

**A Study of Procurement Practices in Social Safety Net Projects
of The Department of Social Services (DSS) under the Ministry
of Social Welfare (MSW)), Bangladesh**

by

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A Thesis (Dissertation) Submitted to BRAC Institute of Governance and Development (BIGD)
in Partial Fulfillment of the Requirements for the Degree of
Masters in Procurement and Supply Management (MPSM)

BRAC Institute of Governance and Development (BIGD)
BRAC UNIVERSITY
April 2020

Declaration

It is hereby declared that

1. The dissertation submitted is my own original work while completing degree at BRAC UNIVERSITY.
2. The dissertation does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The dissertation does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.



Jahangir Kabir

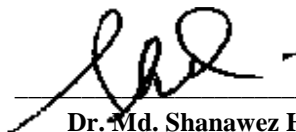
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Approval

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Ethics Statement

The following issues had been considered undertaking, designing, and conducting the thesis:

No participants were harmed or placed in an uncomfortable position during data collection. Participants understand that they were taking part in research and know what is required of them. In general, the participants were provided with information that could influence their decision to participate in the research (Questionnaire). Participants volunteered and took part without being coerced or deceived. Research data was protected at all stages of the process from collection to publication. Participant's anonymity and confidentiality were protected strictly. The research avoided all types of deceptive practices.

Abstract

We know, the Procurement Act, 2006 and the Public Procurement Rules, 2008 has pre-defined intrinsic standards of ensuring good governance and value for money in public procurement. The Parliament and the Government are regularly updating the Act and Rules. So, all the Agencies of Bangladesh using public fund must have to abide by the above-mentioned Act and rules.

The Central Procurement Technical Unit (CPTU) is monitoring the compliance of the said Act and Rules in the light of 45 predestined KPIs. We know, more than 80% of ADP budget in The Department of Social Services (DSS) is usually allocation for procurement activities. Which are believed to be controlled by PPR, 2008. Thus, it seems to be a good consideration to focus on the compliance issues of PPR, 2008 in its procurement activities in development projects. The main objectives of the present study were to find out the degree of compliance of PPR, 2008 by DSS. Key findings of these findings have been compared and evaluated which helped to draw important conclusion of the study.

The study found an obedience to the rules of PPR, 2008 by the DSS in development projects. The Department is carrying out most of the compliance related KPIs in a good manner. But it was expected that DSS would practice PPR, 2008 entirely. For further advancement of the compliance of PPR, 2008 in DSS capacity building, creating a suitable environment and practice of electronic procurements (e-GP) are very much desirable.

Keywords: Compliance, Public Procurement, KPIs, Development Projects, Government Agencies

Dedicated To

My Beloved Wife

Acknowledgement

I truly acknowledge the true guidance, valuable suggestions, constant and patient help of my Thesis Supervisor Dr. Md. Shanawez Hossain, Assistant Professor and Director EDC, BRAC Institute of Governance and Development (BIGD), BRAC UNIVERSITY.

I must mention here that my beloved wife Ms. Suborna Mehpar always assisted me a lot to complete this dissertation. I am deeply grateful to her for her support.

Finally, I express my thanks and gratitude to the officials of BIGD, BRAC UNIVERSITY, my course-mates in BRAC UNIVERSITY, colleagues in the Department of Social Services (DSS) and related Agencies for their support. I am also grateful to the respondents of my research questionnaire, without which the thesis would remain incomplete. Last but not the least I express my gratitude to all of them whose names were not indicated out here, but they helped me in many ways for the successful completion of this dissertation.

The Author

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Abbreviations

AA	Approving Authority
ADP	Annual Development Programme
AO	Authorized Officer
BBS	Bangladesh Bureau of Statistics
BCC	Bangladesh Computer Council
CAA	Contract Approving Authority
CCGP	Cabinet Committee of Government Purchases
CPTU	Central Procurement Technical Unit
DoFP	Delegation of Financial Power
DG	Director General
DGHS	Directorate General of Health Services
DSS	Department of Social Services
GCC	General Conditions of Contract
GFR	General Financial Rules
HOPE	Head of Procuring Entity
HQ	Head Quarter
IMED	Implementation Monitoring and Evaluation
KPI	Key Performance Indicators
LGED	Local Government Engineering Department
MoF	Ministry of Finance
MoP	Ministry of Planning
MoSW	Ministry of Social Welfare
NOA	Notification of Award
NSSS	National Social Security Strategy (NSSS) of Bangladesh
OTM	Open Tendering Method
PD	Project Director
PE	Procuring Entity
PM	Project Manager
PPA, 2006	Public Procurement Act, 2006

