



**Monitoring Status of Public Procurement by IMED and Compliance
Issues of PPA-2006 and PPR-2008**

**Dissertation submitted in the partial fulfillment of the
requirements for the Degree of
Masters in Procurement and Supply Management**

Submitted by


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BRAC Institute of Governance and Development

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*Dedicated to
Tanzim Medha,
My beloved daughter*

CERTIFICATE

This is my pleasure to certify that the dissertation entitled “Monitoring Status of Public Procurement by IMED and Compliance Issues of PPA-2006 and PPR-2008” is the original work of Md. Mumitir Rahman that is completed under my direct guidance and supervision. So far I know, the dissertation is an individual achievement of the candidate’s own efforts, and it is not a conjoint work.

I also certify that I have gone through the draft and final version of the dissertation and found it satisfactory for submission to the BRAC Institute of Governance and Development, BRAC University in partial fulfilment of the requirements for the degree of Masters in Procurement and Supply Management.

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Abstract

Transparency, efficiency, accountability, competitiveness, equitable treatment and free & fair competition are essential to be ensured in the procurement using public funds. In Bangladesh, these could not be ensured earlier due to a lack of proper rules and regulation. To streamline the public procurement activities, the Government of the People's Republic of Bangladesh has enacted Public Procurement Act (PPA) 2006 and thereafter issued Public Procurement Rules (PPR) 2008. Since then government agencies are bound to abide by the Act and Rules very strictly in their procurement activities. The Central Procurement Technical Unit (CPTU) of the Implementation Monitoring and Evaluation Division (IMED) is continually monitoring the compliance of PPA 2006 and PPR 2008 by the target agencies in the light of 45 predetermined Key Performance Indicators (KPI) on limited or some selected projects.

IMED is the apex body of Monitoring and Evaluation of Government Development Project. It is generally said that a total of 80% of ADP allocation are spent for procurement of goods, works and services which are administered by PPR 2008. Thus, it seems to be more focus on public procurement KPI's during monitoring of development projects by IMED.

The research has been designed under monitoring and evaluation report prepared by IMED. In that report public procurement monitoring KPI's are used or not; and if not, then what is the causes behind.

The main objectives of this study is to find out the monitoring Status of Public Procurement on the compliance issues PPA-2006 and PPR-2008 by IMED that will help to ensure transparent and efficient procurement of public sector project.

The related literatures and reports, particularly from IMED, have been thoroughly reviewed before conducting the main research work. A questionnaire survey and key informant interviews have been conducted to get the perceptions of IMED officers.

The majors findings of this study is that monitoring of public procurement by IMED and Compliance Issues of PPA-2006 and PPR-2008 during monitoring and evaluation of development projects is very poor. Only 18% monitoring/evaluation report focused on public procurement monitoring KPI's. That is 82 percent projects are not yet monitored or evaluated using public procurement monitoring KPI's. On the other hand major development ministry/Divisions projects are not yet monitor or evaluate focusing public procurement monitoring KPI's. Though public procurement monitoring is very important during monitoring of any development projects but it is still neglected or not yet focused. The major causes of that IMED officials are not aware of the importance monitoring KPI's. Also IMED officials have no sufficient training and practical knowledge on PPA-2006 and PPR-2008 for their monitoring purpose. So, IMED need to identify that what area should be more emphasized to ensure effective monitoring of development projects.

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The Author

Abbreviations

AA	:	Approving Authority
ADP	:	Annual Development Program
AO	:	Authorized Officer
CAA	:	Contract Approving Authority
CCGP	:	Cabinet Committee of Government Purchases CIPS
	:	The Chartered Institute of Purchasing and Supply
CPTU	:	Central Procurement Technical Unit
DoFP	:	Delegation of Financial Power
DPP	:	Development Project Proposal
DPEC	:	Departmental Project Evaluation Committee
DSPEC	:	Departmental Special Project Evaluation Committee
ERD	:	Economic Relations Division
GCC	:	General Conditions of Contract
GFR	:	General Financial Rules
HOPE	:	Head of Procuring Entity
ICD	:	Intended Completion Date
IMED	:	Implementation Monitoring and Evaluation
KPI	:	Key Performance Indicators
LGED	:	Local Government Engineering Department
LTM	:	Limited Tendering Method
MoF	:	Ministry of Finance
MoP	:	Ministry of Planning
NOA	:	Notification of Award
OECD-DAC	:	Organization for Economic Co-operation and Development- Development Assistance Committee
OTM	:	Open Tendering Method
PEC	:	Project Evaluation Committee

PD	:	Project Director
PE	:	Procuring Entity
PM	:	Project Manager
PPA 2006	:	Public Procurement Act 2006 PPR
PPR 2008	:	Public Procurement Rules 2008.
PPRP II	:	Public Procurement Reform Project (Phase II)
PWD	:	Public Works Department
RADP	:	Revised Annual Development Program
REB	:	Rural Electrification Board
RHD	:	Roads and Highways Department
SRGB	:	Survey Research Group of Bangladesh
TDS	:	Tender Data Sheet
SPEC	:	Special Project Evaluation Committee
TEC	:	Tender Evaluation Committee
TER	:	Tender Evaluation Report
TOC	:	Tender Opening Committee
GPP	:	Green Public Procurement
SRP	:	Socially Responsible Procurement
PPO	:	Public Procurement Offices
PPA	:	Public Procurement Agencies/authorities

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Chapter 1
Introduction

Introduction

Background of this study:

Government procurement accounts for a large part of public expenditures and enables governments to deliver public services. Sound procurement rules and procedures facilitate delivering goods, works and services in a right quantity and appropriate quality in due time and under suitable contractual conditions.

Given the large volume of money involved and increasingly complex set of contractual arrangements, the public procurement is identified as one of the most corruption-prone areas of the economy. Citizens, as the end-users of goods, works and services provided by the government can play an important role in monitoring public procurement processes to make sure they are conducted in an efficient and transparent manner ensuring best value for money, while the collaborative engagement of CSOs with government serves to improve performance and quality of delivery.

Public procurement contracts represent a major share of any country's GDP and public expenditure budget. In our development budget more than 80 percent cost involved in public procurement. If it can ensure transparency, accountability in public procurement on development budget by following government procurement acts, rules and procedures then we can say that major monitoring works are done in the initial stage of any development project. For these above reasons monitoring performance should be increase on public procurement systems.

Implementation Monitoring and Evaluation Division (IMED) is the apex body of Public procurement monitoring as well as prepare public procurement rules, regulation and other relevant document. IMED is also responsible for monitoring and evaluation of Annual Development Program (ADP). A major part of the Bangladesh ADP is involve in public procurement. Public procurement monitoring ensuring the most efficient use of public funds. Considering this issues it is high time to evaluate the IMED's performance on monitoring and evaluation of public funds.

Significant of Monitoring and Evaluation:

Monitoring of projects and programs aims at supporting management of projects and programs. It helps manage its risks. It involves the systematic and continuous collection of data useful for further analysis (review and evaluation) and for informed decision-making.

Monitoring often focuses mainly on the projects or program's inputs, activities and outputs. It should also look at how the outputs can effectively induce the outcomes and impact which the project or program is aiming at. Appropriate monitoring is key for ensuring the necessary accountability in relation to the performance and results of a project or program.

A key role for Operational Managers is to check and, if relevant, promote updating and improvements of project design, work plans and other management tools. Operational managers

should assess the quality/capacity of existing monitoring arrangements, with a view to ensuring quality of the Operations.

The Oxford Dictionary of English (ODE) defines the verb “**monitor**” as “to observe and check the progress or quality of (something) over a period of time; keep under systematic review.” According to the ODE, “monitor” originates from a Latin word, “monit”, which means “warned”. According to another definition, “**monitoring**” is “an intermittent (regular or irregular) series of observations in time, carried out to show the extent of compliance with a formulated standard or degree of deviation from an expected norm”. Monitoring is a meaningful exercise only if one defines in advance the state that is desired in terms of objectives or targets. The role of monitoring is to assess whether these objectives (targets) are being met. According to the source quoted above, monitoring should be distinguished from “surveillance, which is a repeated survey using a standard methodology undertaken to provide a series of observations over time”. Surveillance can yield valuable information but Does not in it establish whether objectives or standards have been met? Information derived from surveillance may be used, on the other hand, to inform judgments concerning the existing situation. For the purposes of this Brief, “monitoring of public procurement” comprises each and any systematic observation of the public procurement system conducted in a coherent way in order to assess how this system functions and develops over time and to establish whether the desired (targeted) state defined by policy makers has been achieved.

A distinction should be made between the concept of monitoring as it is defined above and the methods and proceedings applied in order to detect and remedy infringements of public procurement rules (auditing, inspections, checking of compliance). Although detecting and combating infringements of public procurement rules (by means of a compliance assessment) is instrumental in achieving goals set for public procurement, monitoring is a much wider concept that is not limited to the assessment of legal compliance.

Monitoring is the systematic and routine collection of information from projects and programs for four main purposes:

- To learn from experiences to improve practices and activities in the future;
- To have internal and external accountability of the resources used and the results obtained;
- To take informed decisions on the future of the initiative;
- To promote empowerment of beneficiaries of the initiative.

([www.sigmaxweb.org/publications/Brief-27_Monitoring of PP-2013](http://www.sigmaxweb.org/publications/Brief-27_Monitoring_of_PP-2013), www.sportandev.org)

Monitoring is periodically recurring task already beginning in the planning stage of a project or program. Monitoring allows results, processes and experiences to be documented and used as a basis to steer decision-making and learning processes. Monitoring is checking progress against plans. The data acquired through monitoring is used for evaluation.

Evaluation is assessing, as systematically and objectively as possible, a completed project or program (or a phase of an ongoing project or program that has been completed). Evaluations appraise data and information that inform strategic decisions, thus improving the project or program in the future.

Evaluations should help to draw conclusions about five main aspects of the intervention:

1. Relevance
2. Effectiveness
3. Efficiency
4. Impact
5. Sustainability

Information gathered in relation to these aspects during the monitoring process provides the basis for the evaluative analysis. (www.sportandev.org).

Monitoring and Evaluation is an embedded concept and constitutive part of every project or program design (“must be”). M&E is ideally understood as dialogue on development and its progress between all stakeholders.

In general, monitoring is integral to evaluation. During an evaluation, information from previous monitoring processes is used to understand the ways in which the project or program developed and stimulated change. Monitoring focuses on the measurement of the following aspects of an intervention:

1. On quantity and quality of the implemented activities (outputs: What do we do? How do we manage our activities?)
2. On processes inherent to a project or program (outcomes: What were the effects /changes that occurred as a result of your intervention?)
3. On processes external to an intervention (impact: Which broader, long-term effects were triggered by the implemented activities in combination with other environmental factors?) (www.sportandev.org)

The evaluation process is an analysis or interpretation of the collected data which delves deeper into the relationships between the results of the project/program, the effects produced by the project/program and the overall impact of the project/program.

Monitoring of Public Procurement

Public procurement is an area of operation with high corruption risks, as the large amounts of funds involved and the frequently high levels of discretion and bureaucracy provide both incentives and opportunities for rent-seeking behaviors (Transparencia Mexicana, 2012). Several international and European instruments of a diverse nature have been designed to promote integrity in the procurement process. Some consist of general, universally -recognized principles while others are specific, legally -binding conventions. Various internationally-recognized

principles are also applicable throughout the procurement process and are instrumental for its effective monitoring and sanctioning, including the principles of transparency and accountability, non-discrimination, as well as economy and efficiency. This answer briefly introduces first the main instruments applicable and the internationally-recognized principles that should be mainstreamed throughout the procurement process. It then deals with specific standards regarding the monitoring of contracts, administrative sanctions and remedies processes that help to confront cases of corruption after the award of the contract, concession or Public Private partnerships.

Public procurement monitoring ensures the most efficient use of public funds. Standards put forward by international treaties as well as international and non-governmental organizations have highlighted the importance of establishing strong mechanisms for internal and external control exercised by independent auditors, bidders and competitors, and civil society, among others, covering all phases of the procurement process, including the contract implementation. Moreover, there are several international and European standards relating to procurement monitoring and sanctioning in case of corruption. Common elements include the need for internal controls and external audits, as well as autonomy of oversight units. The strongest instruments also require the involvement of civil society and the systematic blacklisting of companies involved in wrongdoings. In addition, international standards require states to implement effective redress mechanisms to any person having or having had an interest in obtaining a particular public procurement contract, and who has been or is liable to be harmed by an alleged infringement.

Monitoring of public procurement usually involves such activities as:

1. Collection;
2. Analysis; and
3. Dissemination of data concerning various aspects of public procurement (e.g. its transparency, openness, competitiveness and efficiency). (www.sigmaxweb.org).

Results of monitoring used in practice:

Information collected through monitoring is useful for the purposes developing policy, determining value-for-money, and drawing conclusions with regard to compliance with fundamental principles of public procurement and fulfilment of pre-defined objectives and targets. The results of monitoring provide a basis for the preparation of regular reports on the functioning of the procurement system and in particular for the elaboration of recommendations and proposals for the future development of the procurement system. (www.sigmaxweb.org).

Role of monitoring in public procurement:

Monitoring in public procurement has the following functions:

1. Assessing the way in which the public procurement system develops as a whole and the direction in which it is moving –some trends can be identified only after years of observation– and thereby providing meaningful information that is essential for policy making;
2. Identifying the need for any changes in the system;
3. Setting short and long -term priorities and evaluating whether they have been achieved;
4. Analyzing the potential effects of alternative solutions;
5. Providing guidance for procurement policy and implementation decision making;
6. Providing information of relevance to decisions made by other policy makers.

(www.sigmaweb.org).

Conditions to ensure effective monitoring:

To ensure that monitoring yields meaningful results, a number of conditions must be fulfilled. **First**, the policy goals and objectives of the public procurement system should be consistent over time, as otherwise it would be difficult to compare the results obtained through the monitoring process.

Second, the availability of good, reliable data is essential.

Third, effective monitoring requires the staff involved in monitoring activities to possess good analytical and reporting skills. They need to know what kind of information is useful, how to collect this information, how to proceed with data gathered, how to draw conclusions, and how to present the results obtained by the monitoring.

Fourth, the effectiveness of monitoring depends on official support, guidance and actions.

(www.sigmaweb.org).

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(www.sigmaweb.org).

Types of monitoring:

The following forms of monitoring can be identified:

1. Audit of compliance (procedural compliance);
2. Performance evaluation/performance measurement;
3. Policy compliance monitoring.
(www.sigmaweb.org).

Audit of compliance

- The audit of compliance consists of verifying that the legal provisions on public Procurement have been properly applied. This type of monitoring means the verification of the actions of contracting authorities in terms of their formal (legal) compliance. The monitoring is conducted through checks (inspections) of the legality of the actions undertaken by the contracting authorities (such as the qualification of economic operators or the selection of the best tender) or their omissions (for example, the failure to publish a contract notice where its publication was required). Those checks do not concern the evaluation of public expenditures from the point of view of sound management, effectiveness, efficacy and integrity (as this is the role of independent audit institutions). Checks or inspections are also not concerned with the monitoring of the implementation of the government's public procurement policy (policies). Checks that have been thorough and properly performed may nevertheless be instrumental in the achievement of goals set by this policy. For instance, if the policy goal is to increase the openness and transparency of public procurement inspections aimed at detecting (and penalizing) cases involving the improper application of non-competitive, non-transparent procedures; such checks/inspections should discourage contracting authorities from abusing provisions that enable the direct award of public contracts. The result would then be an increase in the share of competitive procedures (especially if such checks are coupled with legislative actions streamlining transparent and competitive procurement processes). In the same vein, if the particular procurement policy is to increase the participation of SMEs in public procurement, the monitoring of compliance with the rules concerning selection and qualification rules (minimum requirements, capacity levels, documents requested, etc.) should result in the removal of barriers faced by SMEs that are competing for public contracts. (www.sigmaweb.org).

Performance evaluation/performance measurement

“Performance measurement is about seeking to answer the fundamental question of whether the procurement system and operations ultimately deliver in accordance with the main objectives set” (SIGMA Public Procurement Brief 21, 2011).

This kind of monitoring focuses on the assessment of the functioning of the procurement system in terms of its efficiency and effectiveness. To perform this assessment, the bodies involved in the monitoring need to collect and proceed with a wide array of data concerning procurement

processes. This data may be collectively referred to as procurement indicators. Indicators should normally include:

- Information about the number of procurement procedures published and/or launched during a given reporting period (required for the assessment of the competitiveness and openness of the market);
- Average time span between the publication of the procurement opportunity and the conclusion of a contract (this information enables conclusions to be drawn on the efficiency of the system);
- Estimated value of the contract and the prices of selected tenders (indicator of the size of the procurement market);
- Number of tenders submitted in a given procedure (measurement of the competitiveness of procurement procedures);
- Number of tenders rejected in procurement processes (good indicator of the competitiveness of the procurement market—tenders rejected are not taken into account during the award, and therefore the pool from which the contracting authority may choose is smaller);
- Number of complaints (appeals) submitted in comparison with the total number of procurement procedures conducted;
- Average duration of the review procedure and similar performance evaluations (in order to assess the efficiency of the review system). (SIGMA Public Procurement Brief 21, 2011).

Performance measurement is conducted at various levels:

1. **National level**—assessing the performance of the national public procurement system as a whole;
2. **Contracting authority level**- assessing the performance of the contracting authority's operations;
3. **Contract management level**—addressing the issue of delivery of an individual contract. (www.sigmaxweb.org).

Monitoring at national level is usually one of the core functions performed by central procurement administrations, along with activities such as defining procurement policy and drafting primary legislation, developing secondary legislation (designing implementing tools and preparing manuals, instructions, guidelines, etc.), and international cooperation in the field of public procurement. Central Procurement of Technical Unit (CPTU), IME Division is the Government of Bangladesh institutions perform these functions.

Monitoring at the level of contracting authorities helps to ensure efficiency and effectiveness of operations, identifies strengths and weaknesses in the performance of procurement, and sets

priorities for improvement. It is also a key element of strategic and operational planning and management of the contracting authority.

Finally, monitoring at the level of contract managers:

- Helps to enforce contractual obligations;
- Helps to ensure that the object of procurement will give value-for-money;
- Allows comparison, if benchmarked, with other contracts and other contracting authorities;
- Identifies strengths and weaknesses in the procurement process;
- Provides inputs for improvements at higher levels.

(www.sigmaweb.org).

Policy-compliance monitoring

It consists of the assessment of the instrumentality of public procurement processes in the achievement of specific procurement policy goals, such as sustainable public procurement, greater participation of SMEs, and the use of e-procurement). Sustainable public procurement covers the inclusion of environment-related considerations (green public procurement–GPP) and social considerations (socially responsible procurement–SRP) in public procurement processes. Sustainable public procurement broadens the scope of public procurement by including a potentially wide array of external consequences, aimed either towards the environment or towards the welfare of persons who are not necessarily parties to the public contract. The broad objective of GPP is to design procurement strategies in such a way as to minimize the number of negative consequences on the environment. How “green” public procurement has been may be measured, for example, in terms of the percentage (expressed in both the number and value) of procurement contracts in which environment-related elements were considered in either the selection or the award criteria. In the same way, SRP may be measured by the percentage (the number and value) of procurement procedures in which social dimensions were considered in either the selection or the award criteria. Given the significance of SMEs for the EU economy and labor market (they represent 98% of enterprises in the EU), policy makers are increasingly concerned about potential barriers to SMEs in public procurement markets. If the policy of the government is to measure and increase the share of SMEs (measured in terms of the percentage of procurement contracts awarded to SMEs) in the award of public contracts so that it reflects the importance of SMEs for the economy, the monitoring body should focus on collecting information on the number of contracts awarded to SMEs. (www.sigmaweb.org).

Bangladesh is a developing country and its economy is growing. Bangladesh economy is depend on small medium entrepreneurship (SME). Without SME development we cannot ensure sustainable development of our country. Public procurement has the great impact on development work as well as the SME development. Our public procurement policy covered this area. At the central level like IMED in Bangladesh, IMED officials are usually perform the monitoring of public procurement functions. One of the common functions is to monitor the

compliance of contracting authorities (entities) with public procurement law. They check in particular whether specific procurement procedures satisfy legal requirements. They thus perform the monitoring of compliance, as defined above. IMED officials also usually collect information on the procurement procedures conducted in a given period and analyze the developments taking place in the field of public procurement. This information enables them to draw conclusions concerning policy compliance and to carry out a performance evaluation.

Background of Public Procurement Rules and Regulation:

"Procurement" means the purchasing or hiring of Goods, or acquisition of Goods through purchasing and hiring, and the execution of Works and performance of Services by any contractual means. When procurement is done with public money, then it is called public procurement.

Until 2003, there was no standard and legal framework for public procurement in Bangladesh and General Financial Rules (GFR) had regulated public procurement procedures and practices in Bangladesh. These rules were originally issued during the British period and slightly revised in 1951 under the Pakistani rule. After Bangladesh's independence, few changes were made to these rules in 1994 and 1999 respectively (Islam, 2011).

To ensure transparency and accountability in the procurement of goods, works or services using public funds, and ensuring equitable treatment and free and fair competition among all persons wishing to participate in such procurement, the Government of the People's Republic of Bangladesh has enacted Public Procurement Act 2006 (hereinafter called PPA 2006) on 06 July 2006. Under the framework of PPA 2006, the government issued Public Procurement Rules 2008 (hereinafter called PPR 2008) which has come into effective on January 31, 2008. All these were the outcomes of the reform process taken by the government to streamline the public procurement. Earlier in 2003, Public procurement Regulations 2003 which was effective till the PPR 2008 was issued (Hoque, 2010).

