partners active in the country, for example, Asian Development Bank (ADB), Islamic Development Bank (IsDB), the United Kingdom Department of International Development (DFID), Japan International Cooperation Agency (JICA), European Commission, United States Agency for International Development (USAID), Swiss State Secretariat for Economic Affairs (SECO), the Netherlands Foreign Economic Relations Department for International Business, Agence Francaise de Developpement (AFD) will also be collected. In addition, other important stakeholders like the civil society organizations (e.g., BRAC Institute of Governance and Development - BIGD, Transparency International Bangladesh -TIB), professional associations and chamber of commerce, leading universities, bidding communities and other private sector bodies will also be consulted.

3. Target agencies:

The assessment will mainly cover the following sectoral agencies responsible for implementing lion share of the country's development program: Local Government Engineering Department (LGED), Roads and Highways Department (RHD), Bangladesh Water Development Board (BWDB), Bangladesh Rural Electrification Board (BREB), Central Medical Stores Depot (CMSD), Directorate General of Family Planning (DGFP), Directorate of Primary Education (DPE), National Curriculum & Textbook Board (NCTB). These agencies comprise thousands of procuring entities at all levels of the government from central to local levels and together represent an estimated 50% of all government procurements. Besides, a number of key procurement practitioners from the other implementing agencies conducting significant amount of procurements, e.g., Bangladesh Railways, Public Works Department, Power Grid Company of Bangladesh Limited will also be consulted through interviews/focused group discussions.

4. Data sources and past studies:

Data collection will take a number of forms. The texts making up the legal and regulatory frameworks. Hard data in relation to the concluded procurements will also be collected directly from the target agencies including data collected from the e-GP system. So far, 192,475 procurement contracts are invited through the e-GP system covering 6,233 number of procuring entities under 1,226 organizations. All of these contracts' data will be collected and analyzed for the purpose of this assessment. Besides, there is a data collection activity underway as part of an ongoing comprehensive impact evaluation of the e-GP system. The Bank is leading this impact evaluation in collaboration with the GoB and leading academia like Cambridge University. The impact evaluation has collected some 12,000 paper-based (non e-GP) procurement contracts' data from all 64 districts of the country covering about 20% of the paper-based procurement contracts processed in LGED, RHD and BWDB during FY11-FY16. In addition to the hard data, the assessment team will also conduct interviews with the key agencies and their subordinate procuring entities to assess how the procurement system is functioning at the field level. Interviews will also be conducted with other important stakeholders within government, civil society organizations (e.g., BRAC Institute of Governance and Development - BIGD, Transparency International Bangladesh -TIB), professional associations and chamber of commerce, leading universities, bidding communities and other private sector bodies etc. It is currently envisaged that some 115 persons will be interviewed, possibly in groups. In addition, relevant past studies as mentioned below will also be consulted.

- (i) Assessment of Implementation of Public Procurement Regulations, 2009;
- (ii) Public Expenditure and Financial Accountability (PEFA) Performance Assessment for Bangladesh, 2010;

- (iii) Public Expenditure and Financial Accountability (PEFA) Performance Assessment for Bangladesh, 2015;
- (iv) Need Assessment for e-GP Roll-out and Capacity Development, 2017; and
- (v) Developing Strategic Framework for Public Procurement Authority, 2017.

5. It is envisaged that there will be continuous communication and dialogue between the task team and the GoB MAPS Committee both to set out the key activities and review progress and to discuss and solve any problems that may arise during the course of the assessment. Following completion of a draft assessment report, stakeholder consultations including the development partners will be organized with a view to providing general consensus on the report. Peer review is also anticipated as well as review by the MAPS stakeholder group/MAPS Secretariat. However, the precise modalities of these review processes remain flexible at present. These will be firmed up during the course of the assessment. The final report will be published on the MAPS initiative website, CPTU and Bank's websites. It is expected that the assessment will be completed by September 2019 – detailed timeline is given under the Additional Information.

DELIVERABLES

Group By: Pillar					
Name	RAS	Lead	Type	Completion Date	Processing Type
○ Bangladesh Public Procurement System Assessment Report		Ishtiaq Siddique	Analytical	30-Sep-2019(P)	DR Required

EXPECTED RESULTS AND OUTCOMES

- Establish a shared understanding of the current status of Bangladesh public procurement system amongst all stakeholders including its strengths and weaknesses;
- Recommended action plan to address the assessed gaps to update the existing system into a modern and harmonized system, comprising time bound short-term, medium-term and long-term actions.

Do you want to track result indicators for this activity?

Yes

Outcome Indicators

Government initiated changes in the policy for further enhancement of the public procurement system based on MAPS recommendations.

	Value, Yes/No	Date
Baseline	No	01-Jul-2018
End Target	Yes	30-Sep-2019

Overall Comments

RISKS

Please describe the risks related to this activity and how they can be managed.

The main risks that may negatively impact the study are as follows:

Political risks: First, GoB may remain bound to the amendments made in the legal system which appear not to be consistent with international procurement norms and practices. Second, the national election to be held at the end of 2018 poses some risks in the study when the GoB staffs may not be authorized to share sensitive procurement data. Besides, GoB staffs will be busy with the election duties. Besides, the new government may not have the same commitment that the current government has for updating the public procurement system into a modern and harmonized system. However, in the past, both major political parties of the country showed their commitment for procurement reforms which is evident by last 15 years' continuous engagement of the Bank in Bangladesh public procurement reform projects. With this, the reasonable expectation is that GoB's support will continue irrespective of which party wins the upcoming election. To further minimize the risks, extended time has been kept for data collection, and the draft assessment report will be shared with the new government to secure their commitment on the recommended action plan.