PPR, 2008	Public Procurement Rules, 2008
PPRP II	Public Procurement Reform Project (Phase II)
PWD	Public Works Department
RADP	Revised Annual Development Programme
SRGB	Survey Research Group of Bangladesh
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Science
TDS	Tender Data Sheet
TEC	Tender Evaluation Committee
TER	Tender Evaluation Report
TOC	Tender Opening Committee
UN	United Nations
UNDP	United Nations Development Programme

Glossary

(from PPR, 2008 following the Authentic English Text of the Notification on June 18, 2013 by the Government of the People's Republic of Bangladesh, Ministry of Law, Justice and Parliamentary Affairs, Legislative and Parliamentary Affairs Division, SRO No 127-Law/2013- in exercise of the powers conferred by section 72 of the Public Procurement Act, 2006)

1	Administrative Authority	Administrative Authority means the concerned Procuring Entity, Head of the Procuring Entity and Secretary of the Ministry or Division respectively.
2	Advertisement	Advertisement means an advertisement published under Section 40 in newspapers, websites or any other mass media for the purposes of wide publicity.
3	Approval Procedures	Approval Procedures means the approval procedures of a Tender or a Proposal as detailed in Rule 36.
4	Approving Authority	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.
5	Code of Ethics	Code of Ethics means the set of conditions and provisions which a Person shall abide while participating in public Procurement.
6	Contract Price	Contract Price is the price stated in the Notification of Award and thereafter as adjusted in accordance with the provisions of the Contract.
7	CPTU	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.
8	Days	Days means calendar days unless otherwise specified as working days.

9	Delegated Procurement	Delegated Procurement” means a procurement undertaken by a specialized Procuring Entity on behalf of a Ministry, Division, Department or Directorate when the beneficiary entity delegates the task to such Procuring Entity.
10	Delegation of Financial Powers (DoFP)	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.
11	e-GP	e-GP means procurement by a Procuring Entity using electronic processing systems.
12	Evaluation Committee	Evaluation Committee means a Tender or a Proposal Evaluation Committee constituted under Section 7 of the Act.
13	Evaluation Report	Evaluation Report means the report prepared after the evaluation of Tenders, Quotations, Expressions of Interest or Proposals.
14	Form or Format	Form or Format means a form or a format appended to these Rules and to the standard Documents issued there under.
15	Goods	Goods means raw materials, products and equipment and objects in solid, liquid or gaseous form, electricity, and related Services if the value of such Services does not exceed that of the Goods themselves.
16	Head of the Procuring Entity	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 semiautonomous body or a corporation, or a corporate body established under the Companies Act.
17	Intended Completion Date	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.

18	Key Performance Indicators (KPI)	Key Performance Indicators (KPI) are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization.
19	Multiple Dropping	Multiple Dropping means submitting Tenders to more than one place as designated by the Procuring Entity.
20	Opening Committee	Opening Committee means a Tender Opening Committee (TOC) or a Proposal Opening Committee (POC) constituted under Section 6 of the Act;
21	Person	Person means and includes an individual, body of individuals, sole proprietorship, partnership, company, association or cooperative society that wishes to participate in Procurement proceedings.
22	Procurement	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.
23	Procuring Entity	Procuring Entity means a Procuring Entity having administrative and financial powers to undertake Procurement of Goods, Works or Services using public funds.
24	Project Manager	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.
25	Public fund	Public fund 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 organisations.
26	Public Procurement	Public Procurement means Procurement using public funds.
27	Quality	Quality means quality of Goods, Works or Services.
28	Quotation	Quotation means the priced offer in writing received from Tenderers for the Procurement of readily available standardized

		Goods, Works or physical Services subject to the threshold value as prescribed by these Rules.
29	Related Services	Related Services means Services linked to the supply of Goods contracts.
30	Services	means goods related Services, physical Services, or intellectual and professional Services.
31	Supplier	Supplier means a Person under contract with a Procuring Entity for the supply of Goods and related Services under the Act.
32	Tender Document or Request for Proposal Document	Tender Document or Request for Proposal Document, means the Document provided by a Procuring Entity to a Tenderer or a Consultant as a basis for preparation of its Tender or Proposal.
33	Tender or Proposal	Tender or Proposal depending on the context, means a Tender or a Proposal submitted by a Tenderer or a Consultant for delivery of Goods, Works or Services to a Procuring Entity in response to an Invitation for Tender or a Request for Proposal; and for the purposes of the Act, Tender also includes quotation
34	Tenderer	Tenderer" means a Person who submits a Tender.
35	Works	Works means all Works associated with the construction, reconstruction, site preparation, demolition, repair, maintenance or renovation of railways, roads, highways or a building, an infrastructure or structure or an installation or any construction work relating to excavation, installation of equipment and materials, decoration, as well as physical Services ancillary to Works, if the value of those Services does not exceed that of the Works themselves.