Upon issuance of the PPA 2006 and PPR 2008, the government agencies are bound to follow the Act and Rules in the day to day procurement activities of their own. The Central Procurement Technical Unit (CPTU) of the Implementation Monitoring and Evaluation Division (IMED) of the Ministry of Planning have been established for carrying out the purposes of Section 67 of PPA 2006 which states as follows:

Section 67: For carrying out the purposes of the Act, the Government shall, through a Central Procurement Technical Unit or any other unit established by it relating to procurement monitoring, coordination and management, perform the following responsibilities, namely –

- a. Providing for monitoring compliance with and implementation of this Act through the authority as designated by the Government;*
- b. Arranging for performance of the necessary functions and responsibilities incidental thereto, through the authority as designated by the government and*

c. Performing any other responsibilities as prescribed.

To provide for monitoring compliance with implementation of this Act and Rules, the Government of Bangladesh has undertaken Public Procurement Reform Project II (PPRP II) in 2009. The aim of project is to progressively improve the performance of public procurement system in Bangladesh. Among the four components of PPRP II, the Second one is the strengthening procurement management at sectorial /agency level and CPTU to develop an MIS system for reporting procurement activities and M&E system for monitoring the compliance of PPA 2006 and PPR 2008 by the target agencies in the light of 45 predetermined Key Performance Indicators (KPIs) (**Annexure A**). The KPIs were developed taking cognizance of the OECD-DAC¹ indicators within the overall framework of the PPA/PPR and its features within the local context.

Statement of the problem

Procurement of Goods, Works, and Services are also covered by the IMED's existing way of undertaking implementation monitoring and evaluation tasks but not monitored and evaluated on the basis of any key performance monitoring indicators. IMED existing officials also monitor the procurement performance of various development project. Due to the lagging of experience on public procurement monitoring, CPTU of IMED is monitoring procurement performance through the PPRP-II project. Though it is reported that public procurement performance of the various agencies are improving day by day, it would be wise enough to have an independent study to ascertain the public procurement performance. Now IMED officials not only monitoring the development projects but also monitoring the compliance of PPA 2006 and PPR 2008 of public procurement in the light of 45 predetermined Key Performance Indicators (KPIs).

Significance of the proposed research

The procurement performance have been described and classified in terms of transparency, efficiency, competitiveness and compliance of government procurement rules and procedures. Compliance of PPR 2008 is considered as the vital one. It is generally considered that if compliance is ensured, then the government purpose for ensuring value for money in the public procurement will be possible. Implementation Monitoring and Evaluation Division (IMED) is the apex body of monitoring and evaluation of Annual Development Program (ADP). In 2011-12 financial year IMED evaluated 195 completed projects.

In general, a total of 80 percent of ADP allocation are spent for procurement of goods, works and services which are administered by PPR 2008. Thus, it seems to be a good consideration to have a look on the compliance issues of PPR 2008 by IMED.

¹ Organization for Economic Cooperation and Development-Development Assistance Committee

Objectives of the Study

In this context, the objective of the present study is: to find the monitoring status of public procurement by IMED in compliance of PPA 2006 and PPR 2008 in the light of 45 predetermined Key Performance Indicators (KPIs).

Research Questions

This study thus aims to know the how many percent of monitoring and evaluation report prepared by IMED focused on procurement performance indicator extent of compliance of PPA 2006 and PPR 2008. Also it is intended to know the hindrances which have been faced by IMED while monitoring and evaluates the various development projects with the rules of PPR 2008. Thus, the research questions for the present study are:

- i) Do IMED officials monitor and evaluate the procurement performance of various development projects completely by following **PPR 2008**?*
- ii) If not then what are the causes behind this?*

Scope of the Study

Detailed study on IMED evaluation report in financial year 2011-12 and detailed study of that Project Document. In Order to identify what area are focused on evaluation report, especially procurement function are evaluated or not by IMED officials. If procurement function is evaluated, which KPI's are evaluated and which are not identified. Finally, we will try to find out the monitoring status of IMED on public procurement compliance of PPA 2006 and PPR 2008 in the light of 45 predetermined Key Performance Indicators (KPIs). This study is such an approach for ascertaining the monitoring status of IMED on procurement function of public sector project.

Methodology

Methods of collecting data/Sampling method

Analysis of IMED monitoring and evaluation report prepared in 2011-12 and 2012-13 financial year. Total 195 no's evaluation report prepared by IMED officials are detailed study in this research. Also detailed study of 195 no's Development Project Proposal (DPP) that was evaluated by IMED. During study of the evaluation report for this research purpose try to find out the what focused are given or what indicator are use to monitor the procurement function. On the other hand during study of the DPP of that project what types of procurement are available, project cost, project duration, types of project and source of fund etc are detailed analyzed.

For key informant interviews, IMED officials who are prepared this report will be interviewed. They will ask to give their perception in respect of compliance KPIs on procurement function. Two types of questionnaires were used for this study which is given in the **Annexure C (C-1)**. The questionnaire survey was adopted for collecting primary data from IMED officials related to monitoring of public procurement and having an acquaintance with PPA 2006 and PPR 2008. Before asking for filling the questionnaire, the general idea of the

research objectives were exchanged with them. After the exchange of general idea of the research objectives, the questionnaire was given to them. They were requested to fill the questionnaire based on the monitoring and evaluation practice regarding compliance issues of PPR 2008 in procurement function based on KPIs in Questionnaire. Both open end and close end questions were set in the questionnaire to reveal the real perception of the respondents.

Selection of Study Area

Due to time constraint and convenience of the present study, IMED office was selected for collection of data in the questionnaire one. The study will mainly focused on the 2011-12 and 2012-13 evaluation and monitoring report on various development project done by IMED officials and experience sharing with that IMED officials. The study mainly focused on the monitoring of public procurement during the routine monitoring of various development projects in the year of 2013-14 in the light of key performance indicator(KPI)'s mentioned in PPA-2006 and PPR-2008 for the monitoring public procurement.

Study Period: 25August 2014 to 31 December, 2014

Sample Size

For Questionnaire 1, the respondents were categorized in IMED junior and midlevel officers. Total of 35 different officers were interviewed with Questionnaire 1.

On the other hand 195 no's evaluation reports and same no's of DPP were analyzed and studied for this research

Limitations of the study

The limitations of this study came from both its scope and its methodology. Survey was confined to IMED report and sharing views with IMED officials regarding this issues. The respondents were selected mainly from the IMED office. On the other hand, officers were selected on the basis of researcher's convenience. Key informant interview was conducted on monitoring officers and evaluation report prepared by IMED officials in 2011-12 financial years. Time constraint was also one of the major limitations of the study. Most of the respondents had gathered different types of experiences in different projects; sometimes experiences were not generalized rather project-specific. This issue had come across during the interviews. Also the officers were requested to give answers based on their own perception. As the perceptions on situation varied from person to person, this may have been a major limitation of the study.

Organization/Structure of the study (chapter details)

The study has been arranged in six broad headings: Introduction, Literature Review, Findings of the IMED reports on projects, Findings analysis and lesson learnt, Recommendations and Conclusion and References. In the introductory chapter, the areas which have been covered are the background and context, problem statement, significance, research questions, objectives,

scopes, methodology and limitations of the study. The second chapter starts with a brief view on PPR 2008, Key Performance Indicators (KPI) and Compliance followed by a thorough review of the compliance KPIs as set for the monitoring of PPR 2008, methodology of this study, sampling method, selection of study area, study period, sample size and data processing & analytical framework of the study have been described. In the findings of the IMED reports on projects chapter (Chapter-3) starts with the demographic overview of the respondents followed by an overview of the survey questionnaire and key informant interview. The findings of the questionnaire survey have then been presented with an analysis and in-depth discussion then the Findings analysis and lesson learnt from the study are described briefly in this chapter (Chapter-4), Thereafter, In Chapter 5, conclusion of the study has been drawn with some specific recommendations. Finally, References and appendices have been stated for a clear understanding of the study.

Chapter 2
Literature Review

Overview of the IMED

Public procurement is an area of operation with high corruption risks, as the large amounts of funds involved and the frequently high levels of discretion and bureaucracy provide both incentives and opportunities for rent-seeking behavior's (Transparencia Mexicana, 2012). Several international and European instruments of a diverse nature have been designed to promote integrity in the procurement process. Some consist of general, universally-recognized principles while others are specific, legally-binding conventions. Various internationally-recognized principles are also applicable throughout the procurement process and are instrumental for its effective monitoring and sanctioning, including the principles of transparency and accountability, non-discrimination, as well as economy and efficiency. This answer briefly introduces first the main instruments applicable and the internationally-recognized principles that should be mainstreamed throughout the procurement process. It then deals with specific standards regarding the monitoring of contracts, administrative sanctions and remedies processes that help to confront cases of corruption after the award of the contract, concession or Public Private partnerships.

Public procurement monitoring is instrumental in ensuring the most efficient use of public funds. Standards put forward by international treaties as well as international and non-governmental organizations have highlighted the importance of establishing mechanisms for internal and external control exercised by independent auditors, bidders and competitors, and civil society, among others, covering all phases of the procurement process, including the contract implementation. Moreover, there are several international and European standards relating to procurement monitoring and sanctioning in case of corruption. Common elements include the need for internal controls and external audits, as well as autonomy of oversight units. The strongest instruments also require the involvement of civil society and the systematic blacklisting of companies involved in wrongdoings. In addition, international standards require states to implement effective redress mechanisms to any person having or having had an interest in obtaining a particular public procurement contract, and who has been or is liable to be harmed by an alleged infringement.

The procurement performance have been described and classified in terms of transparency, efficiency, competitiveness and compliance of government procurement rules and procedures. Compliance of PPR 2008 is considered as the vital one. It is generally considered that if compliance is ensured, then the government purpose for ensuring value for money in the public procurement will be possible.

In 1975 IMED was introduced as Project Implementation Bureau (PIB) under Office of the President. Later in same year PIB was placed under Ministry of Planning. In 1977 PIB was given the status of an independent Division. In 1982 PIB was named as Implementation Monitoring and Evaluation Division (IMED). To establish discipline and ensure accountability in procurement Central Procurement Technical Unit (CPTU) was formed

under IMED in 2002.

Functions of IMED:

- Monitoring and evaluation of implementation of development projects included in the Annual Development Program (ADP);
- Preparation & Submission of Monitoring and Field Inspection Reports of on-going projects,
- Preparation & Submission of ADP Implementation Progress Reports for Review,
- Preparation & submission of Quarterly, Half-yearly and Annual Progress reports to National Economic Council (NEC), Executive Committee of National Economic Council (ECNEC), Ministries and all other concerned;
- Play role as a coordinator to solve the problem at the implementation stage of the project and gives necessary advice to the relevant ministries-divisions-implementing agencies and send report;
- Carry out functions relating to Central Procurement and Technical Unit (C.P.T.U) and Public Procurement Act & Rules;
- Increase efficiency of the officers in the work of monitoring and evaluation.
- Providing Training on Public Procurement, Public Procurement Experts through training and Secretarial Services to the Review Panel for disposal of procurement related complaints etc.
- Terminal and/or Impact Evaluation Reports of completed projects.
- In-depth monitoring & evaluation of selected projects by appointed specialised consultant.
- Comments on proposal for time extension without cost increase and
- Cost rationalized of Proposed/Revised project. (www.imed.gov.bd)

How Does IMED Work? :

Before Project Approval-

IMED recommends through the PEC and DPEC or SPEC and DSPEC for the approval of the project:

- Through sharing the experience of the previous phase of periodic projects
- Gives technical support to rationalize cost of a project
- Gives technical support to formulate log-frame
- Gives technical support in preparation of procurement plan
- To avoid duplication of the project activity and in the same area

During Project Implementation:

- IMED recommends through the PEC and DPEC or SPEC and DSPEC for the approval of project revision
- Monitors the project activity including procurement process
- Inspection of the projects on site

- Participates in ADP review meeting of different Ministries/Division and share the field experience of project
- Recommends for the proper implementation of the project
- Give training to the project personnel on monitoring and procurement including e-GP
- Sometimes mid-term evaluation

After Project Implementation:

- IMED evaluate the completed project
- IMED also evaluate impact of project for a limited number of projects

How monitoring is done by IMED

Through off-site supervision

- Reports through various monitoring report forms (IMED forms 1-5)(01, 02, 03, 04, 05)
- IMED Form-1: Project Brief
- IMED Form-2: Project Directors Profile.
- IMED Form-3: Quarterly Progress Report.
- IMED Form-4: Project Evaluation Report and
- IMED Form-5: Monthly Progress Report.(All Forms are attached in Anexure-4).

Through on-site supervision

- On-site project inspection by the officials of all ongoing projects (06)
- In-depth monitoring of some selected ongoing projects by the out-sourced experts (6-10 projects based on available budget)

In-depth monitoring:

- TOR finalized and invitation for EOI in Newspaper
- Selection of Experts (Individual consultants/firm)
- Steering Committee/Technical Committee finalize the TOR, methodology, and other related issues
- Experts visits project site, collect information, analyze, prepare draft report
- Steering Committee/Technical Committee review the draft report with TOR and recommends for finalization

How Evaluation is done by IMED:

- Completed project evaluated by the IMED within 3-18 months after the completion of the project
- Mid-term evaluation of the project are also done by IMED for some projects (requested by the sponsoring Ministry/Division)
- Impact Evaluation of some selected projects (based on the available resource)

Impact Evaluation:

- TOR finalized and invitation for EOI in Newspaper

- Selection of Experts
- Steering Committee/Technical Committee finalize the TOR, methodology, and other related issues
- Experts visits project site, collect information, analyze, prepare draft report
- Steering Committee/Technical Committee review the draft report with TOR and recommends for finalization

Organogram of IMED:

The structure of IMED consists of six Monitoring and Evaluation Sectors. Each Sector headed by Director General (Joint Chief/ Joint Secretary). The Sectors are (1)Communication and Local Government Sector, (2) Industry and Power Sector,(3)Education and Social Sector, (4) Agriculture, Rural Development and Research Sector,(5)Evaluation Sector and (6) Coordination and MIS Sector. Another unit is Central Procurement Technical Unit(CPTU) which is concerned for Public procurement rules regulation and other related functions. IMED also have a Administration Wing that is headed by Joint Secretary. IME Division is an Independent Division under the Ministry of Planning and this division is headed by Secretary. Sector/Unit/Wing wise First class manpower that exist it's in IMED are described below:

• **Table 1: IMED Organogram**

Sector Name	Director General	Joint Secretary	Deputy Secretary	Director	Deputy Director/ Asst. Sec	Assistant Director	System analyst	Programmer/ Asst. system analyst	Total
Communication and Local Government Sector	1	-	-	2	2	4	-	-	9
Industry and Power Sector	1	-	-	3	2	7	-	-	13
Education and Social Sector	1	-	-	3	2	8	-	-	14
Agriculture, Rural Development and Research Sector	1	-	-	3	2	8	-	-	14
Evaluation Sector	1	-	-	3	2	8			14
Central Procurement Technical Unit(CPTU)	1	-	-	3	3	3	1	3	14
Coordination and MIS Sector	-	-	-	1	2	2			5
Administration Wing	-	1	1	-	2	-	-	-	4

Total									87
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The current sanctioned staff of the department totals 311 comprising 112 Class I, 27 Class II, 90 Class III and 82 Class IV post. Out of this total figure there are currently about 89 vacant posts all of which except about 29, are from Class III and Class IV staff.

Public Procurement Rules (PPR 2008): An overview

Public Procurement Rules (PPR) 2008 was framed by the Government of People's Bangladesh under the Public Procurement Act (PPA) 2006 which came into effective on January 31, 2008. The main objective of enacting PPA 2006 & introducing PPR 2008 was, generally, of achieving value for money, ensuring transparency, accountability, fair treatment in all public procurement throughout the public sector organizations of our country

Table 2: Operational Definitions: PPR 2008

Sl No	Operational Definitions: PPR 2008
1	"Advertisement" means an advertisement published under Section 40 in newspapers, websites or any other mass media for the purposes of wide publicity;
2	"Approval Procedures" means the approval procedures of a Tender or a Proposal as detailed in Rule 36;
3	"Approving Authority" means the authority which, in accordance with the Delegation of Financial Powers, approves the award of contract for the Procurement of Goods, Works or Services;
4	"CPTU" means the Central Procurement Technical Unit, established by the in the Implementation Monitoring and Evaluation Division of the Ministry of Planning, for carrying out the purposes of the Act and these Rules;
5	"Days" means calendar days unless otherwise specified as working days;
6	"Delegation of Financial Powers" means the instructions with regard to the delegation of financial authority, issued by the from time to time, relating to the conduct of public Procurement or sub-delegation of financial powers under such delegation;
7	"Head of the Procuring Entity" means the Secretary of a Ministry or a Division, the Head of a Government Department or Directorate; or the Chief Executive, by whatever designation called, of a local Government agency, an autonomous or semi- autonomous body or a corporation, or a corporate body established under the Companies Act;

Sl No	Operational Definitions: PPR 2008
8	"Intended Completion Date" is the date on which it is intended that the Contractor shall complete the Works as specified in the Contract and may be revised only by the Project Manager by issuing an extension of time or an acceleration order;
9	"Key Performance Indicators (KPI)" are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization.
10	"Procurement" means the purchasing or hiring of Goods, or acquisition of Goods through purchasing and hiring, and the execution of Works and performance of Services by any contractual means;
11	"Procuring Entity" means a Procuring Entity having administrative and financial powers to undertake Procurement of Goods, Works or Services using public funds;
12	"Public funds" means any funds allocated to a Procuring Entity under Government budget, or loan, grants and credits placed at the disposal of a Procuring Entity through the Government by the development partners or foreign states or organization's
13	"Public Procurement" means Procurement using public funds;
14	"Project Manager" is the person named in the Contract or any other competent person appointed by the Procuring Entity and notified to the Contractor who is responsible for supervising the execution of the Works and administering the Contract.

There are 130 Rules in PPR 2008 under nine chapters. Most of the Rules have several Sub-Rules. In chapter one, there are 3 Rules (Rule 1 to Rule 3) where preliminary issues like definition of key terms, scope and application of the Rules are given. There are 9 Rules (Rule 4 to Rule 12) in chapter two. Guideline for preparation of Tender or Proposal document, constitution of different committees for disposal of Tender or Proposal are given in this chapter. In chapter three, principles of public procurement is given. This is a very big chapter divided into twelve parts. There are total 48 Rules (Rule 13 to Rule 60) under chapter three where, among others, procedure for preparation of technical specification, preparation of terms of reference, procedure for rejection of tender, approval procedure of Tender, contract administration and management are described. Rule 61 to Rule 89 constitutes chapter four where methods of procurement for goods and related services, works, physical services and their use are given. Processing of procurement including advertisement, pre-qualifications, processing of Tenders etc. are given in chapter five where there are 13 Rules (Rule 90 to Rule 102). In chapter six, guideline for procurement of intellectual and professional services is given where there are 24 Rules (Rule 103 to Rule 126). Rule 127 and Rule 128 constitute

chapter seven and chapter eight respectively. Professional misconduct is described in chapter seven and E-government procurement is described in chapter eight. In chapter nine, miscellaneous issues are described where there are 2 Rules (Rule 129 and Rule 130)

As a part of literature review, the PPA 2006 and PPR 2008 with all amendments have been studied thoroughly. The rules which seemed as the basis of compliance KPIs were reviewed keenly.

Key Performance Indicator (KPI): Meaning and importance

Key Performance Indicators, also known as KPI or Key Success Indicators (KSI), help an organization to define and measure progress toward organizational goals. These KPIs are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization. Once an organization has analyzed its mission, identified all its stakeholders, and defined its goals, it needs a way to measure progress toward those goals. Key Performance Indicators are those measurements.

KPIs allow an organization adequate measure of performances from the standardized activities. Importance of performance measuring is very significant, which also can be found in a proverb: *If you want to improve something, you have to measure it.* Velimirovic *et.al.*, (2011) stated that continual measuring is a base for continual improvements of organization performances which is one of the most important management principles.

Compliance: Meaning and significance

Compliance means the act adhering to, and demonstrating adherence to, a standard or regulation. In the context of procurement, compliance is the state of being in accordance with the relevant policies, rules and regulations.

Compliance indicates to what extent the procuring entities adhere to the procurement rules and procedures specified in the PPA 2006 and PPR 2008. The level of adherence to government procurement rules attained by the procuring entities has been determined by 11 specific KPIs as shown in **Appendix B**. For the convenience of the study, all KPIs were measured in a 5-point Likert scale. These 11 KPIs are described below.

KPI 6: Average number of days between publishing of advertisement and Tender submission deadline

Average number of days between publishing of advertisement and Tender submission deadline (KPI 6) has been emerged from Rule 61(4) and 64 (5) of PPR 2008. This has been clearly explained in Schedule II of PPR 2008. According to the provisions of PPR 2008, the allowable maximum time between publishing of an Invitation for Tender (IFT) and tender submission deadline depends upon the estimated value of the IFT. In general, it is minimum 14 days and maximum 28 days. However, for an emergency, time can be reduced to 10 days (in case of OTM) to 7 days (in case of LTM).

KPI 11: Percentage of cases TOC included at least ONE member from TEC

Rule 7 of PPR 2008 expresses how the Tender Opening Committee (TOC) will be formed and this is the base for KPI 11 (*Percentage of cases TOC included at least ONE member from TEC*). According to the provision of Rule 7, there should be three members in the TOC one of them must be from Tender Evaluation Committee (TEC) and two others from concerned procuring entity and other organization.

KPI 13: Percentage of cases TEC included two external members outside the Ministry or Division

Percentage of cases TEC included two external members outside the Ministry or Division (KPI 13) is adhered to Rule 8 which has explained in Schedule II of PPR 2008. As per provision of Rule 8, TEC should be constituted with minimum five (5) and normally not exceeding seven (7) members, two (2) of whom at least shall be from outside the Ministry or Division or agencies under it. However, for low value procurement, TEC should be formed with minimum three (3) members, one (1) of whom shall be from other agency or procuring entity.