DISSEMINATION and OUTREACH STRATEGY

A workshop will be organized comprising of all stakeholders to achieve general consensus on the report. The report will be published in the CPTU website, Bank's external website and MAPS website. The report may contain sensitive information and therefore the GoB will be consulted upfront before putting it in the public domain.

MILESTONES

Schedule

Name	Original	Revised	Actual
AIN Sign-off			08-Dec-2017
Management Approval of Concept	31-Jan-2018	30-Sep-2018	
Completion Summary	30-Nov-2018	30-Sep-2019	

BUDGET

Budget Plan vs Actual (USD)

Source of Fund	Cumulative Budget			Current FY (2019)			
	Activity Plan	Actual Expenditure to Date	Actual vs Plan (%)	Activity Plan	WPA Plan	Expenditure (YTD)	WPA Burn Rate (%)
Bank Budget	35,000		0			0	0
Bank Trust Fund	100,000	45,442	45			32,945	0

Budget Plan (USD)

Do you want to plan the budget by FY?

No

Source of Fund

Cumulative Budget

Grand Total

Grand Total Direct Cost	135,000
Bank Budget	35,000
Bank Trust Fund	100,000

Clients or Audience

Does this activity have a client?

Yes

Organizations & Contacts

Central Procurement Technical Unit (CPTU), Implementation Monitoring and Evaluation Division (IMED)
Line Ministry/Ministerial Department, Activity Leadership/Oversight
Bangladesh

Contacts

Md. Faruque Hossain
Director General (Additional Secretary)
cptudg@cptu.gov.bd
Survey Participation: No

TEAM

Project Team

Name	Role	Title	Unit
Ishtiak Siddique	Team Leader (ADM Responsible)	Senior Procurement Specialist	GGOPZ
A.N.M. Mustafizur Rahman	Team Member	Senior Procurement Specialist	GGOPZ
Ahmed Merzouk	Peer Reviewer	Lead Procurement Specialist	GGOPC
Amulya Kumar Debnath	Team Member	Consultant	GGOPZ
Arafat Istiaque	Team Member	Procurement Specialist	GGOPZ
Etel Patricia Bereslawski Aberboj	Peer Reviewer	Lead Procurement Specialist	GGOPP
Jurgen Rene Blum	Team Member	Sr Public Sector Spec.	GGOEA
Mahmuda Nusrat Hussain	Team Member	Team Assistant	SACBD
Marghoob Bin Hussein	Team Member	Senior Procurement Specialist	OPSPR
Md Kamruzzaman	Team Member	Procurement Specialist	GGOPZ
Mihaly Fazekas	Team Member	Consultant	GGOPL
Mohammed Atikuzzaman	Team Member	Sr Financial Management Specialist	GGOES
Peter-Armin Trepte	Team Member	Consultant	GGOPL
Richard Olowo	Team Member	Lead Procurement Specialist	GGOPZ
Simon B. Chenjerani Chirwa	Peer Reviewer	Senior Procurement Specialist	GGOPP
Sushmita Samaddar	Team Member	Consultant	GGOOS
Zafrul Islam	Team Member	Lead Procurement Specialist	GGOPZ

Extended Team

Name	Title	Organization	Location
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INSTITUTIONAL DATA

Does this activity inform other existing Bank's projects or activities?

Yes

Associated activities/ projects

Public Procurement Digitization Project (P160758)

Does this activity address climate change adaptation, mitigation or both?

No

Is this activity an Impact Evaluation (IE) or does it include IE deliverable(s)?.

IE is the study of causal relations between a program, policy or project intervention and outcomes of interest. IE employs counterfactual analysis to evaluate program, policy or project interventions that are either Bank-financed or financed by other governments and institutions.

No

ANNEX A. DELIVERABLES DETAILS

Not Categorized

Deliverable Name	Decision Review Required?
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Bangladesh Public Procurement System Assessment Report	Yes
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Status	Deliverable Creation Date
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Planned	13-Jun-2018
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Planned Completion Date

30-Sep-2019

Lead	Type of deliverable
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Ishtiaq Siddique	Analytical
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Provide a brief description of the deliverable

Bangladesh Public Procurement System Assessment Report will inform current status of the Bangladesh public procurement system including its strength and weakness. Assessment will be conducted and presented following the latest harmonized methodology for assessing procurement system (MAPS II). Assessment will be conducted on all four pillars of MAPS II, i.e., (i) legal, regulatory and policy framework; (ii) institutional framework and management capacity; (iii) procurement operations and market practices; and (iv) accountability, integrity and transparency. Focus will be placed specifically on e-GP and its enhancement, the introduction of sustainable procurement, citizen engagement, and issues surrounding contract management. The report will also contain recommend action plan to overcome the assessed gaps to update the system into a modern and harmonized system, comprising time bound short-term, medium-term and long-term actions.

Provide a brief summary of outputs before changing its status to Delivered (or before recommending decision review of the deliverable, if needed). If applicable, include links to external documents and websites

ADDITIONAL INFORMATION

Time line:

Activity	Timeline																
	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19
Hire consultants																	
Form GoB MAPS committee																	
Stakeholder mapping																	
Finalize the Concept Note																	
Conduct initial desk review																	
Conduct field-level data collection including interviews and surveys																	
Data analysis																	
Prepare Draft Report																	
Consultation Workshops																	
Report finalization (including validation)																	
Dissemination																	