Introduction

1.1 Overview of Procurement Process in Bangladesh

There was no legitimate structure for public procurement in Bangladesh before 2003. The Compilation of General Financial Rules (GFR) had been used to regulate public procurement procedures in Bangladesh. Compilation of General Financial Rules was first published during the British rule. In Pakistan, the compilation was revised in 1951 incorporation all orders issued by the Government of Pakistan after 14th August 1947 (**Islam, 2011**).

None of the compilation were statutory rules but were essentially executive orders of the President/Governor-General in the case of Central Government and executive orders of the Governor in the case of the Provincial Government. After the independence of Bangladesh, the latest revision and compilation was done during the Budgeting and Expenditure Control Project (RIBEC) project in late 90s. Which was a major project for implementing reforms in Government budgeting, accounting, expenditure and control and financial management system (**Dr. Akbar Ali Khan, Secretary, Ministry of Finance, Finance Division, Dhaka, 7th June 1998, Preface of CGFR**).

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 legislated Public Procurement Act, 2006 (hereinafter called PPA, 2006) on July 06, 2006. Under the framework of PPA, 2006, the Government issued Public Procurement Rules, 2008 (hereinafter called PPR, 2008) which came into effective on January 31, 2008 (**Hoque, 20210**).

Upon the legislation of the PPA, 2006 and PPR, 2008, the Government Ministry, Division, Agencies, Semi- Government Agencies and Autonomous bodies which are related to Public Fund

expenditure became bound to follow the Act and Rules. Moreover, a Central Procurement Technical Unit (CPTU) under Implementation Monitoring and Evaluation Division (IMED) of the Ministry of Planning was established for carrying out the purposes under the Act (Section 67) of PPA, 2006.

1.2 Public Procurement Reforms Activity

The first ‘Public Procurement Reform Project (PPRF)’ with IDA assistance approved on February 2002 clearly defined its implementation objectives as to 'contribute to improved performance in public procurement through introduction of measures to make the public procurement system compliant with internationally agreed norms for efficiency, transparency and accountability with the increase of procurement capacity through training and creation of a pool of national procurement professionals (**CPTU website: www.cptu.gov.bd**).

Under the PPRP (2002 to 2007) Government made considerable improvements by completing following major policy reform actions; Issued Public Procurement Regulations, 2003 (PPR) (remained in force up to January 30, 2008) with the implementation procedures, procurement processing and implementation procedures and in July 2006 passed a procurement Act in the Parliament. The Act and the regulations contain most features of the international good public procurement practices. On the other hand Government took another project PPRP-II, which was completed by June 2017 successfully. According to World Bank Final Review Mission, the achievement of project development progress was Satisfactory (**CPTU website: www.cptu.gov.bd**).

1.3 Digitizing Implementation Monitoring and Public Procurement Project

On August 2017 Government of Bangladesh and the International Development Association (IDA) of the World Bank Group took a five-year (July 2017-June 2022) project "Digitizing

Implementation Monitoring and Public Procurement Project (DIMAPPP)". The overall objective of the project is to improve public procurement performance and enhance capacity for implementation monitoring of development projects/programs through digitization (**CPTU website: www.cptu.gov.bd**).

1.4 Statement of the problem

We know, CPTU of IMED has some internal procedure to monitor the large expenditure agencies. But among many agencies But after the legislation of the PPA, 2006 and PPR, 2008, the DSS including all Government Ministries, Divisions, Agencies, Semi-Government Agencies and Autonomous bodies related to Public Fund expenditure became bound to follow the Act and Rules. But till now no specific study was done to measure the procurement practices in the DSS. So, it would be wise enough to have a study on the procurement performance in DSS. As we know, increasing efficiency will ensure the value for money and transparency which will ensure the good governance of the public procurement (**Supplement to the 2011 Annual Statistical Report on United Nations Procurement, document is available @ www.ungm.org and www.unops.org**).

1.5 Significance of the proposed research

The Public Procurement Act, 2006 was enacted to provide for procedures to be followed for ensuring 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 including the matters incidental thereto (**CPTU website: www.cptu.gov.bd**).

Moreover, under the said Act the Government made The Public Procurement Rules, 2008 with the following Scope and Application:

- a. Procurement of Goods Works or Services by any procuring entity using public funds;

- b. Procurement of Goods, Works or Services by any government, semi-government or any statutory body established under any law;
- c. Procurement of Goods, Works or Services using public funds by -a company registered under the Companies Act, 1994;
- d. Procurement of Goods, Works or Services under a loan, credit or grant agreement or under any other agreement with a development partner or with a foreign state or an organisation, provided that if there is anything to the contrary in any such agreement entered into, the provision of that agreement shall prevail (**PPR, 2008**).