KPI 14: Average number of days between Tender opening and completion of evaluation

Rule 36 explains the procurement approval procedure which has been explained in more details in Schedule 3 of PPR 2008. KPI 14 (*Average number of days between Tender opening and completion of evaluation*) is based on the stated rule earlier. Depending on the contract approving authority (CAA), it varies from 2 to 3 weeks.

KPI 19: Average number of days taken between submissions of Tender Evaluation Report and approval of contract

Average number of days taken between submission of Tender Evaluation Report and approval of contract (KPI 19) is also concerned with Rule 14 and 36 of PPR 2008. Depending on CAA, it varies from one (1) week (for PD, PM or AO) to two (2) weeks (HOPE, Ministry, CCGP).

KPI 20: Percentage of Tenders approved by the proper financial delegated authority

Rule 36 also explains that Delegation of Financial Powers (DoFP) issued by Finance Division, Ministry of Finance (MoF) should be followed in case of approval of procurement/tender. This is a vital issue of ensuring transparency in procurement and has been base for KPI 20 (*Percentage of Tenders approved by the proper financial delegated authority*)

KPI 21: Percentage of cases TEC submitted report directly to the Contract Approving Authority where Approving Authority is HOPE or below

Where the Approving Authority is at the level of the Head of a Procuring Entity or Project Director (PD), Project Manager (PM), or an authorized officer (AO) as per DoFP, it is the rule to submit the Tender Evaluation Report (TER) by the TEC directly to the Head of the Procuring Entity (HOPE) or the Project Director, Project Manager, or the authorized officer for approval [Rule 36(3)]. This is the basis of KPI 21 (*Percentage of cases TEC submitted report directly to the Contract Approving Authority where Approving Authority is HOPE or below*) which has been fixed for compliance monitoring of PPR 2008.

KPI 25: Average number of days between final approval and Notification of Award (NOA)

Average number of days between final approval and Notification of Award (NOA) (KPI 25) has emerged from Rule 36 (4) which has been described in Schedule II of PPR 2008. It is generally within seven (7) working days of receipt of the approval but before expiry of the tender or proposal validity date. This has been carefully noticed in compliance monitoring of PPR 2008.

KPI 31: Percentage of Contracts having liquidated damage imposed for delayed delivery/completion

As per Rule 39 (27), the contractor shall be liable to pay liquidated damages at the rate per day or week as specified in the contract for each day of delay from the Intended Completion Date (ICD) of the original contract or extended completion date provided that the total amount of liquidated damages shall not exceed the amount defined in the contract. On the basis of this, KPI 31 (*Percentage of Contracts having liquidated damage imposed for delayed delivery/completion*) has been formulated for studying compliance of PPR 2008.

KPI 33: Average number of days taken to release payment from the date of certificate of PM/Engineer

As a measure of compliance monitoring of PPR 2008, *average number of days taken to release payment from the date of certificate of PM/Engineer* (KPI 33) has been taken under consideration. This KPI 33 has been formulated from Rule 39(22). There it has been specified that the Procuring Entity shall pay the contractor the amounts certified by the Project Manager (PM) within twenty eight (28) days of the Project Manager's issuing a certificate of completion.

KPI 35: Percentage of Contracts where interest for delayed payments was made Payment of interest is a mandatory requirement of PPR 2008. As a compliance monitoring, it has been looked for whether interest were paid for the delayed payment or not. KPI 35 (*Percentage of Contracts where interest for delayed payments was made*) was solely developed for this.

Delegation of Financial Powers for Development Projects and Sub-delegation: Delegation of Financial Powers (DoFP) and sub-delegation thereof are important document closely linked to the PPR 2008. These documents have been issued by the Finance Division of the

Ministry of Finance, Government of the People's Republic of Bangladesh. As a part of literature review of the present study, Delegation of Financial Powers has been carefully studied and found out the contract approval capacity of different managers such as Project Director (PD), Head of Procuring Entity (HOPE), Ministry, CCGP etc.

As a part of literature review, IMED monitoring and evaluation form IMED Form-1: Project Brief, IMED Form-2: Yearly work program, IMED Form-3: Quarterly Progress Report, IMED Form-5: Monthly Progress Report and IMED Form-4: Project Evaluation Report (All Forms are attached in Anexure-4) have been studied thoroughly.

IMED Form-1: describe project brief at a glance like project objectives, project location, location wise cost breakdown, probable major impact of project and project director profile.

IMED Form-2: describe Component-wise Physical and Financial Target for Current Year, Upazila-wise Target of Current Year and Progress of Last Year. **IMED Form-3:** describe the Quarterly Financial and **Component-wise** Progress, Implementation Problems and Suggested Measures and Contract Implementation status. By this form IMED can get information regarding procurement performance as well as contract implementation status. IMED Form-4:

describe detail project completion status. By this form project completion status are described thoroughly. This form also have provision to include procurement related information like **Procurement of Goods, Works and Consultancy Services:** Goods & Works of the Project costing above Tk. 200.00 lakh. and Consultancy above Tk. 100.00 lakh. **IMED Form-5:** describe Target and Achievement of the main Components of the Project monthly basis and mention reasons for the delay of project implementation and existing problem of implementation of the project. After review of the IMED monitoring and evaluation forms it was found that procurement performance monitoring according to the compliance of PPA 2006 and PPR 2008 in the light of 45 predetermined Key Performance Indicators (KPIs) are not addressed. So it is required to review the monitoring and evaluation forms of IMED to address the compliance of PPA 2006 and PPR 2008 in the light of 45 predetermined Key Performance Indicators (KPIs).

As a part of literature review, IMED yearly publications like Yearly Annual Progress reports have been studied thoroughly. In this report it has been seen that only ADP progress report of that particular year are mentioned in a prescribed form. In this report there is no any information regarding procurement performance monitoring. On the other hand IMED compile the monthly ADP progress report, this report also only include ADP progress not any implementation problem of ADP. One of the main jobs of IMED is carry out functions relating to Central Procurement and Technical Unit (CPTU) and Public Procurement Act & Rules. So IMED should have yearly publications regarding public procurement performance monitoring. Though CPTU is doing this job for some selected projects under World Bank finance projects, but it is very limited and insufficient in respect of public procurement done in every year.

As a part of literature review, also studied the monitoring report of IMED officials. These reports are not preserved at a compiled form like evaluation report. It is very hard job to collect

every year monitoring report that is prepared by various IMED officials. Since monitoring report of IMED officials are not compiled as a systematic way so it has no significant impact on monitoring purpose. So it is required to compile or publications of monitoring reports on yearly basis to ensure or follow up the monitoring observations. According to IMED rules of business every year published project evaluation report very systematically that is very helpful to overall evaluation of development project implementation status in Bangladesh. This publication will be helpful to taking next phase of same project or any new project and it is also use for research purpose. In my present research work IMED's 2011-12 evaluation report was the main study area.

Chapter 3

FINDINGS OF THE IMED REPORTS ON PROJECTS

IMED Evaluation Report that was evaluated for this Research:

IMED evaluated all complete projects and compile this report for future use. During this research work latest evaluation was completed in 2011-12 financial year complete projects. In 2011-12 total 195 no's project are completed and that was evaluated by IMED officials. The evaluated projects are listed below.

Table 3: Project list that was evaluated by IMED in 2013-14

SL No	Project Name
	ERD
1	Support to Strengthening Institutional Capacity of ERD to Analyse and Disseminate External Economic Policy Issues
	Legislative Division
2	Construction of Court Building and Hajotlhana cum Police Barak in Dhaka Collectorate Campus (2 nd Phase)
3	Legal Reform Project (part-B)
	Ministry of Agriculture
4	Bangladesh Agri buisness Development Project (1st Revised)
5	Production Preservation and Distribution of Quality Rice, Wheat and Jute Seed at Farmers Level
6	Development of Agriculture Training Institute of Sherpur, Gaibandha and Daulatpur, Khulna
7	Modernisation and Capacity Up-grading of National Agriculture Training Institute(NATA) Project
8	Production Preservation and Distribution of Quality Pulse, Oil and Onion Seed at Farmers Level
9	Increase of Crops Production by Farm Mechanized
10	Barind Integrated Area Development Project (Phase-III)
	Ministry of Food
11	Construction of 1.10 lakh Metric Tons Capacity New Food Godwons in the Northern Region of the Country
	Ministry of Housing and Public Works
12	Preparation of Structure Plan, Master Plan and Detail Area Plan of Khulna Master Plan Area extended up to Mongla Town
	Ministry of Public Administration
13	Construction of New Court Building in Chittagong
	Fuel and Mineral Resources Division
14	Enhancing Institutional Support and Capacity Building Of GSB for Mitigation of

SL No	Project Name
	Geo-Hazard in Bangladesh
15	Compensation Package for Rehabilitating the Affected People of Boro Pukuria Coal Mine
16	Distribution of Gas Network in Rajshahi City and Adjacent Area
17	Investigation of well/Gas digging project at Sundolpur
18	Operation Capability Strengthening (Rig Procurement) Project (2nd Revised)
19	TA for Capacity Building of Energy and Mineral Resources Division of Ministry of Power, Energy and Mineral Resources, Petrobangla and its Companies
20	Gas Supply and Distribution in Nabigong
	Ministry of Post and Telecommunications
21	Construction/Re-construction of Dilapidated Buildings of Bangladesh Post Office
	Ministry of Information
22	Creation of Development related Channel of Bangladesh TV(Revised)
23	Advocacy on Reproductive Health and Gender Issue Through Department of Mass Communication TSP(3 rd phase)
24	Strengthening and Development of 250 Kilowatt small frequency distribution engine at Kabirpur Centre Bangladesh Betar
25	Advocacy and Communication for Children & Women (3 rd Phase)
26	Widening and Modernization of PIB Complex
	Ministry of Disaster Management and Relief
27	Construction of Small Bridge/Culvert in Village Road (12 m length)
	Ministry of Religious Affairs
28	Involvement of the Religious Leaders for the Development of the Human Resources (3 rd Phase)
	Ministry of Shipping
29	Construction of Port Facilities in order to Prevent Unauthorized Encroachment of the Burigonga River and its Foreshore land
30	Expansion of the Newly Constructed RCC Jetty at Guptachara of Swandip
31	Development and Modernization of Barisal River Port
32	Construction of RCC Jetty at Komira, Chittagong
	Statistics Division
33	Strengthening Capacity of BBS in Population and Demographic Data Collection, Analysis and Dissemination using GIS Maps
34	Monitoring the Situation of Children and Women (2 nd phase)
35	Household Income and Expenditure Survey (2 nd phase) (TA)
	Planning Division
36	Support to ICT Taskforce Program Project

SL No	Project Name
37	Integration of Population and Gender into National and Sectorial Planning (IPGNP)
38	Capacity Building and Support to the Transport Sector Co-ordination Wing of the Planning Commission
	Ministry of Environment and Forestry
39	National ODS Phase Out Plan (UNEP Component)
40	Environment and Bio-diversity Conservation and Development for Greater Jessore District
41	Preparation of Second National Communication (SNC) of Bangladesh
42	Transitional Strategy for the Phase-out of CFC in the Manufacturing of Metered Dose Inhalers in Bangladesh
43	Bangladesh Environment and Climate Change Outlook (ECCO)
44	Agar Plantation (1st Phase) (1st Revised)
45	Transfer of Technology in Bamboo Shoot Production, Processing and Marketing from China to Bangladesh and Sri Lanka(2 nd Phase)
46	Capacity Building and Resource Mobilization for Sustainable Management (Ecosystem Management)in Bangladesh
47	Community Based Sustainable Management of Tanguare Haor (2 nd phase)
	Rural Development and Co-operatives Division
48	Livelihood improvement of the Garo Community
49	Development Integrated Village under Burichong Upazilla in Comilla District
	Prime Minister's Office
50	Support to Digital Bangladesh Project.
51	Completion of Incomplete Work of Iswardi EPZ Phase-1
52	Construction of 4-Storied Factory Buildings insted of existing one Storied Factory Buildings in Chittagong EPZ
	Ministry of Defence
53	Establishment of B.A.F. Shaheen School and College at BAF Base Paharkanchanpur, Tangail and Bangladesh Air Force Ghati Shamsar nagar Moulovibazar
54	Construction of BN School and College Academic Bhaban for Bangladesh Navy in Chittagong and Khulna
	Ministry of Water Resources
55	Mahuri Kahua Flood Control, Drainage and Irrigation Project (1 st Revised)
56	Dhepa-Punorbhaba Water Management under Biral Upazilla in Dinajpur District
57	Khaliajuri Flood Control and Drainage Project
58	Putuakhali City Protection Embankment Project
59	Rajbari City Protection Embankment Project
60	Protection of Kalna Ferrighat Situated at Kashiani Upazilla in Gopalgong District

SL No	Project Name
	from the Modhumoti River Erosion and Protection of Madaripur Town and Adjacent Area from the Arial kha River Erosion
61	Protection of Jumuna River Bank Project at Chouhali Upozilla in Shirajgong District
62	Maintenance and Rehabilitation Project of Shirajgonj Hard Point
63	Left Bank Flood Control, Drainage and Irrigation Project of Dhepa River
64	Feasibility Study Project for West Gopalgong Integrated Water Management
65	Feasibility Study and Survey of Surashar FCDI Project
66	Protection of Chapainababgong Sadar and Shibgong Upazilla Protection Project from the Erosion of Padma River
67	Construction of Embankment from Zianagar to Hularghat of Pirojpur District
68	Research Project of Influence of Bandeling on River-tide and Morphology(phase-2)
69	Preparation of Master Plan and Development of Database for haors and wetlands
70	Institutional Development and Capacity Building of River Research Institute, Faridpur
	Ministry of Commerce
71	Readymade Garments Trade Promotion Project
72	Strengthening the Office of Focal Point (WTO Cell of the Ministry of Commerce) in Promoting and Diversifying the Trade Project
	Parliament Affairs Secretariat
73	Involvement of Parliamentarians in Reproductive Health, Rights, Issues and Development (IPRGD
	Bangladesh Election Commission Secretariate
74	Preparation of Electoral Roll with Photographs and Facilitating the Issuance of National Identity(ID) Card (Revised)
	Power Division
75	Sylhet 90 MW Combined Cycle Power Station (Phase-II)
76	Renovation and Augmentation of Distribution Lines and 11/0.4 KV Sub-stations under 6 (Six) Distribution Zones of BPDB
77	Rehabilitation and Modernization of Asugong Power Plant Complex unit 3, 4 and 5
78	Technical Assistance for Sector Assessment on Power System Efficiency Improvement Project
79	Increase of 10 Lakh Customers in Existing Distribution System of PBS
	Ministry of Science and Technology
80	Strengthening of Secondary Standard Sosimetry (SSD) Laboratory Facilities
81	Screening of Congenital Hypothyroidism in Newborn Babies
82	Upgrading of Research and Service Facilities of Nuclear Medicine Centres Bogra, Barisal, Khulna, Mymensing, Rangpur and Production of TC99 kit

SL No	Project Name
83	Nuclear Safety and Radiation Control Division 2nd Phase and Installation of Digital Control Systems of Triga, Mark-2 Research Reactor
84	Establishment of Food Safety Laboratories for Research to Produce Safe and Quality Food to Support Food Processors
85	Development of ISO 17025 Accredited Instrumentation and Calibration Service Laboratory for Chemical Measurement
86	Bustor Development for Tools and Bimetallic Implant
	Ministry of Land
87	Construction and Repair of Upazilla and Union Land Office
88	Study of Detailed Coastal Land Zoning with Two Pilot Districts of Plain Land Project (2 nd Revised)
	Ministry of Fisheries and Livestock
89	Bagda Shrimp Culture Technology Expansion (2 nd Phase) Project
90	Strengthening Institutional Capacity of Department of Fisheries (1 st revised)
91	Technical Assistance to Enhance the Capacity of Department of livestock Services
92	Establishment of Fisheries Marketing Facilities in Dhaka City
93	Second Participatory Livestock Development Project
94	Poultry Technology Development and Dissemination Project
95	Planning and Policy Support for the Ministry of Fisheries and livestock
	Ministry of Women and Children's
96	Empowerment and Protection of children
97	Policy Leadership and Advocacy for Gender Equality-2 (phase-2)
98	Promotion of Legal and Social Empowerment of Women in Bangladesh (2 nd phase)
99	Vulnerable Group Development for Ultra-Poor Project (VGDUP)
	Ministry of Youth and Sports
100	Youth Empowerment Through Skills Education and Livelihood Opportunities
	Ministry of Labour and Employment
101	Promotion of Reproductive Health, Gender Equality and Women's Empowerment in the Garments Sectors
102	Promotion of Reproductive Health, Reproductive Rights, Gender Equality and Prevention of HIV/AIDS in Tree Plantation Communities
103	Urban Informal Economy (UIE) Program of the Project of Support to the Time Bound Program towards the Elimination of Worst Forms of Child Labor in Bangladesh
	Ministry of Education
104	Teaching Quality Improvement in Secondary Education Project (Revised)
105	Construction of 1000 seats Girls Hostel in Eden Mohila College

SL No	Project Name
106	Life Skills Based Reproductive Health Education For in- School Youth & Adolescents through Peer Approach
107	Strengthening the Development of Population Sciences at the University of Dhaka
108	“Development of high yielding rice (oryza sativa L) variety heaving gene of tolerant to abiotic stresses and study of their molecular and genetic mechanism of abiotic stress adaptation”
109	Introduction of Herd Health Services for Sustainable Improvement of Dairy Production and Marketing Through Farmers’ Associations in Bangladesh
110	Construction of Comilla University (1st Phase)
	Ministry of Industry
111	Continuity of Established Production by Repairing Ashugonj Fertilizer Company Ltd (A.F.C.L)
112	Regain of production capacity by repairing of Polash Urea Fertilizer Factory Ltd.
113	Establishment, Modernization and Development of BSTI Regional Office in Sylhet and Barisal Division
114	Rehabilitation of 2 nd phase of Natural Gas Fertilizer Factory Ltd.
	Ministry of Social Welfare
115	Protection of Children at Risk (Piker)
116	Construction of Chadpur Diabetic Samity Hospital (Revised)
117	“Institute for Autistic Children & Blind, Old Home & TN Mother Child Hospital
118	Establishment of a 50 Bed Fileria Hospital With Ancilery Facilities
119	Rehabilitation and Training Centre for orphan Children, Mosa: Sabera Khatun Islamia Shishu Residence.
120	Development, Expansion and Modernization of Department of Social Service
	Ministry of Home
121	Community based work to develop Child Protection Mechanisms.
122	Capacity Building Initiatives for Law Enforcing Agencies to Promote Reproductive Health, Reproductive Rights and Prevent Gender-based Violence & HIV/AIDS (Revised)
123	Strengthening of Police Staff College
124	Strengthening of Bangladesh Prisons Department Through Procurement of Modern Equipment, Transports and Constructions of related structure
125	Reconstruction and Construction of 54 old and Dilapidated Fire Service and Civil Defense Station
126	Construction of 50 no’s BOP at Border for BGB
127	Construction of 40 km Road in Border Area under the BGB
	Road Division

SL No	Project Name
128	Construction of Shibsha Bridge on Shisha River at 33th km and Koira Bridge at 51th km in Betgram-Tala-paikgasa Road(3 rd Revised)
129	Construction of Baushi Bridge at 9 th km of Digpaet-Sarishabari Road and Development of Digpaet-arishabari-Tarakandi Road
130	Development of Pirojpur-Hularhat-Sriramkathi-Surupkathi Road (Revised)
131	Development of Shirajgong-Rigong Road (Revised)
132	Development of Panchogor Sugermill-Banghari-Maria-Shaldanga-Debigong Road
133	Completion of Remaining work of Langolerhat Bridge (93.02 m)
134	Road Network Development and Maintenance Project-1 (2 nd Revised)RHD Part
135	Road Network Development and Maintenance Project-1 (2 nd Revised)BRTA Part
136	Construction of Sunamgong-Kachirgati-Bishomvorpur Road (Revised)
137	Widening and Development of Chinakhara-Sujanagar Road
138	Development of Lalmai-Laksham-Majdi Road
139	Development of Narayangong Link Road 4 Linning
140	Construction of Bagaihat-Masalong Road
141	Completion of Remaining work of Chimbuk-Thanchi- and Dighinala-Marisha Road
142	Development of Anawara-Bashkhali Road
143	Re-Construction of 36.60 m PC Girder Bridge at 11 km in Doulatdia-Faridpur-Magura-Jhinaidah-Jessore-Khulna-Mongla(Digraj)
144	Development of Satkhira-Asasuni Road
145	Construction of Someshsori, Suknakuri and Zaria Bridge in Birishiri-Shamgong Road and Dasadhar and Kalmakanda Bridge in Netrokona-Kolmakanda Road (Revised)
146	Development of Banani-Joydebpur Road
147	Purchase of Single Decker CNG Bus for BRTC
	Ministry of Railway
148	Conversion of Vacuum Brake System of 277 Nos. Meter Gauge BC Wagons of Bangladesh Railway into Air Brake System
	Ministry of Cultural Affairs
149	Construction of National Achieves Building
150	Collection and Scientifically Preservation of Antiquated Valuable Files
151	Development of District Public Libraries (3 rd Phase)
152	Construction of Bangla Academy Bhaban
153	Expansion of Security System and Physical Infrastructure of Loko and Karushilpa Foundation
154	Construction of National Art Gallery (2 nd Phase)
155	Establishment of Nazrul Institute Centre in Kumilla

SL No	Project Name
	Local Government Division
156	Rural Employment Opportunity for Public Assets(REOPA) Project
157	Hygiene, Sanitation and Water Supply Project (H.Y.S.S.W.A)
158	Secondary Urban Primary Health Care Project
159	Sector Programme Support Management (NPD Office) for WSSPS-II of GoB-DANIDA
160	Knowledge Development and Training Networking (KDTN)” Project
161	NGO & Civil Society Networking Project
162	Birth and Death Registration (2nd Phase)
163	Sector Policy Support Project of the Water Supply and Sanitation Sub Sector in Bangladesh Phase-3
164	Technical Assistance at National Level for Good Urban Governance
165	Rural Development Project: Infrastructure Development: 26 (3rd Revised) Project
166	Construction of RCC Bridge Project (Ex Steel Baily Bridge construction project, 3 rd phase)(2 nd revised)
167	Union Infrastructure Development Project: Dinajpur, Panchagor, Thakurgaon, Rangpur, Lalmonirhat, Kurigram, Gaibandha and Nilphamari District
168	Union Road and Other Infrastructure Development Project: Rajbari, Faridpur, Gopalgong, Sariatpur and madaripur District
169	Enhancing Religions under Bangladesh Country Program
170	Construction of New Link Road from Dhaka-Mymensingh Highway to National Poet kazi Najrul Islam University
171	Study Survey Proposal for Construction of 500m Long Pre-Stressed Girder Bridge over Undermanik river under Kalapara Upazila of Patuakhali Didtrict& 500m Bridge over Dhaleswari River under Nagorpur Upazila of Tangail District
172	Feasibility Study of Bridge Construction on Chadpur Khal near Baliajuri GC Road of Madargong Upazila under Jamalpur District
173	Feasibility study in term of Hydrological & Morphological Study, Economic Analysis, Environmental Impact Assessment Study, Preparation of Bidding Documents for construction of 3 (Three) no’s of bridges over 3 (Three) different rivers under LGED
174	Development of Pabna, Sujanagor, Ullapara and Pangsha Pourosova Infrastructure Development
175	Rehabilitation of Dead Modhumoti River in Gopalgong Pourosova and Development of Adjacent Area
176	Strengthening of Activities in Rural Development Center (RDEC) Project
177	Union Parisad Supported Village Piped Water Supply Pilot Project

SL No	Project Name
178	Strengthening Capacity for Water Quality Analysis and Monitoring System in Bangladesh
179	Study for Project and Survey to Develop Environmental Sanitation Opportunity and Water Supply in the District of Chittagong Hill Track
180	Supply of Drinking Water from Deeptubewell (2nd phase)
181	Construction of Sanitary Landfill(KCC) Project
182	Construction of Link Road from Rajshahi City Fire Brigade Crossing to Chapainabagong-Natore Road(Including North Noudapara)
183	Purchasing of Emergency Machineries for Rajshahi City Road Development and Maintenance (1 st Revised)
184	Improvement of Solid Waste Management in Dhaka City Towards the Low Carbon Society Through Enhancing Waste Transport Capacity Project
185	Construction of Road Infrastructure and Beautification at Bangabundhu National Stadium and Mirpur Sher-e-Bangla Nagar National Stadium
186	Construction of Link Bridge adjacent to Tejgaon Arong-Gulshan Shooting Club
187	Construction of Sanitary Landfill at Amin Bazar
188	Construction & Improvement of Road from Airport Road (Zia Colony) to Mirpur Cantonment Link road
189	Local Government Institutions Capacity Building Project for Water Supply & Sanitation Sector
190	Construction of Water Treatment Plant at Mohora and Kalurghat
191	Local Governance Support Project (LGSP)
	Ministry of Health and Family Welfare
192	Construction of 150 Bed Hospital for Government Servants
193	Improving Food Safety, Quality and Food Control in Bangladesh”
194	Support for Policy Planning and Program Implementation Research for Population and Development Project
	Cabinet Division
195	Supporting the Good Governance Program Part-A: Cabinet Division Component

Table 4: Ministry/Division Wise No's of Project are evaluated for this research:

SL No	Ministry/Division	No's of Projects are evaluated by IMED Officer's	No's of report/projects are studied for this research
1	2	3	4
1	ERD	01	01

SL No	Ministry/Division	No's of Projects are evaluated by IMED Officer's	No's of report/projects are studied for this research
1	2	3	4
2	Legislative Division	02	02
3	Ministry of Agriculture	07	07
4	Ministry of Public Administration	01	01
5	Fuel and Minerale Reources Division	07	07
6	Ministry of Post and Telecommunications	01	01
7	Ministry of Information	05	05
8	Ministry of Food and Disaster Management	01	01
9	Ministry of Housing and Public Works	01	01
10	Ministry of Disaster Management and Relief	01	01
11	Ministry of Religious Affairs	01	01
12	Ministry of Shipping	04	04
13	Statistics Division	03	03
14	Planning Division	03	03
15	Ministry of Environment and Forestry	09	09
16	Rural Development and Co-operatives Division	02	02
17	Prime Minister's Office	03	03
18	Ministry of Defence	02	02
19	Ministry of Water Resources	16	16
20	Ministry of Commerce	02	02
21	Parliament Affairs Secretariat	01	01
22	Bangladesh Election Commission Secretariate	01	01
23	Power Division	05	05
24	Ministry of Science and Technology	07	07
25	Ministry of Land	02	02
26	Ministry of Fisheries and Livestock	07	07
27	Ministry of Women and Children's	04	04
28	Ministry of Youth and Sports	01	01
29	Ministry of Labor and Employment	03	03
30	Ministry of Education	07	07
31	Ministry of Industry	04	04

SL No	Ministry/Division	No's of Projects are evaluated by IMED Officer's	No's of report/projects are studied for this research
1	2	3	4
32	Ministry of Social Welfare	06	06
33	Ministry of Home	07	07
34	Road Division	20	20
35	Ministry of Railway	01	01
36	Ministry of Cultural Affairs	07	07
37	Local Government Division	36	36
38	Ministry of Health and Family Welfare	03	03
39	Cabinet Division	01	01
	Total	195	195

Summary of detailed Findings and Analysis of 195 evaluation reports and DPP:

There are 195 projects are evaluated in the year of 2011-12 by IMED. In this research work all that reports and DPPs were analyzed and studied. In this study findings on those reports and DPPs are given below:

Table 5: Summary of detailed analysis/studied on 195 IMED evaluation report

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/monitor Procurement Procedure		What comments on procurement monitoring
					Goods	Works	Service	Yes	no	
1	2	3	4		5	6	7	8	9	10
	ERD									
1	Support to Strengthening Institutional Capacity of ERD to Analyse and Disseminate External Economic Policy Issues (Sep, 08- June, 12)	47.12	TA	USDA CDSO fund	×	×	√		No	
	Legislative Division									
2	Construction of Court Building and Hajothhana cum Police Barak in Dhaka Collectorate Campus (2 nd Phase)	1378.35	Investment	GOB	√	√	×	W		

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
1	(July, 09-June, 2012)									
3	Legal Reform Project (part-B) (July, 09- March, 2012)	1235.57	TA	Canadian SIDA grant	√	×	√		No	
	Ministry of Agriculture									
4	Bangladesh Agri buisness Development Project (1st Revised) (Jan, 06-Dec, 2011)	27092.35	Investment	ADB	√	×	√		No	
5	Production Preservation and Distribution of Quality Rice, Wheat and Jute Seed at Farmers Level (July, 07-June, 2012)	9053.83	Investment	GOB	×	×	√		No	
6	Development of Agriculture Training Institute of Sherpur, Gaibandha and Daulatpur, Khulna (July, 08-June, 2012)	2237.15	Investment	GOB	√	√	×	W		
7	Modernisation and Capacity Up- grading of National Agriculture Training Institute(NATA) Project (July, 07-June, 2012)	740.22	Investment	GOB	√	×	√		No	
8	Production Preservation and Distribution of Quality Pulse, Oil and Onion Seed at Farmers Level (July, 07-June, 2012)	3032.29	Investment	GOB	√	×	√		No	
9	Increase of Crops Production by Farm Mechanized (April, 10-June, 2012)	14694.04	Investment	GOB	√	√	√		No	
10	Barind Integrated Area Development Project (Phase-III) (July, 07-June, 2012)	28424.62	Investment		√	√	√		no	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What comment s on procure ment monitori ng
					Goods	Works	Service	Yes	no	
1	2	3	4							
	Ministry of Food									
11	Construction of 1.10 lakh Metric Tons Capacity New Food Godwons in the Northern Region of the Country (July, 09-June, 2012)		Investment		√	√	√		no	
	Ministry of Housing and Public Works									
12	Preparation of Structure Plan, Master Plan and Detail Area Plan of Khulna Master Plan Area extended up to Mongla Town (July, 05-Dec, 2011)	541.54	TA	GOB	√	×	√		no	
	Ministry of Public Administration									
13	Construction of New Court Building in Chittagong (July, 98-June, 2012)	7147.84	Investment	GOB	×	√	×		No	
	Fuel and Mineral Resources Division									
14	Enhancing Institutional Support and Capacity Building Of GSB for Mitigation of Geo-Hazard in Bangladesh (Sep, 09-June, 2012)	540.00	TA	Norwegian grant	×	×	√		No	
15	Compensation Package for Rehabilitating the Affected People of Boro Pukuria Coal Mine (Dec, 10-Dec, 2011)	14919.14	Investment	GOB	×	×	×		No	
16	Distribution of Gas Network in Rajshahi City and Adjacent Area (July, 06-Dec, 2011)	9742.09	Investment	GOB ADB	√	√	×		No	
17	Investigation of Oil/Gas well at Sundolpur project (July, 08-June, 2012)	5969.00	Investment	GOB	√	√	×		No	
18	Operation Capability Strengthening (Rig Procurement) Project (2nd Revised) (Jan, 03-June, 12)	20683.55	Investment	GOB	√	√	×		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
1	2	3	4							
	TA for Capacity Building of Energy and Mineral Resources Division of Ministry of Power, Energy and Mineral Resources, Petrobangla and its Companies (July, 06-June, 2012)	989.03	TA	ADB	×	×	√		No	
20	Gas Distribution in Nabigong (July, 09-June, 2012)	2828.63	Investment	GOB	√	√	×		No	
	Ministry of Post and Telecommunications									
21	Construction/Re-construction of Dilapidated Buildings of Bangladesh Post Office (July, 07-June, 2012)	1844.69	Investment	GOB	√	√	×		No	
	Ministry of Information									
22	Creation of Development Channel in Bangladesh Television (Revised)(July, 06-June, 2012)	2891.32	Investment	GOB	√	×	×	G		
23	Advocacy on Reproductive Health and Gender Issue Through Department of Mass Communication TSP(3rd phase) (July, 06-Dec, 2011)	618.75	TA	UNFPA	×	×	√		No	
24	Strengthening and Development of 250 Kilowatt small frequency distribution engine at Kabirpur Centre Bangladesh Betar (Jan, 09-June, 2012)	5778.89	Investment	GOB	√	√	×	G, W		
24	Advocacy and Communication for Children & Women (3 rd Phase) (July, 06-June, 2012)	2918.86	Investment	UNICEF	√	×	√		No	
25	Widening and Modernization of PIB Complex (July, 09-June, 2012)	953.19	Investment	GOB	√	√	×		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
1	2	3	4							
Ministry of Disaster Management and Relief										
27	Construction of Small Bridge/Culvert in Village Road (12 m length) (July, 05-June,12)	31418.00	Investment	USAID	×	√	×		NO	
Ministry of Religious Affairs										
28	Involvement of the Religious Leaders for the Development of the Human Resources (3rd Phase) (Jan, 06-Dec, 2011)	964.00	Investment	UNFPA	×	×	√		NO	
Ministry of Shipping										
29	Construction of Port Facilities in order to Prevent Unauthorized Encroachment of the Burigonga River and its Foreshore land (July, 06-June, 2012)	3495.73	Investment	GOB	√	√	×	W		
30	Expansion of the Newly Constructed RCC Jetty at Guptachara of Swandip (July, 09-June, 2012)	1353.62	Investment	GOB	×	√	×	W		
31	Development and Modernization of Barisal River Port (July, 09-June, 2012)	1556.83	Investment	GOB	×	√	×	W		
32	Construction of RCC Jetty at Komira, Chittagong (Jan, 10-June, 2012)	986.30	Investment	GOB	√	√	√	W		
Statistics and Information Management Division										
33	Strengthening Capacity of BBS in Population and Demographic Data Collection, Analysis and Dissemination using GIS Maps (Jan, 06-Dec, 2011)	826.12	TA	UNFPA	√	×	√		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
								8	9	
1	2	3	4		5	6	7	8	9	10
34	Monitoring the Situation of Children and Women (2nd phase) (July, 07-Dec, 2011)	818.62	TA	UNICEF	√	×	√		No	
35	Household Income and Expenditure Survey (2nd phase) (TA) (01 April, 09- 31 march, 12)	611.53	TA	WB	√	×	√		no	
Planning Division										
36	Support to ICT Taskforce Program Project (July, 02-June, 2012)	9949.52	TA	GOB	√	×	√	G, S		
37	Integration of Population and Gender into National and Sectorial Planning (IPGNP) (Jan, 06-Dec, 2011)	515.22	TA	UNFPA	√	×	√	G, S		
38	Capacity Building and Support to the Transport Sector Co-ordination Wing of the Planning Commission (Jan, 11-June, 2012)	372.00	TA	ADB	√	×	√	G, S		
Ministry of Environment and Forestry										
39	National ODS Phase Out Plan (UNEP Component) (May, 08-June, 2012)	637.75	TA	UNEP	√	×	√		No	
40	Environment and Bio-diversity Conservation and Development for Greater Jessore District (July, 05-June, 2012)	703.04	Investment	GOB	√	√	×		No	
41	“Preparation of Second National Communication (SNC) of Bangladesh” (March, 08-Sep, 2011)	248.45	TA	UNDP	√	×	√		No	
42	“Transitional Strategy for the Phase-out of CFC in the Manufacturing of Metered Dose	60.80	TA	UNEP	×	×	√		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
1	2	3	4		5	6	7	8	9	10
	Inhalers in Bangladesh” (Nov, 08-June, 2012)									
43	Bangladesh Environment and Climate Change Outlook (ECCO) (Feb, 10-June, 2012)	61.22	TA	UNEP	×	×	√		No	
44	Agar Plantation (1st Phase) (1st Revised) (July, 06-June, 2012)	1756.68	Investment	GOB	√	√	×		No	
45	“Transfer of Technology in Bamboo Shoot Production, Processing and Marketing from China to Bangladesh and Sri Lanka” (Mar, 12-June, 2012)	15.34	TA		×	×	√		No	
46	Capacity Building and Resource Mobilization for Sustainable Management (Ecosystem Management)in Bangladesh (Aug, 08-March, 12)	665.25	TA	Global Environ ment Facility (GEF)	√	×	√		No	
47	Community Based Sustainable Management of Tanguare Haor (2 nd phase) (May, 09-June, 2012)	967.36	TA	□□□□ □□	√	×	√		No	
Rural Development and Co-operatives Division										
48	Livelihood improvement of the Garo Community (March, 10- June, 2012)	818.73	Investment	GOB	√	×	√		No	
49	Development Integrated Village under Burichong Upazilla in Comilla District (July, 06-Dec,11)	2013.824	Investment	KOIKA	√	√	√		No	
Prime Minister’s Office										
50	Support to Digital Bangladesh Project.(July, 11-June, 12)	697.18	TA	UNDP	√	×	√		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
1	2	3	4		5	6	7	8	9	10
51	Completion of Incomplete work of Iswardi EPZ Phase-1 (October, 10-June, 2012)	517.58	Investment	GOB	×	√	×		No	
52	Construction of 4-Storeyed Factory Buildings instead of existing one Storeyed Factory Buildings in Chittagong EPZ (Feb, 10-June, 12)	2415.90	Investment	GOB	×	√	×		No	
Ministry of Defence										
53	Establishment of B.A.F. Shaheen School and College at BAF Base Paharkanchanpur, Tangail and Bangladesh Air Force Ghati Shamsar nagar Moulovibazar. (Jan, 09-June, 2012)	3580.84	Investment	GOB	√	√	×		No	
54	Construction of BN School and College Academic Bhaban for Bangladesh Navy in Chittagong and Khulna (Jan, 09-June, 2012)	2079.00	Investment	GOB	√	√	×		No	
Ministry of Water Resources										
55	Mahuri Kahua Flood Control, Drainage and Irrigation Project (1 st Revised) (July, 04-June, 2012)	13749.49	Investment	GOB	×	√	×	W		
56	Dhepa-Punorbhaba Water Management under Biral Upazilla in Dinajpur District (July, 06-June, 12)	1771.60	Investment	GOB	×	√	×	W		
57	Khaliajuri Flood Control and Drainage Project (July, 03-June, 12)	3908.93	Investment	GOB	×	√	×	W		
58	Putuakhali City Protection Embankment Project (July, 07-June, 2012)	2255.087	Investment	GOB	×	√	×	W		
59	Rajbari City Protection Embankment Project (July, 09-June, 2012)	4773.11	Investment	GOB	√	√	×		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
60	Protection of Kalna Ferrighat Situated at Kashiani Upazilla in Gopalgong District from the Modhumoti River Erosion and Protection of Madaripur Town and Adjacent Area from the Arial kha River Erosion (July, 09-June, 2012)	3570.84	Investment	GOB	√	√	×	W		
61	Protection of Jumuna River Bank Project at Chouhali Upuzilla in Shirajgong District (April, 10-June, 2012)	3290.50	Investment	GOB	√	√	×	W		
62	Maintenance and Rehabilitation Project of Shirajgonj Hard Point (April, 10-June, 2012)	6453.77	Investment	GOB	√	√	×	W		
63	Left Bank Flood Control, Drainage and Irrigation Project of Dhepa River (Aug, 10-June,12)	1551.25	Investment	GOB	√	√	×	W		
64	Feasibility Study Project for West Gopalgonj Integrated Water Management (May, 10-June, 2012)	105.845	TA	GOB	×	×	√		No	
65	Feasibility Study and Survey of Surashar FCDI Project (May, 10-June, 2012)	140.132	TA	GOB	×	×	√	S		
66	Protection of Chapainababgong Sadar and Shibgong Upazilla Protection Project from the Erosion of Padma River (July, 07-June,12)	13178.55	Investment		×	√	×	W		
67	Construction of Embankment from Zianagar to Hularghat of Pirojpur District (July, 05-June, 2012)	3251.62	Investment		×	√	×	W		
68	Research Project of Influence of Bandeling on River-tide and Morphology(phase-2) (Dec, 09-June, 2012)	84.96	TA		×	√	×	S		

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
69	Preparation of Master Plan and Development of Database for haors and wetlands (May, 10-June, 2012)	739.00	TA		×	×	√		No	
70	Institutional Development and Capacity Building of River Research Institute, Faridpur (July, 06-June, 2012)	461.52	TA		×	×	√	S		
Ministry of Commerce										
71	Readymade Garments Trade Promotion Project (July, 09-Dec, 11)	699.00	TA	German Government	√	×	√		No	
72	Strengthening the Office of Focal Point (WTO Cell of the Ministry of Commerce) in Promoting and Diversifying the Trade Project (Jan,11-June, 2012)	33.90	TA	UNOPS (United Nations Office for Project Services) Grant of Geneva & Suits erland	√	×	×		no	
Parliament Affairs Secretariat										
73	Involvement of Parliamentarians in Reproductive Health, Rights, Issues and Development (IPRGD (Jan, 06-Dec, 2011)	164.76	TA	UNFPA	√	×	√	G,S		
Bangladesh Election Commission Secretariate										
74	Preparation of Electoral Roll with Photographs and Facilitating the Issuance of National Identity(ID) Card (Revised) (July, 07-June, 2012)	54288.69	TA	GOB,U NDP, DFID, EC, Netherlands, Norway	√	×	√		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
1	2	3	4		5	6	7	8	9	10
				, Switzerland, Sweden , Denmark and South Korea						
	Power Division									
75	Sylhet 90 MW Combined Cycle Power Station (Phase-II) (July, 98-Dec, 2011)	71551.50	Investment	GOB	√	√	√		No	
76	Renovation and Augmentation of Distribution Lines and 11/0.4 KV Sub-stations under 6 (Six) Distribution Zones of BPDB (July, 10-June, 2012)	14733.96	Investment	GOB	√	√	X		No	
77	Rehabilitation and Modernization of Asugong Power Plant Complex unit 3, 4 and 5 (Jan, 00-Dec, 2011)	101294.70	Investment	GOB, KfW, Germany, Debt Relief Grant Assista nt, Japan	√	√	√		no	
78	Technical Assistance for Sector Assessment on Power System Efficiency Improvement Project (July, 10-June, 2012)	535.18	TA	GOB, ADB	√	X	√		No	
79	Increase of 10 Lakh Customers in Existing Distribution System of	31324.85	Investment	GOB and PA	√	√	X		No	