So, 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.

We know CPTU adopted 45 KPIs with the help of SRGB to measure the procurement practices in the large spending agencies/authorities. However, these KPIs can be equally applicable for any other public organizations in Bangladesh.

The following *Table 1* shows the total ADP allocation over the last ten years of the DSS for development projects. The maximum of the amount is usually spent through public procurement.

Table 1: ADP Allocation of DSS for last ten years

Fiscal Year	ADP/RADP (in Crore BDT)
1	2
2009-2010	76.2113
2010-2011	97.965
2011-2012	165.1115
2012-2013	187.95
2013-2014	99.0831
2014-2015	65.08
2015-2016	98.13
2016-2017	116.65
2017-2018	139.17
2018-2019	253.66
2019-2020	269.42

Source: Website of DSS (www.dss.gov.bd)

On an average about 80% of this ADP allocation are spent through different projects for procurement. Where application of PPR, 2008 is not only desirable but also mandatory. For this reason, it seems to be a good consideration choice to have a deep look on the compliance issues of PPR, 2008 in DSS.

1.6 Research Questions

The study question was designed to have a clear idea regarding the Procurement Practices in mainly the compliance of PPR, 2008.

1.7 Objectives of the Study

The objectives of the present study were to:

- a) Find the compliance of PPR, 2008 in DSS.
- b) Find the scope of improvement for execution of PPR, 2008 in DSS.

1.8 Scope of the Study

The Department of Social Services is a Safety Net support providing Department. Also, it provides many more Social Service to the people. It is not depending on large procurement. But still it is implementing a several number of projects every fiscal year. Which includes a good number of procurements. Administrative ministry and IMED carrying out the monitoring and evaluation of each projects. But still DSS is not monitored and evaluated according to the set PPR, 2008 KPIs for the projects. An independent study is intended to find out the picture of PPR, 2008 practices in DSS.

1.9 Limitations of the study

The survey was limited to ADP budget of DSS. The respondents were selected mainly from Project Directors, Project related persons (mostly from Project Implementation Unit (PIU)) and officer/staff related to projects and procurement related committees. Some of the respondents replied through e-mail or google forms. Due to time constraint respondents may not be chosen on the basis of random sample. Respondents were some time not familiar with the KPIs and related rules of PPR, 2008. On the other hand, most of them were not responsive in the free filed questions.

1.10 Organization/Structure of the study

The study has been distributed in five extensive headers. Which are as follow:

- Introduction;
- Literature Review;
- Methodology;
- Results and Discussion and;
- Conclusion and Recommendations.

In the introductory chapter background and context has been discussed, in literature review chapter everything was discussed according to the available procurement related documents were discussed, in the methodology chapter sample size has been discussed along with other related materials, and finally result, conclusion and recommendation has been discussed in remaining two chapters.

Literature Review

2.1 Public Procurement Background

In the Constitution of the People's Republic of Bangladesh public procurement is not directly described but basic value of rule of law, democracy, quality and justice has been described. However, Public Procurement System in Bangladesh is dispersed agency wise. Every single entity/agency can go for public procurement. But some ministry/division and agencies are directly involved with distinct responsibilities to regulate the public procurement in Bangladesh which are as follows: Finance Division, IMED and CPTU. CPTU is now directly involved to regulate the Public procurement related Acts and Rules on the other hand Finance Division still contributes with some instruction related to financial powers. Which is the obligatory part for the procuring entities in Bangladesh (**Islam M.S., 2011**)

2.2 The Public Procurement Act and Rules

The Public Procurement Act, 2006 and Public Procurement Rules, 2008 are now the major legal obligation for all the procuring entity in Bangladesh. Until the enactment of these Act and Rules Public Procurement was based on Compilation of General Financial Rules (CGFR) which was introduced in the British era. Bangladesh Government took several projects with the technical assistance of World Bank to develop its own rules and codes of practices for public procurement. Under the Act the Government introduce the PPR, 2008 which came into effect since January 31, 2008. We know, the main objective of PPA, 2006 & PPR, 2008 are for achieving value for money, ensuring transparency, accountability, fair treatment in all public procurement throughout the public sector agencies.

We will find nine chapter followed by 130 Rules in PPR, 2008. Moreover, all the amendments related to the PPA, 2006 and PPR, 2008 has been examined. These rules were the basis of compliance KPIs. Which had been appraised deeply.

2.3 Activities of Public Procurement

Public procurements are administered mainly through different process which are as follows: *(i) advertising the invitations for tenders/quotations, (ii) evaluation, (iii) approval, and (iv) awarding of contract.* The detail process is portrayed in PPR, 2008 along with all amendments (**Islam M.S., 2011**).