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					Goods	Works	Service	Yes	no	
1	2	3	4		5	6	7	8	9	10
	PBS (July, 06-June, 2012)									
	Ministry of Science and Technology									
80	Strengthening of Secondary Standard Sosimetry (SSD) Laboratory Facilities (July, 06-Dec, 2011)	1116.72	Investment	GOB	√	√	X	GW		
81	Screening of Congenital Hypothyroidism in Newborn Babies (July, 06-Dec, 2011)	1068.83	Investment	GOB	√	X	√	GS		
82	Upgrading of Research and Service Facilities of Nuclear Medicine Centres Bogra, Barisal, Khulna, Mymensing, Rangpur and Production of TC99 kit (April, 07-Dec, 2011)	4885.68	Investment	GOB	√	√	X	GW		
83	Nuclear Safety and Radiation Control Division 2nd Phase and Installation of Digital Control Systems of Triga, Mark-2 Research Reactor (April, 06-June, 2012)	2737.41	Investment	GOB	√	√	√		No	
84	Establishment of Food Safety Laboratories for Research to Produce Safe and Quality Food to Support Food Processors (Feb, 10-June, 2012)	1623.16	Investment	GOB	√	√	x		No	
85	Development of ISO 17025 Accredited Instrumentation and Calibration Service Laboratory for Chemical Measurement (July, 08-June, 2012)	2891.84	Investment	GOB	√	√	X		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
								8	9	
1	2	3	4		5	6	7	8	9	10
86	Bostur Development for Tools and Biometalic Implant (Jan,10-June, 2012)	960.63	Investment	GOB	x	√	√	W, S		
Ministry of Land										
87	Construction and Repair of Upazilla and Union Land Office (July, 05-June, 2012)	8359.77	Investment	GOB	√	√	X		No	
88	Study of Detailed Coastal Land Zoning with Two Pilot Districts of Plain Land Project (2nd Revised) (July, 06-Dec, 2011)	983.38	TA	GOB	√	X	√		No	
Ministry of Fisheries and Livestock										
89	Bagda Shrimp Culture Technology Expansion (2nd Phase) Project (July, 07-June, 2012)	1836.314	Investment	GOB	√	√	√		No	
90	Strengthening Institutional Capacity of Department of Fisheries (1 st revised) (01.10.06- 30.09.11)	580.21	TA	GOB, Danida	√	√	√		No	
91	Technical Assistance to Enhance the Capacity of Department of livestock Services (oct, 06-Sep, 11)	750.37	TA	GOB	√	X	√		No	
92	Establishment of Fisheries Marketing Facilities in Dhaka City (July, 08-June, 2012)	739.30	Investment	GOB	√	√	X		No	
93	Second Participatory Livestock Development Project (Nov, 05-June, 2012)	3341374	Investment	GOB	√	√	√		No	
94	Poultry Technology Development and Dissemination Project (July, 06-June, 2012)	2984.79	Investment	GOB , JICA	√	√	√		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
1	2	3	4		5	6	7	8	9	10
95	Planning and Policy Support for the Ministry of Fisheries and livestock (October, 06-June, 2012)	261.12	TA	GOB , Danida	√	X	√		No	
Ministry of Women and Children's										
96	Empowerment and Protection of children (Sep, 06-Dec, 2011)	10751.39	TA	GOB	√	X	√		No	
97	Policy Leadership and Advocacy for Gender Equality-2 (phase-2) (July, 06-June, 2012)	6348.82	TA	GOB	√	X	√		No	
98	Promotion of Legal and Social Empowerment of Women in Bangladesh (2 nd phase) (July, 08-Dec, 2011)	6858.69	TA	GOB , PA	√	X	√		No	
99	Vulnerable Group Development for Ultra-Poor Project (VGDUP) (Jan, 07-Dec, 2011)	19392.86	TA	GOB , EC	√	X	√		No	
Ministry of Youth and Sports										
100	Youth Empowerment Through Skills Education and Livelihood Opportunities (Jan, 06-June, 2012)	7360.85	TA	GOB , UNFPA	√	X	√		No	
Ministry of Labour and Employment										
101	Promotion of Reproductive Health, Gender Equality and Women's Empowerment in the Garments Sectors (Jan, 06-Dec, 2011)	543.97	TA	GOB , UNFPA	√	X	√		No	
102	Promotion of Reproductive Health, Reproductive Rights, Gender Equality and Prevention of HIV/AIDS in Tree Plantation Communities (Jan, 06-Dec, 2011)	543.97	TA	GOB , UNFPA	√	X	√		No	
103	Urban Informal Economy (UIE) Program of the Project of Support to the Time Bound Program towards	3928.37	TA	GOB , ILO	√	X	√		No	

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					Goods	Works	Service	Yes	no	
1	2	3	4		5	6	7	8	9	10
	the Elimination of Worst Forms of Child Labor in Bangladesh (Jan, 07-Dec, 2011)									
	Ministry of Education									
104	Teaching Quality Improvement in Secondary Education Project (Revised) (April, 05-June, 2012)	50379.32	Investment	GOB , ADB, SIDA	√	X	√		No	
105	Construction of 1000 seats Girls Hostel in Eden Mohila College (July, 06-June, 2012)	2839.38	Investment	GOB	√	√	√		No	
106	Life Skills Based Reproductive Health Education For in- School Youth & Adolescents through Peer Approach (Jan, 08-Dec,11)	559.09	TA	GOB , UNFPA	√	X	√		No	
107	Strengthening the Development of Population Sciences at the University of Dhaka (Jan, 06-Dec, 11)	633.260	TA	GOB , UNFPA	√	X	√		No	
108	Development of high yielding rice (oryza sativa L) variety heaving gene of tolerant to abiotic stresses and study of their molecular and genetic mechanism of abiotic stress adaptation'' (01.07.08-30.09.12)s	115.08	TA	GOB , ILO	√	X	√		No	
109	Introduction of Herd Health Services for Sustainable Improvement of Dairy Production and Marketing Through Farmers' Associations in Bangladesh (Jan, 08-Dec, 2011)	176.85	TA	GOB , USDA	√	X	√		No	
110	Construction of Comilla University (1st Phase) (July, 07-Dec, 2011)	53,43.82	Investment	GOB	√	√	X		No	
	Ministry of Industry									
111	Continuity of Established Production by Repairing Ashugonj Fertilizer Company Ltd (A.F.C.L)	23517.16	Investment	GOB, own	√	√	√		no	

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					Goods	Works	Service	Yes	no	
1	2	3	4		5	6	7	8	9	10
	(July, 06-June, 2012)									
112	Regain of production capacity by repairing of Polash Urea Fertilizer Factory Ltd. (Jan, 08-June, 2012)	4986.05	Investment	GOB	√	√	√		No	
113	Establishment, Modernization and Development of BSTI Regional Office in Sylhet and Barishal Division (July, 05-June, 2012)	1695.28	Investment	GOB	√	√	X		No	
114	Rehabilitation of 2nd phase of Natural Gas Fertilizer Factory Ltd. (Jan, 08-June, 2012)	7010.93	Investment	GOB	√	√	X		No	
	Ministry of Social Welfare									
115	Protection of Children at Risk (Piker) (April, 07-Dec, 2011)	5729.79	TA	GOB , UNICE F	√	X	√		No	
116	Construction of Chadpur Diabetic Samity Hospital (Revised) (July, 08-June, 2012)	780.06	Investment	GOB, own	√	√	X		No	
117	Institute for Autistic Children & Blind, Old Home & TN Mother Child Hospital (Jan, 09-June, 2012)	1250.00	Investment	GOB , own	√	√	√	W, S		
118	Establishment of a 50 Bed Fileria Hospital With Ancillary Facilities (Jan, 11-June, 2012)	1280.04	Investment	GOB , own	√	√	X			
119	Rehabilitation and Training Centre for orphan Children, Mosa: Sabera Khatun Islamia Shishu Residence. (Jan, 10-June, 2012)	937.30	Investment	GOB	√	√	X		No	
120	Development, Expansion and Modernization of Department of Social Service (July, 09-June, 2012)	987.94	Investment	GOB	√	√	X		No	
	Ministry of Home									

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
121	Community based work to develop Child Protection Mechanisms. (July, 08-Dec, 2011)	802.22	TA	GOB , UAE	√	X	√		No	
122	Capacity Building Initiatives for Law Enforcing Agencies to Promote Reproductive Health, Reproductive Rights and Prevent Gender-based Violence & HIV/AIDS (Revised) (Jan, 06-Dec, 2011)	353.26	TA	GOB , UNFPA	√	X	√		No	
123	Strengthening of Police Staff College (Jan, 09-June, 2012)	2182.87	Investment	GOB	√	√	X	G		
124	Strengthening of Bangladesh Prisons Department Through Procurement of Modern Equipment, Transports and Constructions of related structure (April, 09-June, 2012)	4977.48	Investment	GOB	√	√	X		no	
125	Reconstruction and Construction of 54 old and Dilapidated Fire Service and Civil Defense Station (July, 08-June, 2012)	2729.81	Investment	GOB	√	√	X		No	
126	Construction of 50 no's BOP at Border for BGB (Jan, 09-June,12)	2686.00	Investment	GOB	√	√	X		No	
127	Construction of 40 km Road in Border Area under the BGB (Jan, 10-June, 2012)	2262.00	Investment	GOB	√	√	X		No	
	Road Division									
128	Construction of Shibsha Bridge on Shisha River at 33th km and Koira Bridge at 51th km in Betgram-Tala- paikgasa Road(3rd Revised) (July, 00-June, 2012)	5799.11	Investment	GOB	x	√	X		No	

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					Goods	Works	Service	Yes	no	
129	Construction of Baushi Bridge at 9th km of Digpaet-Sarishabari Road and Development of Digpaet-arishabari-Tarakandi Road (July, 03-June, 2012)	1903.96	Investment	GOB	x	√	X		No	
130	Development of Pirojpur-Hularhat-Sriramkhathi-Surupkhathi Road (Revised) (July, 05-June, 12)	2571.98	Investment	GOB	x	√	X	w		
131	Development of Shirajong-Rigong Road (Revised) (July, 04-June, 12)	3750.85	Investment	GOB	x	√	X		No	
132	Development of Panchogor Sugermill-Banghari-Maria-Shaldanga-Debigong Road (July, 01-June, 2012)	2285.23	Investment	GOB	x	√	X		No	
133	Completion of Remaining work of Langolerhat Bridge (93.02 m) (Jan, 10-June, 2012)	675.32	Investment	GOB	x	√	X		No	
134	Road Network Development and Maintenance Project-1 (2 nd Revised)RHD Part	55826.00	Investment	GOB , ADB, OPEC	√	√	√		No	
135	Road Network Development and Maintenance Project-1 (2 nd Revised)BRTA Part		TA		√	X	√		No	
136	Construction of Sunamgong-Kachirgati-Bishomvorpur Road (Revised) (July, 04-June, 12)	4169.50	Investment	GOB	x	√	X		No	
137	Widening and Development of Chinakhara-Sujanagar Road (July, 10-June, 2012)	1150.00	Investment	GOB	x	√	X		No	
138	Development of Lalmai-Laksham-Majdi Road (Oct, 07-June, 12)	8513.74	Investment	GOB	x	√	X		No	
139	Development of Narayangong Link Road 4 Linning (July, 08-June, 12)	5573.92	Investment	GOB	x	√	X		No	

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					Goods	Works	Service	Yes	no	
140	Construction of Bagaihat-Masalong Road (July, 00-June, 12)	8075.56	Investment	GOB	√	√	X		No	
141	Completion of Remaining work of Chimbuk-Thanchi- and Dighinala-Marisha Road (July, 97-June, 12)	9388.71	Investment	GOB	√	√	X		No	
142	Development of Anawara-Bashkhali Road (July, 02-June,012)	5322.02	Investment	GOB	x	√	X		No	
143	RE-Construction of 36.60 m PC Girder Bridge at 11 km in Doulatdia-Faridpur-Magura-Jhinaidah-Jessore-Khulna-Mongla(Digraj) (Oct, 10-June,12)	543.44	Investment	GOB	x	√	X		No	
144	Development of Satkhira-Asasuni Road (July, 10-June, 12)	1370.71	Investment	GOB	x	√	X		No	
145	Construction of Someshsori, Suknakuri and Zaria Bridge in Birishiri-Shamgong Road and Dasadhar and Kalmakanda Bridge in Netrokona-Kolmakanda Road (Revised) (July, 98-Dec, 11)	4336.26	Investment	GOB	x	√	X		No	
146	Development of Banani-Joydebpur Road (July, 98-June, 12)	13552.00	Investment	GOB	x	√	X		No	
147	Purchase of Single Decker CNG Bus for BRTC (Jan, 10-June, 12)	11363.45	Investment	GOB , EDCF	√	X	√		No	
	Ministry of Railway									
148	Conversion of Vacuum Brake System of 277 Nos. Meter Gauge BC Wagons of Bangladesh Railway into Air Brake System (July, 07-June, 2012)	3109.32	Investment	GOB	√	X	√		No	
	Ministry of Cultural Affairs									
149	Construction of National Achieves Building (July, 05-June, 12)	2691.17	Investment	GOB	√	√	√		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/monitor Procurement Procedure		What comments on procurement monitoring
					Goods	Works	Service	Yes	no	
150	Collection and Scientifically Preservation of Antiquated Valuable Files (Jan, 09-June, 12)	391.21	Investment	GOB , JDCF	√	√	X		No	
151	Development of District Public Libraries (3 rd Phase) (July, 05-June, 12)	9901.59	Investment	GOB	√	√	X		No	
152	Construction of Bangla Academy Bhaban (April, 06-March, 12)	3160.76	Investment	GOB	√	√	X	W		
153	Expansion of Security System and Physical Infrastructure of Loko and Karushilpa Foundation (Jan, 09-June, 2012)	1037.29	Investment	GOB	√	√	X	W		
154	Construction of National Art Gallery (2 nd Phase) (Jan, 09-June, 12)	2904.73	Investment	GOB	√	√	X		No	
155	Establishment of Nazrul Institute Centre in Kumilla (Jan, 09-June, 12)	687.65	Investment	GOB	√	√	X		No	
Local Government Division										
156	Rural Employment Opportunity for Public Assets(REOPA) Project (July, 06-Dec, 2011)	17366.70	Investment	CIDA, EC, GoB , UNCDF, UNDP	√	√	√		No	
157	Hygiene, Sanitation and Water Supply Project (H.Y.S.S.W.A) (Jan, 06-Dec, 2011)	27248.30	TA	GOB	√	X	√		No	
158	Secondary Urban Primary Health Care Project (July, 05-June, 12)	53100.00	Investment	GOB	√	√	X		No	

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					Goods	Works	Service	Yes	no	
159	Sector Programme Support Management (NPD Office) for WSSPS-II of GoB-DANIDA		TA	DANIDA	√	X	√		No	
160	Knowledge Development and Training Networking (KDTN) Project (Jan, 06-Dec, 11)	1130.11	TA	GOB	√	X	√		No	
161	NGO and Civil Society Networking Project (Jan, 06-Dec, 11)	5060.15	TA	GOB	√	X	√		No	
162	Birth and Death Registration (2nd Phase) (Jan, 07-June, 12)	3964.85	TA	ADB	√	X	√		No	
163	Sector Policy Support Project of the Water Supply and Sanitation Sub Sector in Bangladesh Phase-3 (Jan, 06-Dec, 2011)	2907.00	TA	GOB	√	X	√		No	
164	Technical Assistance at National Level for Good Urban Governance		TA	PA	√	X	√		No	
165	Rural Development Project: Infrastructure Development: 26 (3rd Revised) Project (July, 03-June, 12)	25952.99	Investment	GOB	√	√	X		No	
166	Construction of RCC Bridge Project (Ex Steel Baily Bridge construction project, 3 rd phase)(2 nd revised) (July, 05-Dec, 11)	9906.57	Investment	GOB	√	√	X		No	
167	Union Infrastructure Development Project: Dinajpur, Panchagor, Thakurgaon, Rangpur, Lalmonirhat, Kurigram, Gaibandha and Nilphamari District (July, 07-June, 12)	15181.52	Investment	GOB	√	√	X		No	
168	Union Road and Other Infrastructure Development Project: Rajbari, Faridpur, Gopalgong, Sariatpur and madaripur District (July, 07-June, 12)	16016.29	Investment	GOB	√	√	X		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
169	Enhancing Religiance under Bangladesh Country Program									
170	Construction of New Link Road from Dhaka-Mymensingh Highway to National Poet kazi Najrul Islam University (Aug, 10-June, 2012)	1253237.0 0	Investment	GOB	√	√	X		No	
171	Study Survey Proposal for Construction of 500m Long Pre-Stressed Girder Bridge over Undermanik river under Kalapara Upazila of Patuakhali Didtrict& 500m Bridge over Dhaleswari River under Nagorpur Upazila of Tangail District (Sep, 10-Dec, 11)	66.87	TA	GOB	√	X	√		No	
172	Feasibility Study of Bridge Construction on Chadpur Khal near Baliajuri GC Road of Madargong Upazila under Jamalpur District (July, 07-Dec, 2011)	22.86	TA	GOB	√	X	√		No	
173	Feasibility study in term of Hydrological & Morphological Study, Economic Analysis, Environmental Impact Assessment Study, Preparation of Bidding Documents for construction of 3 (Three) no's of bridges over 3 (Three) different rivers under LGED (July,11-Aug, 12)	14100.00	Investment	GOB	√	√	X		No	
174	Development of Pabna, Sujanagor, Ullapara and Pangsha Pourosova Infrastructure Development (Jan, 09-Dec, 2011)	2170.115	Investment	GOB	√	√	X		No	
175	Rehabilitation of Dead Modhumoti River in Gopalgong Pourosova and Development of Adjacent Area (July, 09-June, 2012)	51644.5.0 0	Investment	GOB	√	√	X		No	
176	''Strengthening of Activities in		TA		√	X	√		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
1	2	3	4							
	Rural Development Center (RDEC) Project									
177	Union Parisad Supported Village Piped Water Supply Pilot Project (July, 08-June, 2012)	742.00	Investment	GOB	√	√	X		No	
178	Strengthening Capacity for Water Quality Analysis and Monitoring System in Bangladesh				√	X	√		No	
179	Study for Project and Survey to Develop Environmental Sanitation Opportunity and Water Supply in the District of Chittagong Hill Track (July, 08-June, 2012)	479.50	TA		√	X	√		No	
180	Supply of Drinking Water from Deeptubewell (2nd phase)	908801.00	Investment	GOB	√	√	X		No	
181	Construction of Sanitary Landfill(KCC) Project (March, 09-June, 2012)	515.82	Investment	GOB	√	√	X		No	
182	Construction of Link Road from Rajshahi City Fire Brigade Crossing to Chapainabagong-Natore Road(Including North Noudapara) (July, 03-June, 2012)	5173.3327 7	Investment	GOB	√	√	X		No	
183	Purchasing of Emergency Machineries for Rajshahi City Road Development and Mentanace (1st Revised) (Jan, 09-June, 2012)	2164.4590 7	Investment	GOB	√	√	X		No	
184	Improvement of Solid Waste Management in Dhaka City Towards the Low Carbon Society Through Enhanching Waste Transport Capacity Project (Jan, 10-Dec, 2011)	10216.79	Investment	GOB	√	√	X		No	
185	Construction of Road Infrastructure and Beautification	6220.00	Investment	GOB	√	√	X		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
								8	9	
1	2	3	4		5	6	7	8	9	10
	at Bangabundhu National Stadium and Mirpur Sher-e-Bangla Nagar National Stadium (Dec, 10-Dec,11)									
186	Construction of Link Bridge adjacent to Tejgaon Arong- Gulshan Shooting Club (July, 08-June, 2012)	681.56	Investment	GOB	√	√	X		No	
187	Construction of Sanitary Landfill at Amin Bazar (July, 07-June, 2012)	3129.45	Investment	GOB	√	√	X		No	
188	Construction & Improvement of Road from Airport Road (Zia Colony) to Mirpur Cantonment Link road (July, 06-June, 2012)	6782.76	Investment		√	√	X		No	
189	Local Government Institutions Capacity Building Project for Water Supply & Sanitation Sector (Jan, 06-Dec, 2011)	50580.00	TA	GOB	√	X	√		No	
190	Construction of Water Treatment Plant at Mohora and Kalurghat (July, 06-June, 2012)	8676.32	Investment	GOB	√	√	X		No	
191	Local Governance Support Project (LGSP) (July, 06-Dec, 2011)	142146.90	Investment	GOB, IDA, UNDP	√	√	√		No	
Ministry of Health and Family Welfare										
192	Construction of 150 Bed Hospital for Government Servants (July, 06-June, 2012)		Investment	GOB	√	√	X		No	
193	Improving Food Safety, Quality and Food Control in Bangladesh (Jan, 09-June, 2012)	4918.11	TA	EC	√	X	√		No	
194	Support for Policy Planning and Program Implementation Research for Population and Development Project	442.13	TA	UNFPA	√	X	√		No	

SL No	Project Name (Implementation Period)	Actual Expenditure (Tk lac)	Nature of Project	Source of funding	Nature of Procurement			evaluate/mon itor Procurement Procedure		What commen ts on procure ment monitori ng
					Goods	Works	Service	Yes	no	
1	2	3	4							
	(Jan, 06-Dec, 2011)									
	Cabinet Division									
195	Supporting the Good Governance Program Part-A: Cabinet Division Component		TA		√	X	√		No	

*** √ means that types procurement are available of that project.

X means that types procurement are not available of that project.

Findings of this Analysis: From the above table it is observed that in the financial year 2011-12, a total 195 projects were completed that was evaluated by IMED in the year of 2013-14. Out of 195 projects, 65 projects are Technical Assistance projects and 130 projects are investment projects. On the other hand, out of 195 projects 60 projects are Foreign aided projects and 135 projects are Government of Bangladesh (GOB) projects. Out of 195 projects nature of procurement is only Goods 2nos projects, only works- 28 projects, only services- 13 projects, only Goods and works 65 projects, only Goods and Services 53 projects, only works and services 16 projects and Goods, Works and Services are available in 18 projects. Out of 195 evaluation report prepared by IMED only 35 no's reports are focused on procurement functions that is only 18 percent of total evaluation. From this analysis it can be assumed that public procurement monitoring by IMED is not up to the mark.

Chapter 4

Findings, Analysis and Lesson Learnt

Findings and Lesson Learnt

The purpose of this study is to find out the Monitoring Performance on compliance of PPR 2008 in procurement activities implement by various departments. More specifically, the purpose of the study is to assess the gap of present monitoring status on procurement activities and scope of improvement for implementation of PPR 2008.

In the previous chapter we have given an overview of the reports of IMED for the year 2011-12. In this chapter, we examine and analyses the findings of our study on basis of interviews and questionnaire survey. By this study also try to find out the causes of gap between present monitoring status on public procurement activities and scope of improvement

Data processing and Analysis/Analytical Framework

As a means of processing, collected data have been cleaned, edited, arranged and coded before statistical analysis. The main statistical analytical tool used in this study was Statistical Package for Social Science (SPSS) to analyze and interpret the subject matter of the study. The graphical representations of the answers in the form of **'pie chart'** have been given for easy understanding of the responses. Microsoft Excel has been used for preparing the frequency table & other tables and for constructing pie charts. Microsoft Word has been used for preparing the report.

Table 7: Ministry/Division Wise No's of Projects are evaluated for this research

SL No	Ministry/Division	No's of report/projects are studied for this research
1	2	3
1	ERD	01
2	Legislative Division	02
3	Ministry of Agriculture	07
4	Ministry of Public Administration	01
5	Fuel and Minerale Reources Division	07
6	Ministry of Post and Telecommunications	01
7	Ministry of Information	05
8	Ministry of Food and Disaster Management	01
9	Ministry of Housing and Public Works	01

SL No	Ministry/Division	No's of report/projects are studied for this research
1	2	3
10	Ministry of Disaster Management and Relief	01
11	Ministry of Religious Affairs	01
12	Ministry of Shipping	04
13	Statistics Division	03
14	Planning Division	03
15	Ministry of Environment and Forestry	09
16	Rural Development and Co-operatives Division	02
17	Prime Minister's Office	03
18	Ministry of Defence	02
19	Ministry of Water Resources	16
20	Ministry of Commerce	02
21	Parliament Affairs Secretariat	01
22	Bangladesh Election Commission Secretariate	01
23	Power Division	05
24	Ministry of Science and Technology	07
25	Ministry of Land	02
26	Ministry of Fisheries and Livestock	07
27	Ministry of Women and Children's	04
28	Ministry of Youth and Sports	01
29	Ministry of Labor and Employment	03
30	Ministry of Education	07
31	Ministry of Industry	04
32	Ministry of Social Welfare	06
33	Ministry of Home	07
34	Road Division	20
35	Ministry of Railway	01

SL No	Ministry/Division	No's of report/projects are studied for this research
1	2	3
36	Ministry of Cultural Affairs	07
37	Local Government Division	36
38	Ministry of Health and Family Welfare	03
39	Cabinet Division	01
	Total	195

Chart 1: No's of projects are evaluated by IMED in different ministries/division

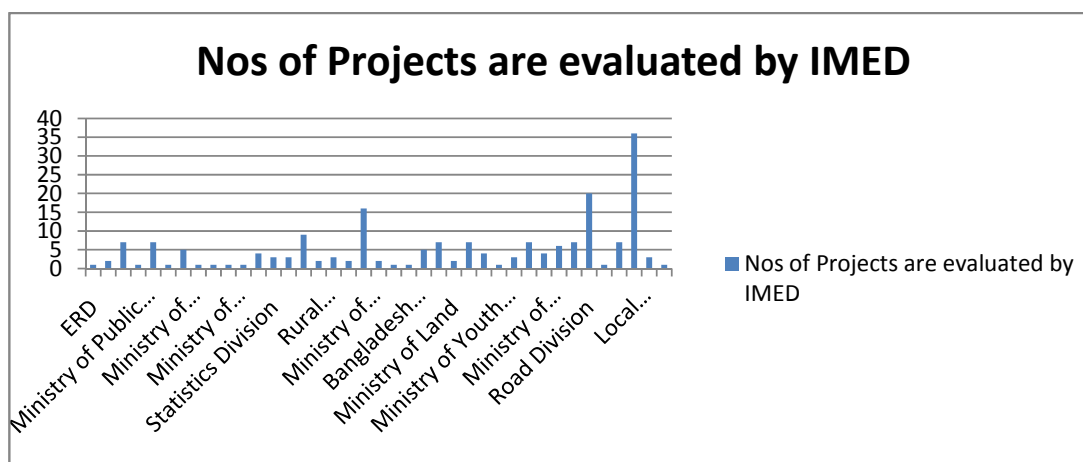


Table 8: Ministry/Division Wise No's of Projects are evaluated for this research:

SL No	Ministry/Division	No's of report/projects are studied for this research	No's of reports are focused on procurement functions	% of report focused on procurement function
1	2	3	4	5
1	ERD	01	0	0%
2	Legislative Division	02	1	50%
3	Ministry of Agriculture	07	1	14%
4	Ministry of Public Administration	01	0	0%
5	Fuel and Minerale Reources	07	0	0%

SL No	Ministry/Division	No's of report/projects are studied for this research	No's of reports are focused on procurement functions	% of report focused on procurement function
1	2	3	4	5
	Division			
6	Ministry of Post and Telecommunications	01	0	0%
7	Ministry of Information	05	2	40%
8	Ministry of Food	01	0	0%
9	Ministry of Housing and Public Works	01	0	0%
10	Ministry of Disaster Management and Relief	01	0	0%
11	Ministry of Religious Affairs	01	0	0%
12	Ministry of Shipping	04	04	100%
13	Statistics Division	03	0	0%
14	Planning Division	03	03	100%
15	Ministry of Environment and Forestry	09	0	0%
16	Rural Development and Co-operatives Division	02	0	0%
17	Prime Minister's Office	03	0	0%
18	Ministry of Defence	02	0	0%
19	Ministry of Water Resources	16	13	81%
20	Ministry of Commerce	02	0	0%
21	Parliament Affairs Secretariat	01	01	100%
22	Bangladesh Election Commission Secretariate	01	0	0%
23	Power Division	05	0	0%
24	Ministry of Science and Technology	07	04	57%
25	Ministry of Land	02	0	0%
26	Ministry of Fisheries and Livestock	07	0	0%
27	Ministry of Women and Children's	04	0	0%

SL No	Ministry/Division	No's of report/projects are studied for this research	No's of reports are focused on procurement functions	% of report focused on procurement function
1	2	3	4	5
28	Ministry of Youth and Sports	01	0	0%
29	Ministry of Labor and Employment	03	0	0%
30	Ministry of Education	07	0	0%
31	Ministry of Industry	04	0	0%
32	Ministry of Social Welfare	06	02	33%
33	Ministry of Home	07	01	14%
34	Road Division	20	01	5%
35	Ministry of Railway	01	0	0%
36	Ministry of Cultural Affairs	07	02	29%
37	Local Government Division	36	0	0%
38	Ministry of Health and Family Welfare	03	0	0%
39	Cabinet Division	01	0	0%
	Total	195	35	18%

Table 9: Nature of Procurements and no's of reports which focused on procurement functions of that evaluated Project:

SL No	Nature of Procurement	No's of Project	No's of reports are focused on procurement functions	% of report focused on procurement
1	2	3	4	5
1	Only Goods	02	01	50%
2	Only Works	28	06	21%
3	Only Services	13	02	15%
4	Goods and Works	65	09	14%
5	Goods and Services	53	04	8%
6	Works and Services	16	04	25%
7	Goods, Works and Services	18	08	44%
	Total	195	35	18%

Chart 2: Percentage of Reports Focused on Procurement

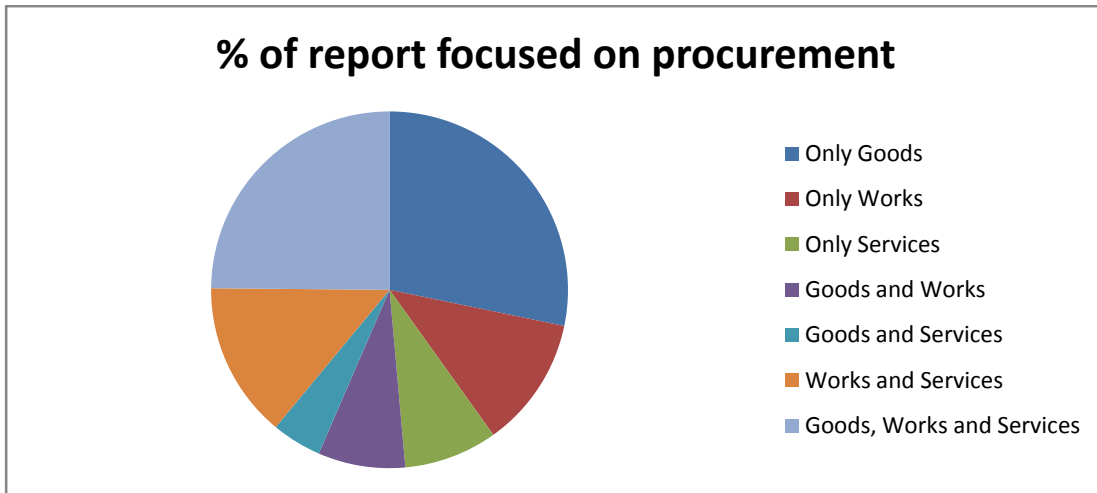


Chart 3: Nature of procurement available of evaluated projects

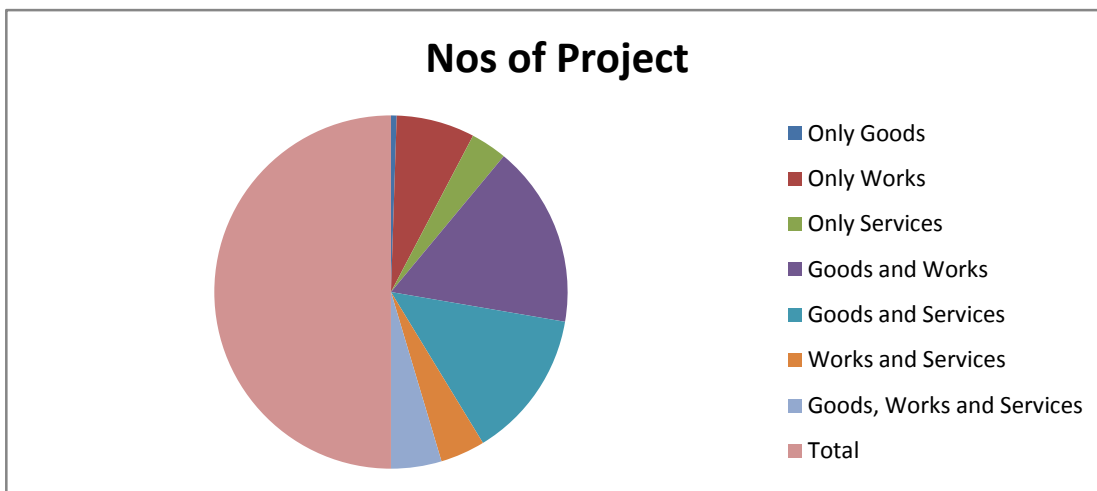


Table 10: Types of Project are available of that evaluation/Research:

SL No	Project Types	No's of Project
1	2	3
1	Investment Project	134
2	Technical Assistant Project(TA)	61
	Total	195

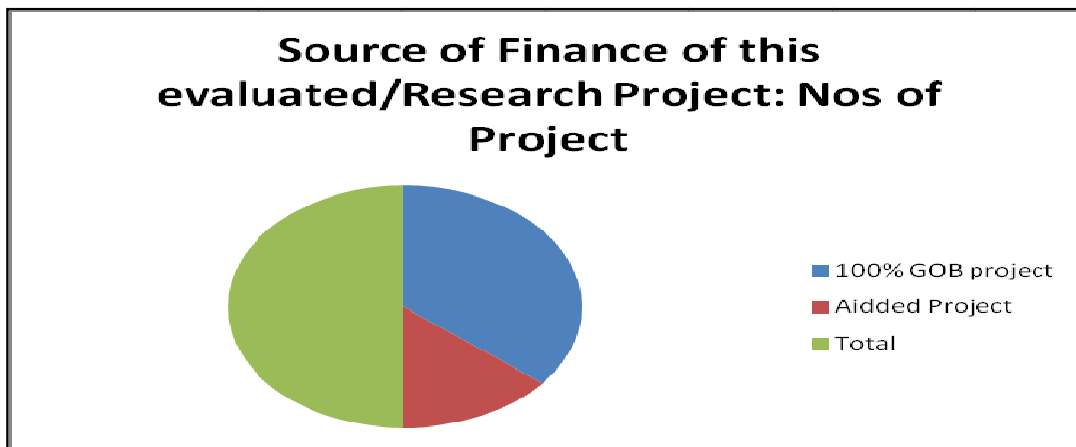
Chart 4: Types of projects available of evaluated projects



Table 11: Source of Finance of this Evaluated/Research Project:

SL No	Nature of Procurement	No's of Project
1	2	3
1	100% GOB project	140
2	Foreign Aided Project	55

Chart 5: Source of finance of evaluated projects



Causes of Less Monitoring Focus on Procurement Process

IMED Sector Wise Officers Pattern:

A total of 35 persons who are involved in monitoring and evaluation of development project as well as public procurement as IMED officials were interviewed for the purpose the study.

Table 6: Distribution of respondents by their organization, length of service and sex.

Respondents Sector	Total Number	Length of service			Sex	
		Less than 8 years	8-15 years	More than 15 years	Male	Female
1	2	3	4	5	6	7
Communication and Local Government Sector	7	3	2	2	4	3
Industry and Power Sector	8	3	3	2	8	0
Education and Social Sector	8	4	1	3	5	3
Agriculture, Rural Development and Research Sector	7	3	1	3	6	1
Evaluation Sector	3	0	2	1	2	1
Coordination and MIS Sector	2	0	2	0	2	0
Total=	35	13	11	11	27	8
% of respondents		37%	31%	31%	77%	23%

Among the respondents regarding the service length 31% are working more than 15 years. 31% are working more than 8 years and 37% are less than 8 years respectively. Among the respondents 77% were male and 23% female (Table 6).

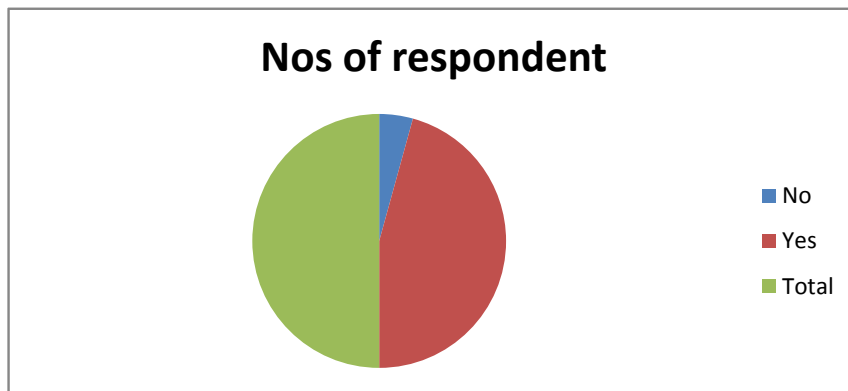
Have you taken 3 weeks basic training on PPA-2006, PPR-2008?

- No
- Yes

Table 12: Percentage of officers with basic training on PPA-2006 and PPR-2008

SL No	Have you taken 3 weeks basic training on PPA-2006, PPR-2008?	No's of respondent	% of officer's on basic training on PPA-2006 and PPR-2008
1	2	3	4
1	No	3	9%
2	Yes	32	91%
	Total	35	

Chart 6: Percentage of officers on basic training on PPA-2006 and PPR-2008



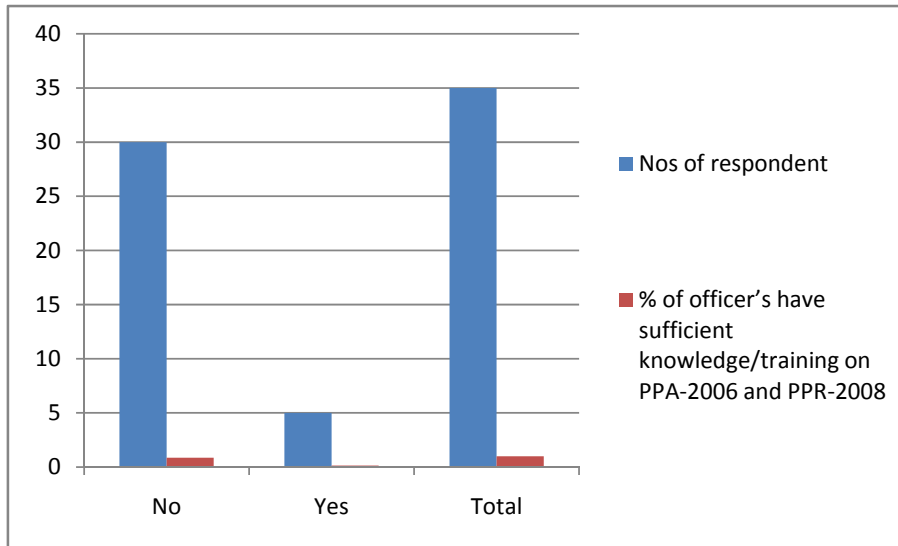
Do you think you have sufficient knowledge or training on PPA-2006 and PPR-2008 for your monitoring purpose?

- No
- Yes

Table 13: Percentage of officers on basic training on PPA-2006 and PPR-2008

SL No	Do you think you have sufficient knowledge or training on PPA-2006 and PPR-2008 for your monitoring purpose?	No's of respondent	% of officer's on basic training on PPA-2006 and PPR-2008
1	2	3	4
1	No	30	86%
2	Yes	5	14%
	Total=	35	100%

Chart 7: Percentage of officers on basic training on PPA-2006 and PPR-2008



Have you had Practical Knowledge on PPA-2006 and PPR-2008 in your jobs?

- No
- Yes

Table 14: Percentage of officer's having practical knowledge on PPA-2006 and PPR-2008

SL No	Have you Practical Knowledge on PPA-2006 and PPR-2008 in your jobs?	No's of respondent	% of officer's having practical knowledge on PPA-2006 and PPR-2008
1	2	3	4
1	No	34	97%
2	Yes	1	3%
Total=		35	100%

Have you participated as a member of Tender/Proposal Evaluation Committee in Last one Year?

- No
- Yes

(if yes please give the following question answer)

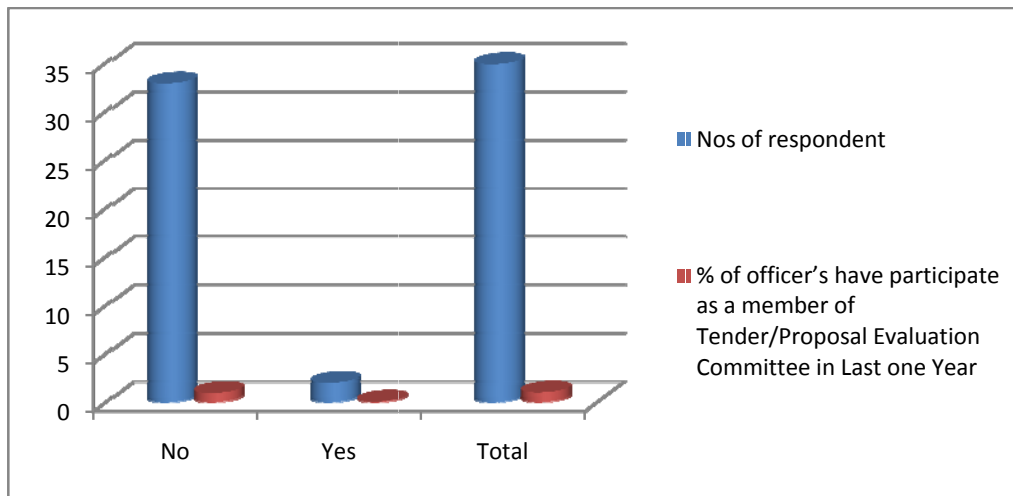
- a. How many Tender/Proposal Evaluation Committee you have attended?
- b. How many committee you have attended as an external member?

- c.* How many committee you have attended as an internal member?
- d.* How many committee you have attended as a member secretary?

Table 15: Percentage of officers who have participated as a member of Tender/Proposal Evaluation Committee in last one Year

SL No	Have you participated as a member of Tender/Proposal Evaluation Committee in Last one Year?	No's of respondent	% of officer's have participated as a member of Tender/Proposal Evaluation Committee in Last one Year
1	2	3	4
1	No	33	94%
2	Yes	2	6%
Total=		35	100%

Chart 8: Percentage of officers who participated as a member of Tender/Proposal Evaluation Committee in Last one Year



Do you think you have got sufficient time to monitor/evaluation of a project?

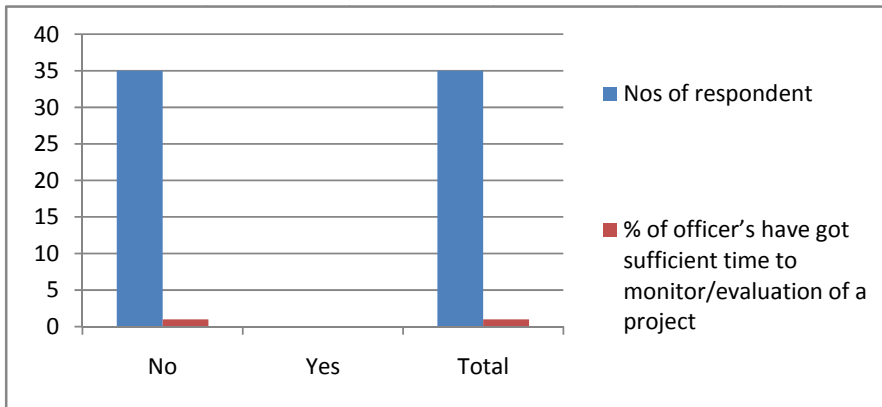
- No
- Yes

Table 16: Percentage of officers who have got sufficient time to monitor/evaluation of a project

SL No	Do you think you have got sufficient time to monitor/evaluation of a project?	No's of respondent	% of officer's have got sufficient time to monitor/evaluation of a project
1	2	3	4
1	No	35	100%
2	Yes	0	0%

Total=	35	100%
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Chart 9: Percentage of officers who have got sufficient time to monitor/evaluation of a project



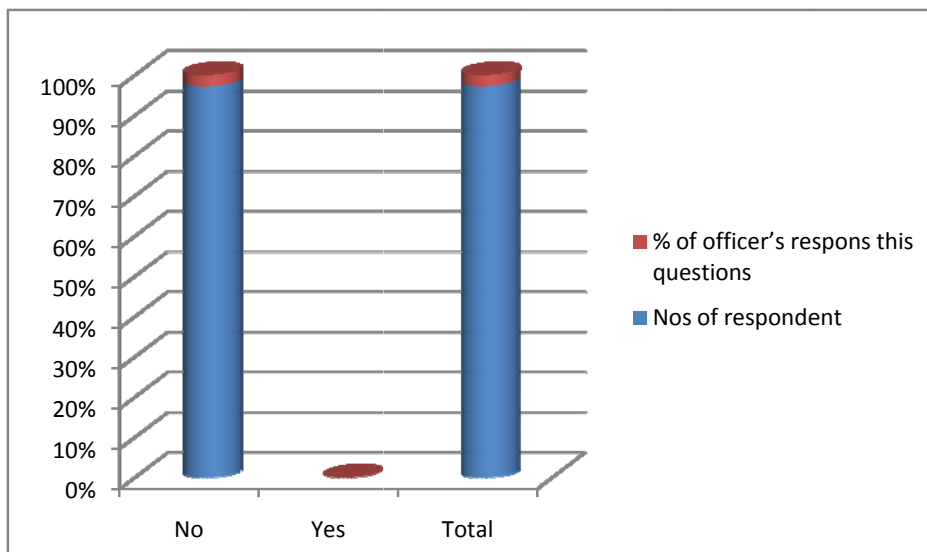
Have any set key Performance Indicator (KPI's) to monitor/evaluation of project in IMED?