2.4 Procurement in DSS

The Department of Social Services (DSS) under the Ministry of Social Welfare (MoSW) is engaged to improve the standard of living of disadvantaged segments of the population; Facilitating registration of voluntary social service organisations; Providing education, training and rehabilitation of the underprivileged children; Providing education, training and rehabilitation services to persons with disabilities; and Providing rehabilitation and developmental support to vagrants, children conflict with law, children contact with law and persons prone to social crimes, implementation of probation and other after care services.

The budget for the fiscal year 2019-20 is 904,68,50 Thousands BDT among them 257,97,00 Thousands BDT is for development budget mainly for the implementation of 33 projects under Annual Development Program (ADP). Like other government departments and organizations, Department of Social Services (DSS) uses PPR, 2008 for procurement purposes under different projects (**DSS website: www.dss.gov.bd**).

To understand the procurement functions in DSS clearly its organizational structure needs to be examining carefully. The organization is headed by a Director General (DG). There are four Directors under the DG in DSS Head Quarter (HQ). There are also eight directors in eight divisional headquarters. Districts Social Services Offices are headed by Deputy Director (DD) and Upazila by Upazila Social Services Officers (USSO). In DSS headquarter there is no procurement unit to assist different procurement. Project Director (PDs) are appointed by the administrative ministry. PDs for national level projects are appointed from the senior official of HQ and PDs of district level projects are mainly the concerned DDs of the Districts. Project Directors and their financial power/contract approving power are categorized according to Delegation of Financial

Powers (DOFP) regulated by the Finance Division of the Ministry of Finance. There is a Planning and Development Branch headed by an Additional Director to look after these projects. The Additional Director is directly reported to Director (Admin and Finance). Additional Director (Planning and Development) is assisted by a Deputy Director and three Assistant Director and a Research Officer and several supporting staffs. So, Project Director are the key player of a project. Also, they are assisted by the Project Implementation Committee (PIC) headed by DG and a Project Steering Committee (PSC) headed by Secretary of administrative ministry. Most of the PIU doesn't have any procurement related official, expert or specialist rather than some foreign aided projects (**DSS website: www.dss.gov.bd**).

2.5 Key Performance Indicator (KPI)

A performance indicator or key performance indicator (KPI) is a type of performance measurement. KPIs evaluate the success of an organization or of a particular activity in which it engages. KPIs are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization. Once an organization has analyzed its mission and objectives, identified all its stakeholders, and defined its goals, it needs a way to measure progress toward those goals (**<https://en.wikipedia.org/>**).

The 45 KPIs had been categorized in four groups by The Survey and Research Group of Bangladesh (SRGB) such as Compliance, Efficiency, Effectiveness, and Transparency. SRGB was assigned to provide Monitoring and Evaluation Consulting services to Public Procurement Reform Project-II (PPRP-II), 2015-2017 of Central Procurement Technical Unit (CPTU), Implementation Monitoring and Evaluation Division (IMED), Ministry of Planning, Government of the People's Republic of Bangladesh (**CPTU website: www.cptu.gov.bd**).

Finally, CPTU distributed the 45 KPIs into 13 broad categories. These are as follows:

1. *Invitation for Tender (IFT);*
2. *Tender Submission;*
3. *Tender Opening Committee (TOC) and Tender Evaluation Committee (TEC);*

4. *Tender Evaluation;*
5. *Approval of Tender Evaluation Report (TER);*
6. *Contract Award;*
7. *Delivery/Completion;*
8. *Payments;*
9. *Complaints;*
10. *Contract Amendments;*
11. *Contract Dispute Resolution;*
12. *Fraud and Corruption and*
13. *Procurement Management Capacity (CPTU website: www.cptu.gov.bd).*

With the above mentioned KPIs some new KPIs had been included here for the said study.

2.6 KPIs used in Public Procurement for the study

Please See appendices A

Methodology

3.1 Methods of collecting data

First, a suitable questionnaire had been developed with the appropriate KPIs used for PPR, 2008 for survey of this study. Along with the questionnaire some interviews were taken to capture clear idea regarding the study. The study was executed in both qualitative and quantitative way to reach adjacent to the parameter. The questionnaire had been attached her with in the Appendices B.

The data had been collected from the primary source. The primary data source were the officials of DSS and relevant stakeholders of DSS's procurement activities for development projects. The respondents were requested to fill up the questionnaire by using hard copy or soft copy reached to them through electronic mail using google forms. The questionnaire was mixture of both open end and close end questions. An adapted *6-point Likert¹* scale had been used to measure the responses of the respondents. All the KPIs are used in the Likert scale.