- No
- Yes

Table 16: Key Performance Indicator (KPIs) to monitor/evaluation of project in IMED

SL No	Have any set key Performance Indicator (KPI's) to monitor/evaluation of project in IMED?	No's of respondent	% of officer's response this questions
		2	
1	No	35	100%
2	Yes	0	0%
	Total=	35	100%

Chart 10: Key Performance Indicator (KPIs) to monitor/evaluation of project in IMED



By this study it is found that out of 195 monitoring and evaluation report only 18 percent monitoring and evaluation reports are focusing public procurement related KPI's. On the other hand out of 195 projects where only Goods procurement are available 50 percent report focused public procurement KPI's, where only works are available 21 percent, where only services are available 15 percent, where only Goods and works are available 14 percent, where only Goods and services are available 8 percent, where only works and services are available 25 percent and where Goods, Works and Services are available 44 percent report focused public procurement KPI's. In this study also found that the projects where service procurement are available monitoring focus of public procurement KPI's very low compare to works and Goods.

It is also found that out of 39 ministry/division's projects 27 no's ministry/division projects are not monitored or evaluated by IMED using Public procurement monitoring KPI's. Only 3 no's ministry/division like Ministry of Shipping, Planning Division and Parliamentary Secretariat 100 percent projects are monitored or evaluated by IMED focusing public procurement monitoring KPI's. Monitoring and evaluation of large development Ministry/Division's projects by IMED focusing public procurement monitoring KPI's is also very poor ad neglected. As example Ministry of Housing and Public works projects zero percent, power division zero percent, Road Division 5 percent, Ministry of Rail zero percent and also local government division is zero percent.

In this study also try to find out why the less focus on public procurement monitoring of IMED during their development project monitoring. It is found that though 91 percent officers have 3 weeks basic training on PPA-2006, PPR-2008 but still now 9 percent officers have not yet got that basic training, 97 percent officers have no any practical knowledge on PPA-2006 and PPR-2008, only 3 percent officers have that practical knowledge, 94 percent officers did not participate as a member of Tender/Proposal Evaluation Committee, only 6 percent officers participate Tender/Proposal Evaluation Committee in the last one year, 100 percent IMED officers said that they have not get sufficient time to monitor/evaluation of a project. On the other hand 100 percent officers said that they have no any set Key Performance Indicator (KPI's) to monitor/evaluation of development project in IMED. For these above causes public procurement monitoring KPI's are not focused up to the mark during monitoring and evaluation of development projects by IMED.

Major Findings:

1. In general, a total of 80 percent of ADP allocation are spent for procurement of goods, works and services which are administered by PPR 2008. Thus, IMED should

- good consideration to have a look on the compliance issues of PPR 2008 during monitoring and evaluation of any project. But in this study shows that only 18 percent monitoring and evaluation report are focused on public procurement monitoring KPI's.
2. Out of 195 monitoring and evaluation report of 39 ministry/division only 35 reports in 12 ministry/division are focused on procurement activities that is only 18 percent of total report.
 3. Out of 39 ministry/divisions the projects of 27 ministry/divisions are not monitor and evaluate considering procurement focuse. The 27 ministry/divisions are ERD, Ministry of Public Administration, Fuel and Mineral Resources Division, Ministry of Post and Telecommunications, Ministry of Food, Ministry of Housing and Public Works, Ministry of Disaster Management and Relief, Ministry of Religious Affairs, Statistics and information Division, Ministry of Environment and Forestry, Rural Development and Co-operatives Division, Prime Minister's Office, Ministry of Defence, Ministry of Commerce, Bangladesh Election Commission Secretariate, Power Division, Ministry of Land, Ministry of Fisheries and Livestock, Ministry of Women and Children's, Ministry of Youth and Sports, Ministry of Labour and Employment, Ministry of Education, Ministry of Industry, Ministry of Railway, Local Government Division, Ministry of Health and Family Wellfare and Cabinet Division.
 4. The projects of 12 ministry/divisions that are monitor and evaluate focusing procurement functions are Legislative Division 50 percent, Ministry of Agriculture 14 percent, Ministry of Information 40 percent, Ministry of Shipping 100 percent, Planning Division 100%, Ministry of Water Resources 81 percent, Parliament Affairs Secretariat 100 percent Ministry of Science and Technology 57 percent, Ministry of Social Wellfare 33 percent, Ministry of Home 14 percent, Road Division 5 percent and Ministry of Cultural Affairs 29 percent.
 5. In IMED 86 percent officers say that they have no sufficient knowledge or training on PPA-2006 and PPR-2008 for your monitoring purpose and 14 percent are say that they have sufficient knowledge or training on PPA-2006 and PPR-2008.
 6. In IMED 97 percent officers says that they have not practical knowledge on PPA-2006 and PPR-2008 and only 3 percent officers says that they have practical knowledge on PPA-2006 and PPR-2008..
 7. In IMED 94 percent officers says that they have no participate as a member of Tender/Proposal Evaluation Committee in last one year where as 6 percent officers says that they have participate as a member of Tender/Proposal Evaluation Committee in last one year
 8. In IMED, 100 percent monitoring officers says that they have not got sufficient time to monitor/evaluation of a project.
 9. In IMED, 100 percent monitoring officers says that there is no set key Performance

Indicator (KPI's) to monitor/evaluation of project in IMED.

10. In IMED, 100 percent monitoring officers are not aware of public procurement monitoring and evaluation in any projects.
11. IMED officials are not getting actual data and information on procurement activities from the Executive Agency in proper format and proper time due to absence of policy guide lines regarding monitoring of procurement function.
12. It is found that procurement performance monitoring according to the compliance of PPA 2006 and PPR 2008 in the light of 45 predetermined Key Performance Indicators (KPIs) are not addressed in existing IMED monitoring and evaluation forms.
13. There is no yearly publications on procurement performance monitoring report or information in IMED like Yearly annual Progress report, Monthly ADP progress report, Evaluation report or other's report.
14. Routine monitoring reports done by IMED officials throughout the year are not preserved at a compile form like evaluation report. For that reasons monitoring report of IMED officials has no significant impact on monitoring purpose in future use due to absence of systematic publications or compilations.

Public procurement monitoring is very important during monitoring of any development projects. Because we know that in our country development budget is more bigger than revenue budget and in our development budget more than 80 percent cost involved in public procurement. So if we can ensure transparent public procurement following existing procurement acts, rules and procedures during our development projects implementation then we can say that 80 percent monitoring work has been done. But in this study it is found that only 18 percent monitoring and evaluation report of IMED focused public procurement monitoring KPI's during their monitoring and evaluation of development projects. That is 82 percent projects are not yet monitored or evaluated using public procurement monitoring KPI's. On the other hand major development ministry/Divisions projects are not yet monitor or evaluate focusing public procurement monitoring KPI's. The major causes of that IMED officials are not aware of the importance monitoring KPI's during their monitoring and evaluation of development projects. Also IMED officials have no sufficient training and practical knowledge on PPA-2006 and PPR-2008 in their monitoring purpose.

Chapter 5
Conclusion and
Recommendations

Conclusion

This research work tried to put a light on the particular areas of inefficiencies that occurs during the monitoring work on procurement activities by IMED. The probable solutions to improve the efficiency in the monitoring of procurement activities has also been identified, which the author believes will go a long way in ensuring justifiable value for money for public sector procurement activities

the objective of the present study is: to find the monitoring status of public procurement by IMED in compliance of PPA 2006 and PPR 2008 in the light of 45 predetermined Key Performance Indicators (KPIs).

The majors findings of this study is that monitoring of public procurement using compliance KPI's of PPA-2006 and PPR-2008 during monitoring and evaluation of development projects by IMED is very poor. Only 18% monitoring/evaluation report focused on public procurement monitoring KPI's. That is 82 percent projects are not yet monitored or evaluated using public procurement monitoring KPI's. On the other hand major development ministry/Divisions projects are not yet monitor or evaluate focusing public procurement monitoring KPI's. Though public procurement monitoring is very important during monitoring of any development projects but it is still neglected or not yet focused. The major causes of that IMED officials are not aware of the importance monitoring KPI's. Also IMED officials have no sufficient training and practical knowledge on PPA-2006 and PPR-2008 in their monitoring purpose.

Compliance monitoring of PPR 2008 is a vital issue for insuring good standards and value for money in the public procurement. Though awareness to some extent about PPA 2006 and PPR 2008 has already been developed within the officials and staffs of all public organization through mandatory application of PPR 2008 in practice and training,

it will certainly take some time to get momentum of the reform activities.

The present study results from both in the form of monitoring/evaluation report(including DPP analysis) and questionnaire survey/key informant interviews, shows a clear picture that IMED is lagging far behind the monitoring of public procurement activities, however it shows a gradual improvement since starting of monitoring. In light of the findings of this study, we can come up with the following recommendations:

Recommendations

- Applying public procurement monitoring KPI's compliance of PPA-2006 and PPR-2008 during monitoring and evaluation of development projects by IMED officials.

- Train up all IMED officials how to monitor the public procurement activities using public procurement monitoring KPI's compliance of PPA-2006 and PPR-2008.
- Arrange day long workshop on procurement monitoring with the relevant stakeholders.
- Ensure procurement related data transfer by on line between IMED and Implementing Agency.
- Give the clear instruction to the all project director, so that they send their procurement activities in different stages to IMED MIS.
- IMED should set Key Performance Indicator(KPI's) to monitoring and evaluation of development projects
- Enhance awareness of IMED monitoring officers on public procurement during project monitoring and evaluation.
- It is required to review the monitoring and evaluation forms of IMED to address the compliance of PPA 2006 and PPR 2008 in the light of 45 predetermined Key Performance Indicators (KPIs).
- IMED should have yearly publications on public procurement performance monitoring report.
- It is required to compiling or publications of monitoring report in yearly basis to ensure or follow up the monitoring observations.
- IMED need to identify that what area should be more emphasized to ensure effective monitoring of development projects as well as public expenditure through public procurement.

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Annexures

Annexure -A

Key Performance Monitoring Indicators

Sl. No.	Indicator Category	Process Indicator	KPI No.	Performance Data
1	Invitation for Tender	Advertisement of Tender opportunities in Newspaper	1.	Percentage of Invitation for Tender (IFT) published in Newspaper
		Advertisement of Tender opportunities in CPTU's website	2.	Percentage of Invitation for Tender (above threshold) advertised in CPTU's website
		Tenders following GoB Procurement Rules	3.	Percentage of Tenders following GoB Procurement Rules
		Tender following Development Partner Rules	4.	Percentage of Tenders following Development Partner Rules
2	Tender Submission	Multiple locations submission Tenders	5.	Percentage of Tenders allowed to submit in multiple locations
		Tender preparation time in Open Tendering Method	6.	Average number of days between publishing of advertisement and Tender submission deadline
		Tender time compliance	7.	Percentage of Tenders having sufficient tender submission time
		Sale of Tender documents	8.	Average number of Tenderers purchased Tender Documents
		Tenderer Participation	9.	Average number of Tenderers submitted Tenders
		Tenderer Participation Index	10.	Ratio of number of Tender submission and number of Tender document sold
3	Tender Opening Committee (TOC) and Tender Evaluation Committee (TEC)	Tender Opening Committee formation	11.	Percentage of cases TOC included at least ONE member from TEC
		Tender Evaluation Committee formation	12.	Percentage of cases TEC formed by Contract Approving Authority
		External member in TEC	13.	Percentage of cases TEC included Two external members outside the Ministry or Division
4	Tender Evaluation	Tender evaluation time	14.	Average number of days between Tender opening and completion of evaluation
		Compliance of Tender evaluation time	15.	Percentage of cases Tender evaluation has been completed within timeline

Sl. No.	Indicator Category	Process Indicator	KPI No.	Performance Data
		Tender Acceptance	16.	Average number of responsive Tenders
		Re-Tendering	17.	Percentage of cases TEC recommended for Re-Tendering
		Tender Cancellation	18.	Percentage of cases where Tender process cancelled
5	Tender Evaluation Report (TER) approval	Tender Evaluation Approval time	19.	Average number of days taken between submission of Tender Evaluation and approval of contract
		Compliance of financial delegation	20.	Percentage of Tenders approved by the proper financial delegated authority
		Submission of evaluation report to appropriate authority	21.	Percentage of cases TEC submitted report directly to the Contract Approving Authority where Approving Authority is HOPE or below
		TER approval compliance	22.	Percentage of cases contract award decision made within timeline by Contract approving Authority after submitting Tender evaluation report
		Additional review of TER	23.	Percentage of cases TER reviewed by person/ committee other than the Contract Approving Authority
		Higher tier approval	24.	Percentage of Tenders approved by higher tier than the Contract Approving Authority
6	Contract Award	Time for issuance of NOA to Tenderer	25.	Average number of days between final approval and Notification of Award (NOA)
		Tender processing lead time	26.	Average number of days between Tender opening and Notification of award (NOA)
		Total Tender processing time	27.	Average number of days between Invitation for Tender (IFT) and Notification of Award
		Publication of award information	28.	Percentage of Contract awards published in CPTU's website
		Efficiency in Contract Award	29.	Percentage of contracts awarded within initial Tender validity period
7	Delivery/	Delivery time	30.	Percentage of Contracts completed/

Sl. No.	Indicator Category	Process Indicator	KPI No.	Performance Data
	Completion			delivered within the original schedule as mentioned in the contract
		Liquidated damage	31.	Percentage of Contracts having liquidated damage imposed for delayed delivery/completion
		Completion rate	32.	Percentage of Contracts fully completed and accepted
8	Payment	Payment release compliance	33.	Average number of days taken to release payment from the date of certificate of PM/ Engineer
		Late payment	34.	Percentage of cases (considering each installment as a case) with delayed payment
		Interest paid for delayed payment	35.	Percentage of Contracts where interest for delayed payments was made
9	Complaint	Tender procedure complaints	36.	Percentage of Tender procedures with complaints
		Resolution of complaints with award modification	37.	Percentage of complaints resulting in modification of award
		Resolution of complaints	38.	Percentage of cases complaints have been resolved
		Independent Review Panel	39.	Percentage of cases review panel's decision upheld
10	Contract amendments	Contract Amendment/ variation	40.	Percentage of contract amendments/ variations
11	Contract dispute resolution	Unresolved Disputes	41.	Percentage of Contracts with unresolved disputes
12	Fraud & Corruption	Fraud & Corruption	42.	Percentage of cases Fraud Corruption detected
13	Procurement Management Capacity	Procurement training	43.	Average number of trained procurement staff in each procuring entity
			44.	Percentage of procuring entity which has at least one trained/ certified procurement staff
			45.	Total number of procurement persons in the organization with procurement training

Annexure -B Compliance Key Performance Indicators (KPI) for PPR 2008

Serial No.	KPI No.	Description of KPI	Related Rules of PPR 2008
1.	6	Average number of days between publishing of advertisement and Tender submission deadline	Rule 61(4), 64(5), Schedule II
2.	11	Percentage of cases TOC included at least ONE member from TEC	Rule 7, Schedule II
3.	13	Percentage of cases TEC included Two external members outside the Ministry or Division	Rule 8, Schedule II
4.	14	Average number of days between Tender opening and completion of evaluation	Rule 8 (14), 36(6), Schedule III
5.	19	Average number of days taken between submission of Tender Evaluation Report and approval of contract	Rule 8 (14), 36(6), Schedule III
6.	20	Percentage of Tenders approved by the proper financial delegated authority	Rule 36, Delegation of Financial Power
7.	21	Percentage of cases TEC submitted report directly to the Contract Approving Authority where Approving Authority is HOPE or below	Rule 36(3)
8.	25	Average number of days between final approval and Notification of Award (NOA)	Rule 8 (14), 36(4), Schedule II, Schedule III
9.	31	Percentage of Contracts having liquidated damage imposed for delayed delivery/completion	Rule 39(27)
10.	33	Average number of days taken to release payment from the date of certificate of PM/ Engineer	Rule 39(22), Schedule II
11.	35	Percentage of Contracts where interest for delayed payments was made	TDS/GCC

Survey Questionnaire

Research Topic: Monitoring Status of Public Procurement as per PPA-2006 and PPR-2008 by IMED

*This is a survey questionnaire for conducting a case study to find out monitoring performance of IMED on procurement activities of on-going and completion project implemented by various organizations. The aim of this research is to find out the monitoring status of IMED on public procurement and also find out the causes of lagging behind this. It is a part of academic necessity for the **Masters in Procurement and Supply Management** in the Institute of Governance and Development (BIGD), BRAC University. Your honest response is valuable for the researcher. The researcher assures you that the information given by you will be kept confidential & will be used only for the academic purpose.*

Part A: Demographic information

Name of the respondent :

Designation :

How many years are in IMED

Part B: Opinion about the monitoring of procurement performance by IMED of the public sector organization compliance of PPR 2008. Please provide your candid opinion regarding the following questions:

Name of the Respondent:

Designation :

Job duration in IMED:

1. Have you taken 3 weeks basic training on PPA-2006, PPR-2008?
 - No
 - Yes
2. Do you think you have sufficient knowledge or training on PPA-2006 and PPR-2008 for your monitoring purpose?
 - No
 - Yes
3. Have you Practical Knowledge on PPA-2006 and PPR-2008 in your jobs?

- No
- Yes

4. Have you participate as a member of Tender/Proposal Evaluation Committee in Last one Year?

- No
- Yes

(if yes please give the following question answer)

- e.* How many Tender/Proposal Evaluation Committee you have attended?
- f.* How many committee you have attended as an external member?
- g.* How many committee you have attended as an internal member?
- h.* How many committee you have attended as a member secretary?

5. Do you think you have got sufficient time to monitor/evaluation of a project?

- No
- Yes

6. Have any set key Performance Indicator (KPI's) to monitor/evaluation of project in IMED?

- No
- Yes

7. During monitoring and evaluation of any project what is your priority criteria on major 3 indicators like (1) physical progress, (2) Quality and (3) public procurement rules and regulation?

Major indicators	Priority no 1, 2 or 3
Physical progress	
Quality	
Public procurement rules and regulation	

8. Please mention your opinion what are the main causes of less monitoring focus on public procurement functions by IMED officials?

9. Please mention your proposal to overcome this limitation.

10. What is your suggestion to make the effective monitoring on public procurement by

IMED officials?

Signature (optional)

Project Monitoring Form: IMED 01/2003 (Revised) (Page 1 of 4)

(For New/Approved/Revised Approved Project)

Government of the People's Republic of Bangladesh

Ministry of Planning

Implementation Monitoring and Evaluation Division

A. Project Identification

Code

A.1 Project Title:.....

--	--

A.2 Executing Authority:

(1) Ministry:

(2) Division:.....

(3) Agency/Lead Agency:

(4) Agency Type: Single Multiple

If Multiple (Other Than Leading Agency)

	Agency name	Code
1)		
2)		
3)		

A.3 ADP Sector Name:

A.4 ADP Sub-Sector Name:

A.5 Project Location (As per PP/TAPP):

Division/Metropolitan City	District	Upazilla

A.6 Probable Major Impact/Thrust of the Project (as per PCP/PP/TAPP) (Please tick multiple boxes, if necessary)

- | | | |
|--|--|---|
| <input type="checkbox"/> Institutional dev. | <input type="checkbox"/> Enhanced production | <input type="checkbox"/> Income & employment generation |
| <input type="checkbox"/> Poverty alleviation | <input type="checkbox"/> Export oriented | <input type="checkbox"/> Environmental protection/Dev. |
| <input type="checkbox"/> Service oriented | <input type="checkbox"/> Import substitution | <input type="checkbox"/> Infrastructure development |
| <input type="checkbox"/> Women development | <input type="checkbox"/> Human development | <input type="checkbox"/> Others (specify) |

Project Monitoring Form: IMED 01/2003 (Revised) (Page 2 of 4)

(For New/Approved/Revised Approved Project)

B. Project Objective, Components and Approval Status

Code

--	--

B.1 Project Title:.....

B.2 Project Objective (As Per PCP/PP/TAPP):

B.3 Components: (As per table E1 of PP/E(32) of TAPP/more detail) (Amount in Lakh Taka)

Sl. No.	Name of all component (s) of PCP/PP/TAPP	Is the item Physical (Yes/No)	Unit	Quantity	Cost
Total Project Cost					

B. 4 Implementation Period : (Date will be ‘DD-MM-YY’)

Day Month Year

(1) Original : Date of Commencement

(as per PCP/PP/TAPP) Date of Completion

(2) Latest Revised (if applicable) : Date of Commencement

(as per PP/TAPP) Date of Completion

B. 5 Approval Status: (Please Tick)

(1) **PCP:** Approved **Unapproved**

[If Unapproved no need to go for 2 & 3]

(2) **Original PP/TAPP:** Approved **Unapproved**

[If Unapproved no need to go for 3]

(3) **Latest Revised PP/TAPP:** Approved **Unapproved**

B. 6 Date of Approval:

Day Month Year

PCP	<table border="1" style="display: inline-table; width: 60px; height: 20px;"></table>
PP/TAPP	<table border="1" style="display: inline-table; width: 60px; height: 20px;"></table>
RPP/RTAPP	<table border="1" style="display: inline-table; width: 60px; height: 20px;"></table>

Project Monitoring Form: IMED 01/2003 (Revised) (Page 3 of 4)
(For New/Approved/Revised Approved Project)

C. Project Cost and Project Aid

Code

C.1 Project Title:.....

--	--

C.2 ADP Program:

<input type="checkbox"/> Main (Investment)	<input type="checkbox"/> TA
<input type="checkbox"/> Self-financed	<input type="checkbox"/> Food-aided

C.3 Project Cost (As Per PCP/PP/TAPP) (Amount in Lakh Taka)

Head	Original	Revised
1. GoB (Cash Foreign Exchange)	()	()
2. RPA (RPA Through GoB + RPA Other)		
3. DPA		
4. Monitised Food Aid/ Food Aid (Food)		
Sub -Total (1+2+3+4)		
5. Agency's/Project's/Beneficiary's Own Resources in Cash		
6. Agency's/Project's/Beneficiary's Own Resources in Kind		
Sub -Total (5+6)		
Total (1+2+3+4+5+6)		

C.4 Project Aid by Development Partner:

(DD-MM-YYYY)

Development Partner's Name	Amount (US\$) in Million	Exchange Rate (As Per agreement)	Date of Agreement and Effectiveness	Date of Loan/Grant Closing		Development Partner's Major Conditionality (s) for making credit effective
				Original	Revised	

Project Monitoring Form: IMED 01/2003 (Revised) (Page 4 of 4)

(For New/Approved/Revised Approved Project)

D. Project Director's Profile:

[Note: This form will be filled-in by the Project Director. IMED will send a pre-printed format with information available in IMED MIS and send it to the PDs once a year. The PDs will reflect the Changes, if any.]

Code

D.1 Project Title:.....

--	--

D.2 Project Director/Head of the Project's Name:

D.2.1. Designation (Parent Office) and Pay scale:.....

D.2.2. Date of Joining as PD:

D.2.3. Last Working Date of Previous Project Director (if any):.....

D.2.3. Previous Experience as Project Director (if any):

Project Code	Project Name	Joining Date as PD	Last Date as PD

D.3 Address

D.3.1 Official :

Phone :

Fax : E-mail.....

D.3.2 Residential :

:

Phone : E-mail.....

D.3.3 Whether PD lives in Project Location Yes No

D.4 Project Director's Working Status:

1. Nature of Employment: Full time Part time

2. Employed for: Single Project Multiple Project

Project Director/
Authorized Signature
Date:

Head of the Agency/
Authorized Signature
Date:

Secretary/Head of the Planning Wing / Branch
Authorized Signature

Date:
98

Project Monitoring Form: IMED 02/2003 (Revised) (Page 2 of 2)
(Yearly Target)

ADP: 20__ - __ - __ - __ - __

B. Upazila-wise Target of Current Year and Progress of Last Year

Code

B.1 Project Title:.....

--	--

B.2 Upazila-wise Target of Current Year and Progress of Last Year

(Amount in Lakh Taka)

Sl. No.	District	Upazilla	Cumulative Expenditure Up to Last Year	Expenditure of Last Year	Financial Target of Current Year
Total:					

Project Director/
 Authorized Signature
 Date:

Head of the Agency/
 Authorized Signature
 Date:

Secretary/Head of the Planning Wing/Branch
 Authorized Signature
 Date:

Project Monitoring Form: IMED 02/2003 (Revised) (Page 1 of 2)

(Yearly Target)

ADP: 20__ - ____

A. Component-wise Physical and Financial Target for Current Year

Code

--	--

A.1 a) Project Title:.....

b) Ministry:

c) Division:.....

d) Agency:.....

A.2 Quarterly Physical and Financial Target (As per yearly Allocation):

Sl. No.	Name of the Component (As per Table E-1 of PP) or (As per Part E (32) of TAPP)	Total Target			First Quarter			Second			Third Quarter			Fourth			Re
		Physical		Financial	Physical		Financial	Physical		Financial	Physical		Financial	Physical		Financial	
		Unit	Qty		Qty	%		Qty	%		Qty	%		Qty	%		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	Total																

A.3 Is the project targeted for completion in this financial year		Yes		No
--	--	-----	--	----

Project Monitoring Form: IMED 03/2003 (Revised) (Page 1 of 4)
(Quarterly Progress Report)

Government of the People's Republic of Bangladesh
Ministry of Planning
Implementation Monitoring and Evaluation Division

ADP: 20 __ __ -- __ __ __ __ , Reporting Quarter:.....

A. Quarterly Financial Progress Report

Code

--	--

- A.1 a) Project Title:**.....
- b) Ministry:**
- c) Division:**
- d) Agency:**

A.2 Quarterly Financial Progress:

(Amount in Lakh Taka)

Head	Release for the Quarter		Expenditure for the Quarter			Current Year's Expenditure		
	GoB	RPA	GoB	RPA	DPA	GoB	RPA	DPA
Revenue								
Capital								
Grand Total								

Cash Foreign Exchange Spent	Spent from Own Resources		CD/VAT
	Cash	Kind	

RPA Spent (Cumulative to Date)	RPA Claimed		RPA Reimbursed	
	Reporting Quarter	Cumulative to Date	Reporting Quarter	Cumulative to Date

Project Monitoring Form: IMED 03/2003 (Revised) (Page 2 of 4)
(Quarterly Progress Report)

ADP: 20 ___ -- ___ , Reporting Quarter:.....

B. Quarterly Component-wise Progress

Code

--	--

B.1 Project Title:.....

B.2 Quarterly Component-wise Progress:

(Amount in Lakh Taka)

Sl. No	Name of the Component (As per Table E-1 of PP) or (As per Part E (32) of TAPP)	Unit	Cumulative Progress Upto Last June			Yearly Target			Progress in Current Quarter			Current Year's Progress			Remarks
			Physical		Financial	Physical		Financial	Physical		Financial	Physical		Financial	
			Qty	%		Qty	%		Qty	%		Qty	%		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Total														

Project Monitoring Form: IMED 03/2003 (Revised) (Page 3 of 4)

(Quarterly Progress Quarter)

ADP: 20 ____ -- _____, Reporting Quarter:.....

C. Implementation Problems and Suggested Measures

--	--

C.1 Project Title:.....

C.2 Implementation Problems:

Problem Number	<i>Problem Type</i>	<i>Description of Problem (s)</i>
1.	Approval Process	
2.	Procurement	
3.	Management	
4.	Fund Allocation/Release	
5.	Manpower Recruitment	
6.	Others (specify)	

C.3 Suggested Measures: (In brief and specific)

Problem Number	<i>Measures Suggested</i>
1.	
2.	
3.	
4.	
Others	
None	

C.4 Is the project declared Completed

Yes

No

Project Director/

Authorized Signature

Date:

Head of the Agency/

Authorized Signature

Date:

Secretary/Head of the Planning Wing/Branch

Authorized Signature

Date:

Project Monitoring Form: IMED 03/2003 (Revised) (Page 4 of 4)

(Quarterly Progress Report)

ADP: 20 __ __ -- __ __ __ __ , Reporting Quarter:.....

D. Contract Implementation Report

(Please fill-in this form for goods and works contract of value above Tk. 200.00 lakh and consultancy contract of value above Tk. 100.00 lakh)

Code

D.1 Project Title:.....

--	--

D.2 Contract Implementation:

(Amount in Lakh Taka)

Description of contracts (as per tender document)	Contract value	Date of work order/contract agreement	Completion date as per contract	Progress	
				Amount paid	Physical (%)

D.3 Problems/Reasons for Delay in Contract Implementation (if any):

Sl. No.	Description

Project Director/
Authorized Signature
Date:

Head of the Agency/
Authorized Signature
Date:

Secretary/Head of the Planning Wing/Branch
Authorized Signature
Date:

Project Completion Form : IMED 04/2003 (Revised)
Government of the People's Republic of Bangladesh
Ministry of Planning
Implementation Monitoring and Evaluation Division

PROJECT COMPLETION REPORT: IMED 04/2003 (Revised)

A. PROJECT DESCRIPTION:

01. Name of the Project :
02. Administrative Ministry/Division :
03. Executing Agency :
04. Location of the Project :
05. Objective of the Project :

--

06. Estimated Cost :

(In lakh Taka)

	Original	Latest Revised
(a) Total		
(b) Taka		
(c) Foreign Currency		
(d) Project Aid		
(e) RPA		

07. Date of Approval :

PCP	PP
-----	----

- (a) Original :

- (b) Latest Revised :

08. Implementation Period :

	Date of Commencement	Date of Completion
(a) Original		
(b) Latest Revised		
(c) Actual		

09. Financing Arrangement (Source-wise):

9.1 Status of Loan/Grant

a) Foreign Financing :

Source (s)	Currency as per Agreement	Amount in US \$ (Million)	Nature (Loan/Grant/supplier's/credit)	Date of Agreement	Date of Effective -ness	Date of Closing	
						Original	Revised
1	2	3	4	5	6	7	8

b) GOB:

(In lakh Taka)

Total amount	Loan	Grant	Cash Foreign Exchange
1	2	3	4

9.2 Utilization of Project Aid : (Source wise)

(In million)

Source (s)	Total Amount		Actual Expenditure		Unutilized Amount	
	In US \$	In Local Currency	In US \$	In Local Currency	In US \$	In Local Currency
1	2	3	4	5	6	7

9.3 Re-imbursible Project Aid (RPA):

(In lakh Taka)

R P A Amount		Amount Spent	Amount Claimed	Amount Re-imbursed	Remarks
As per PP	As per Agreement				
1	2	3	4	5	6

B. IMPLEMENTATION POSITION

01. Implementation Period:

Implementation Period as per PP		Actual Implementation period	Time Over-run (% of original implementation period)	Remarks
Original	Latest Revised			
1	2	3	4	5

02. Cost of the Project:

(In lakh Taka)

Description	Estimated Cost		Actual expenditure	Cost over-run (% of original cost)	Remarks
	Original	Latest revised			
1	2	3	4	5	6
TOTAL					
TAKA					
PA					

03. Project Personnel:

Sanctioned strength as per PP	Manpower employed during execution	Status of the existing manpower			Manpower Employed	
		Manpower requirement for O&M as per pp	Existing manpower for O & M	Others		
1	2	3	4	5	Male	Female
Officer (s)						
Staff(s)						
Total :						

04. Training of Project Personnel (Foreign/Local) :

Field of Training /Study tour/workshop/ Seminar etc.	Provision as per PP		Actual		Remarks
	Number of person	Man - months	Number of person	Man - months	
1	2	3	4	5	6

- a. Foreign
- b. Local

5. Component-wise Progress (As per latest approved PP):

(In lakh Taka)

Items of work (as per PP)	Unit	Target (as per PP)		Actual Progress		Reasons for deviation (±)
		Financial	Physical (Quantity)	Financial	Physical (Quantity)	
1	2	3	4	5	6	7

06. Information regarding Project Director (s):

Name & Designation with pay Scale.	Full time	Part time	Responsible for more than one project	Date of		Remarks
				Joining	Transfer	
1	2	3	4	5	6	7

Procurement of Transport (in Nos.):

Type of transport	Number as per P.P.	Procured with date	Transferred to Transport Pool with date	Transferred to O & M with date	Condemned/damaged with date	Remarks
1	2	3	4	5	6	7
Car						
Jeep						
Microbus						
Minibus						
Bus						
Pick-up						
Truck						
Motor Cycle						
By-cycle						
Speed Boat						
Launch						
Others with name						

08. Procurement of Goods, Works and Consultancy Services:

08.1 Goods & Works of the Project costing above Tk. 200.00 lakh. and Consultancy above Tk. 100.00 lakh :

Description of procurement (goods/works /consultancy) as per bid document	Tender/Bid/Proposal Cost (in core Taka)		Tender/Bid/Proposal		Date of completion of works/services and supply of goods	
	As per PP	Contracted value	Invitation date	Contract signing/ L.C opening date	As per contract	Actual
1	2	3	4	5	6	7

8.2 Use of Project Consultant (s) (Foreign/Local):

Name of the Field	Approved man month		Actual man month utilised	Remarks
	As per PP	As per contract		
1	2	3	4	5

a) Foreign :

b) Local :

09. Construction/Erection/Installation Tools & Equipment:

Description of items	Quantity (as per PP)	Quantity procured with date	Transferred to O & M with date	Disposed off as per rule with date	Balance	Remarks
1	2	3	4	5	6	7

C. FINANCIAL AND PHYSICAL PROGRAMME :

01. (a) Original and revised schedule as per PP :

(In lakh Taka)

Financial Year	Financial provision & physical target as per original PP				Financial provision & physical target as per latest revised PP			
	Total	Taka	P.A.	Physical %	Total	Taka	P.A.	Physical %
1	2	3	4	5	6	7	8	9

01. (b) Revised ADP allocation and progress :

(In lakh Taka)

Financial Year	Revised Allocation & target				Taka release	Expenditure & physical progress			
	Total	Taka	P.A.	Physical %		Total	Taka	P.A.	Physical %
1	2	3	4	5	6	7	8	9	10

D. ACHIEVEMENT OF OBJECTIVES OF THE PROJECT :

Objectives as per PP	Actual achievement	Reasons for shortfall, if any
(a)		
(b)		
(c)		
(d)		

E. BENEFIT ANALYSIS

01. Annual Out-put:

Items of out-put	Unit	Estimated quantity expected at full capacity	Actual quantity of out-put during the 1st year of operation at full capacity (or during, real production for newly completed project).
(a)			
(b)			
(c)			
(d)			

02. Cost / Benefit:

Item	Estimated	Actual
(1) Benefit cost ratio of the project		
(i) Financial		
(ii) Economic		
(2) Internal Rate of Return		
(i) Financial		
(ii) Economic		

03. Please give reasons for shortfall, if any, between the estimated and actual benefit:

F. MONITORING AND AUDITING

0.1 Monitoring:

Name & designation of the inspecting official	Date of Inspection	Identified Problems	Recommendations
1	2	3	4

(a) Ministry / Agency:

(b) IMED :

(c) Others: (Please specify)

0.2. Auditing during and after Implementation:

2.1. Internal Audit:

Period of Audit	Date of submission of Audit Report	Major findings/objections	Whether objections Resolved or not.
1	2	3	4

2.2. External Audit:

Audit period	Date of submission of Audit Report	Major findings/objections	Whether objections Resolved or not.
1	2	3	4

G. DESCRIPTIVE REPORT

1. General Observations/Remarks of the Project on:

- 1.1 Background
- 1.2 Justification/Adequacy
- 1.3 Objectives
- 1.4 Project revision with reasons

2. Rationale of the project in respect of Concept, Design, Location and Timing.

3. Brief description on planning and financing of the project and its applicability.

- ◆ Project Identification
- ◆ Project Preparation
- ◆ Appraisal
- ◆ Credit Negotiation
- ◆ Credit Agreement
- ◆ Credit Effectiveness
- ◆ Loan Disbursement
- ◆ Loan Conditionality's
- ◆ Project Approval.
- ◆ Others (if any).

4. Analysis of the Post-Implementation situation and result of the project:

- 4.1 Whether the beneficiaries of the project have clear knowledge about the Target/ Objectives of the project.
- 4.2 Program for use of created-facilities of the project

- 4.3 O & M program of the project.
- 4.4 Impact of the project -
 - 4.4.1 Direct
 - 4.4.2 Indirect
- 4.5 Transfer of Technology and Institutional Building through the project
- 4.6 Employment generation through the project.
- 4.7 Possibility of Self employment
- 4.8 Possibility of women-employment opportunity
- 4.9 Women's participation in development
- 4.10 Probable Impact on Socio-Economic activity.
- 4.11 Impact on environment
- 4.12 Sustainability of the project
- 4.13 Contribution to poverty alleviation/reduction
- 4.14 Opinion of the public representatives, local elite, local administration, teachers, religious leaders, women's representatives etc.
- 4.15 Contribution of Micro-credit programs and Comments on overlapping with any NGO activities.

5. Problems encountered during Implementation (with duration & steps taken to remove those)

- | | |
|---|---|
| 5.1 Project Management | 5.12 Project aid disbursement and re-imburement |
| | 5.13 Mission of the development partners. |
| 5.2 Project Director | 5.14 Time & Cost Over-run |
| 5.3 Land Acquisition | 5.15 Project Supervision/Inspection |
| 5.4 Procurement | 5.16 Delay in Decision |
| 5.5 Consultancy | 5.17 Transport |
| 5.6 Contractor | 5.18 Training |
| 5.7 Manpower | 5.19 Approval |
| 5.8 law & Order | 5.20 Others. |
| 5.9 Natural calamity | |
| 5.10 Project financing, allocation and Release. | |
| 5.11 Design formulation/approval | |

6. Remarks & Recommendations of the Project Director:

Date:

Signature and seal of the Project Director/Manager

7. Remarks/Comments of Agency Head

Date:

Signature and Seal

8. Remarks/Comments of the officer in- charge of the Ministry/Division

Date:

Project Monitoring Form Monthly Implementation Progress: IMED 05/2003 (Revised)

Government of the People's Republic of Bangladesh

Ministry of Planning

Implementation Monitoring and Evaluation Division

Monthly Implementation Progress Review meeting of IMED 05/2003 (Revised)
ADP included Project of the year.....

Monthly Progress Report

Reporting Period:

Name of the Ministry/Division/Organization :

(In Lakh Taka)

Name of the Project	Allocation for the year.....			Taka released	Expenditure up to July & % of allocation		
	Total	Taka	Project Aid (RPA)		Total	Taka	Project Aid (RPA)
a) Main Program :							
Sub Total :							
b) Technical Assistance Program :							
Sub Total :							
c) Organization's Self-Financed Program :							
Sub Total :							
d) Food Aided Program							
Sub Total :							
Grand Total :							

Monthly Implementation Progress Review meeting of

IMED 05/2003 (Revised)

ADP included Project of the year.....

Monthly Progress Report

Reporting Period:

Name of the Ministry/Division/Organization :

1. Name of the Project :

2. Objectives of the Project :

3. Implementation Period : a) Original: b) Revised:

4. Location of the Project :

5. Source of Funding (with amount) :

6. Estimated Cost : (In Lakh Taka)

Total	Taka	Project Aid (RPA)	Physical (% of Total Project)
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a) i. Original :

ii. Revised :

b) Cumulative Progress up to last June :

c) Current year allocation and Physical Target :

d) Progress of current month :

e) Progress up to the current month of the year :

f) Fund released up to the current month :

7. Quarterly Financial and Physical

1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter	
Financ ial	Physic al	Financ ial	Physic al	Financ ial	Physic al	Financ ial	Physic al

a) Target

b) Achievement

(Physical progress as the % of total project)

8. Target and Achievement of the main Components of the Project :

Sl. No.	Work components as per PP (With quantity)	Estimat ed Cost	Achievement up to last June		Target of the current year		Progress up to the month of of the current year	
			Financial	Physical (% of the compon ent)	Financial	Physical (% of the compon ent)	Financial	Physical (% of the compon ent)

9. Reasons for the delay of Project implementation :

10. Existing problems of implementation of the project:

Authorized Signature

Date:

Table-17: Procurement Processing and Approval Timetable
SCHEDULE-II, Part-A: [Rule 8(14)]

Approving Authority	Technical Sub-committee (ISC) (if required)	Tender Evaluation Committee (TEC)/Proposal Evaluation Committee(PEC)	Project Director/Project Manager/Authorized Officer/Head of Procuring Entity (HOPE)	Board of Directors	Ministry Minister/Secretary	Cabinet Committee on Government Purchase (CCGP)	Total Period when Technical Sub-Committee is	
Project Director (PD), or Project Manager (PM), Authorized Officer (AO)	2 Weeks	2 Weeks	1 weeks Approval & 1 week issue of NOA	NA	NA	NA	4 Weeks	6 Weeks
Head of Procuring Entity (HOPE)	4 weeks	3 weeks	2 weeks Approval & 1 week issue of NOA	NA	NA	NA	6 weeks	8 weeks
Board of Directors	5 weeks	3 weeks	2 weeks CE Scrutiny & observation & 1 week issue of NOA	2 weeks Approval by Board	NA	NA	8 weeks	11 weeks
Ministry/Minister	3 weeks	3 weeks	2 weeks HOPE Scrutiny & observation & 1 week issue of NOA		2 week Secretary Recommendation 1 week Minister Approve	NA	9 weeks	12 weeks
Cabinet Committee of Government Purchase (CCGP) A. C.Simple Cases B. D.Complex Cases	5 weeks	3 weeks	2 weeks HOPE Scrutiny & observation & 1 week issue of NOA		3 weeks Secretary Scrutiny & observation 1 weeks minister Recommendation	As required expeditious decision before expiry of tender validity period	10+ weeks	13+ weeks
	6 weeks & 1 week issue of NOA	4 weeks	2 weeks HOPE Scrutiny & observation		weeks Secretary Scrutiny & observation 1 weeks minister Recommendation	As required expeditious decision before expiry of tender validity period	11+ weeks	15+ weeks

Note : 1. For aided project/programme where prior review of a development is required at any stage of Procurement processing and approval the time for such review shall be added to the above time table.

2. For all cases of evaluation of consultancy proposals one weeks time in addition to above time table shall be allowed to the PEC for evaluation/negotiation etc.