3.2 Selection of Study Area

For shortage of time of the study development projects related officials including stakeholder were selected for collection of data by the questionnaire. The study was mainly driven on the completed development projects of DSS under ADP budgets.

¹ A Likert scale is a psychometric scale commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research, such that the term (or more accurately the Likert-type scale) is often used interchangeably with rating scale, although there are other types of rating scales (<https://en.wikipedia.org/wiki/>)

3.3 Study Period

We carried out the survey at different offices under DSS and different Departments related to TOC/TEC/POC/PEC/TSC members of DSS projects from December 2019 to February 2020.

3.4 Sample Size

The Cochran's Sample Size Formula was used to calculate an ideal sample size given a desired level of precision, desired confidence level, and the estimated proportion of the attribute present in the population (<https://www.statisticshowto.com/probability-and-statistics/find-sample-size/>).

Suppose we are doing a study on the inhabitants of a large town and want to find out how many households serve breakfast in the mornings. We don't have much information on the subject to begin with, so we're going to assume that half of the families serve breakfast: this gives us maximum variability. So, $p = 0.5$. Now let's say we want 95% confidence, and at least 5 percent—plus or minus—precision. A 95 % confidence level gives us Z values of 1.96, per the normal tables, so we get $((1.96)^2 (0.5) (0.5)) / (0.05)^2 = 385$ (<https://www.statisticshowto.com/probability-and-statistics/find-sample-size/>).

So, a random sample of 385 households in our target population should be enough to give us the confidence levels we need.

Modification for the Cochran Formula for Sample Size Calculation in Smaller Populations:

If the population we're studying is small, we can modify the sample size we calculated in the above formula by using this

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} \quad \text{equation:}$$

Here n_0 is Cochran's sample size recommendation which is 385

So far, we know the DSS has approximately 130 officials including stakeholder related to Public Procurement in DSS, HQ for development budgets. So, the population size may be considered as 130 for the said study.

N is the population size, which is 130, and n is the new, adjusted sample size.

Confidence interval is 95%, and we accept 5% margin of error, then

$$n = \frac{385}{1 + \frac{(385 - 1)}{130}} = 97.18447 \approx 97$$

So, for this smaller population, all we need are **97** respondents in our sample size.

Which is a substantially smaller sample size.

So, a total of 97 different respondents may be interviewed with Questionnaire.

3.5 Data processing and Analysis/Analytical Framework

The collected primary data had been coded and arranged then analyzed under SPSS (Version 20) and MS Excel to interpret the subject matter of the study. As it has been discussed earlier a modified 6-point Likert Scale had been used to measure the compliance of PPR, 2008 according to predefined KPIs.

4.1 Results and Discussion

First, questionnaire was developed according to the objectives of the study and predefined KPIs of the CPTU. In addition to the 45 KPIs eight more questions related to Procurement plan, Official Cost Estimate, Declaration the Official Cost Estimate, Delegated Procurement, Electronic Government Procurement (e-GP) and Sustainable Procurement (SP) were added to make the questionnaire and compliance issue more effective. Questionnaire was finalized after having a pilot survey. So, to complete the study the primary data collected through questionnaire (hard copy/soft copy) were analyzed, processed and interpreted in different forms in this result and discussion chapter which are portrayed in the following:

4.2 Demographic overview of respondents

The questionnaire was distributed (in hard copy and soft copy through Google forms) to the 97 randomly selected respondents mainly officials from the DSS Head Office, DSS field offices, MSW, IMED, PWD, DG Health, BCC, BBS and Planning Commission related to the DSS's procurement. A summary of the demographic overview is given in the table below:

Table 2: Summary of demographic information (Designation)

	Frequency	Percent	Valid Percent	Cumulative Percent
Director	2	2.1	2.1	2.1
Additional Director	3	3.1	3.1	5.2
Deputy Director	28	28.9	28.9	34.0
Assistant Director/Equivalent	27	27.8	27.8	61.9
Social Services Officer/Equivalent	23	23.7	23.7	85.6
Administrative Officer/Equivalent	3	3.1	3.1	88.7
Others	11	11.3	11.3	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 2*, we found that a good number of representative respondents had been selected randomly from the different tire officials related to procurement of DSS’s development projects. Obviously, it would be helpful to draw interpretation regarding the compliance issue of PPR, 2008 of DSS development projects using public fund from ADP.

Table 3: Summary of demographic information (department wise)

	Frequency	Percent	Valid Percent	Cumulative Percent
DSS	67	69.1	69.1	69.1
Others	30	30.9	30.9	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 3*, we found that 69% respondents were selected from the DSS and the rest 31% were from other department related to DSS’s procurement. So, this may be considered as a satisfactory proportion to draw the inference.

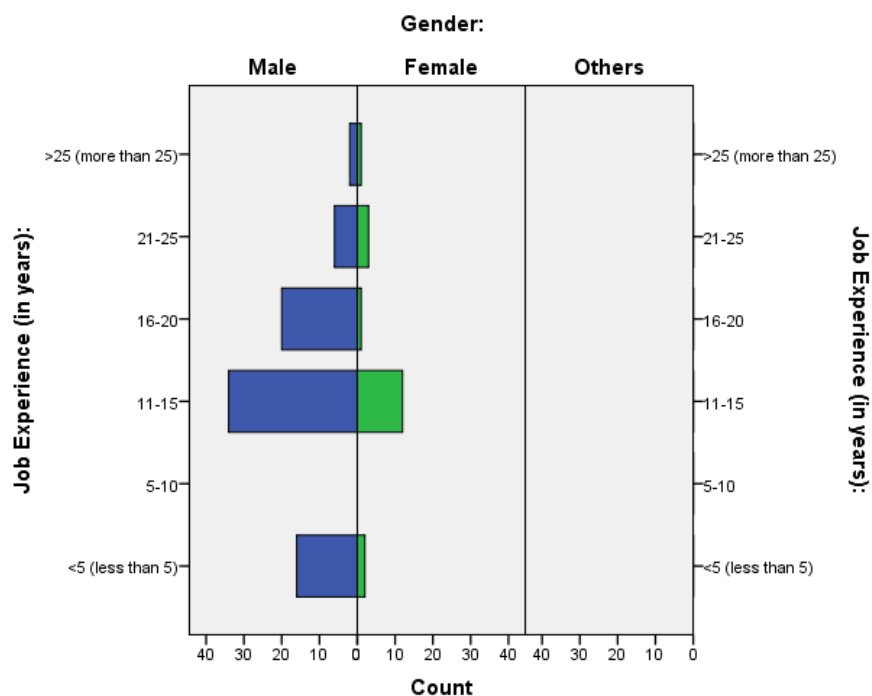
Table 4: Summary of demographic information (Gender) of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	78	80.4	80.4	80.4
Female	19	19.6	19.6	100.0
Others	0	0	0	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 4*, we found that 80.40% respondents were male, and the rest were female. So male-female participation was found to be satisfactory.

Table 5: Distribution of Job Experience in years by Gender



Source: primary data collected through questionnaire from the study.

The above *Table 5* shows the male-female proportion according to job experience which was counted in complete years. So, the maximum respondents found between 11-15 and 16-20 of job years. Mostly they are related with the procurement activities in DSS.

Table 6: Summary of demographic information (Educational qualification)

	Frequency	Percent	Valid Percent	Cumulative Percent
Degree (Pass)	1	1.0	1.0	1.0
Masters/MS	96	99.0	99.0	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 6*, we found that almost all the respondents are having the highest academic degree.

Table 7: Summary of demographic information (Job Experience (in years))

	Frequency	Percent	Valid Percent	Cumulative Percent
<5 (less than 5)	18	18.6	18.6	18.6
11-15	46	47.4	47.4	66.0
16-20	21	21.6	21.6	87.6
21-25	9	9.3	9.3	96.9
>25 (more than 25)	3	3.1	3.1	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 7*, we found that respondent's job experience (in years) are symmetrically distributed. Obviously, it would be helpful to draw interpretation regarding the compliance issue of PPR, 2008 of DSS development projects using public fund from ADP.

Table 8: Summary of demographic information (Relevancy with DSS)

	Frequency	Percent	Valid Percent	Cumulative Percent
Employee/Officer	27	27.8	27.8	27.8
TOC/TEC/POC/PEC/TS C Member	42	43.3	43.3	71.1
Related/once related with DSS's projects (PD/DPD/APD or member of the PIU)	17	17.5	17.5	88.7
Others	11	11.3	11.3	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 8*, we found that maximum (43.30%) of the respondents are from procurement related committee. Obviously, it would be helpful to draw interpretation regarding the compliance issue of PPR, 2008.

Table 9: Summary of demographic information (Training on PPR, 2008 in days)

Training days	Frequency	Percent	Valid Percent	Cumulative Percent
0	73	75.3	75.3	75.3
1	2	2.1	2.1	77.3
15	1	1.0	1.0	78.4
3	10	10.3	10.3	88.7
5	10	10.3	10.3	99.0
8	1	1.0	1.0	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 9*, we found that only one respondent had PPR, 2008 related specific training. Unfortunately, 75.30 % of the respondents did not have any procurement related training and 20% of the respondents had only 5 or 3 days of training. So, most of respondents answered the questionnaire from their experience and idea rather than having clear conception which may be obtained from a professional training. This may have been considered one of the major causes behind the dispersion form the compliance of KPIs.

4.3 Synopsis of the Questionnaire

In the Part A of the questionnaire respondents were questioned about their profile and 53 questions were settled down in Part B for DSS's practices of the KPIs as compliance of PPR, 2008. Finally, there were four open format questions in Part C for considering respondents perception regarding PPR, 2008. To get their clear perception on the issue, the compliance KPI's of the questionnaire

were asked to the respondents in a 6-point Likert scale whereas 1= Very Poor, 2= Poor, 3= Neutral, 4= Good, 5= Very Good, 9= Not Applicable (a sample questionnaire is attached herewith).

4.4 Findings of the survey, analysis and discussion

Outcomes of the survey result were reviewed below on unique question basis:

4.4.1 Procurement plan

The respondents were asked about the formulation of the procurement plan in DSS for development projects:

Table 10: Procuring Entity formulate the Procurement plan

	Frequency	Percent	Cumulative Percent
Not Applicable	3	3.1	3.1
Neutral	16	16.5	19.6
Good	22	22.7	42.3
Very Good	56	57.7	100.0
Total	97	100.0	

Source: primary data collected through questionnaire from the study.

We know Procurement Plan is the compulsory part to start any procurement process. It generally describes what to buy, when to buy, how many units to buy, expected amount to buy and approving authority to approve the contract. It is also the vital part of the supply chain management. It allows the both sides to have a sufficient preparation for the upcoming procurement and supply. From the above frequency distribution *Table 10* we found that majority of the respondents (55.7%) answered

the question as ‘Very good’, and rest of the resplendent answered it as (42.3%) as Good, Neutral and Not Applicable. This is meant that DSS needs to comply the respective Rule 15 & 16 of PPR, 2008 (Procurement plan) in a good manner (100%).

4.4.2 Official cost estimate

The respondents were asked whether in DSS (for development projects) most of the procuring entity formulate a committee consisting of three members (according to Rules) and an official cost estimate of a development project or program at the beginning of each Fiscal Year on the basis of the expected funds flow, among other things on an annual basis and reasonably update it:

Table 11: Formulation of committee of three members and an official cost estimate

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Poor	1	1.0	1.0	1.0
Poor	1	1.0	1.0	2.1
Neutral	1	1.0	1.0	3.1
Good	74	76.3	76.3	79.4
Very Good	20	20.6	20.6	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 11* we found that majority of the respondents (76.3%) answered the question as ‘Good’, 20.6% of the respondents answered the question as ‘Very Good’ and a few of the resplendent (3%) answered it as Neutral, Poor and Not Applicable. This is meant that DSS needs to comply the respective Rule 15 & 16 of PPR, 2008 (Procurement plan) in a good manner.

4.4.3 Approval of Procurement plan and Official cost estimate

The respondents were asked whether in DSS (for development projects) Annual Procurement plan and official cost estimate are approved by the Head of Procuring Entity or any officer empowered by it:

Table 12: Annual Procurement plan and official cost estimate are approved by the HOPE

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	10	10.3	10.3	10.3
Good	49	50.5	50.5	60.8
Very Good	38	39.2	39.2	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 12* we found that majority of the respondents (50%) answered the question as ‘Good’, 39.2% of the respondents answered the question as ‘Very Good’ and 10.3% of the respondent answered it as Neutral, no one answered it as Poor and Not Applicable. This is meant that DSS is complying the Rule 15 & 16 of PPR, 2008 (Procurement plan) in a good manner.

4.4.4 Disclosure of official cost estimate

The respondents were asked whether in DSS (for development projects) the Tender Opening Committee (TOC) declare the official cost estimate at the Tender Opening Meeting and will record it in the Tender Opening Sheet:

Table 13: Disclosure of official cost estimate in TOC

EQ_04				
	Frequency	Percent	Valid Percent	Cumulative Percent
Not Applicable	2	2.1	2.1	2.1
Poor	1	1.0	1.0	3.1
Neutral	53	54.6	54.6	57.7
Good	22	22.7	22.7	80.4
Very Good	19	19.6	19.6	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

We know, Official Cost Estimate are to be approved by the Head of Procuring Entity or any officer empowered by it and moreover it must be declared by the TOC in the meeting. The tenderer participating in the bid have the right to know the approved Official Cost Estimate in the tender opening meeting. From the above frequency distribution *Table 13* we found that majority of the respondents (54.6%) answered the question as ‘Neutral, 22.7% of the respondents answered the question as ‘Good’ and rest of respondents answered it as Very Good, Poor and Not Applicable. This is meant that DSS is still to comply the Rule 16 of PPR, 2008 (Procurement plan) in a good manner. So, there is a lot of chance to improve.

4.4.5 Invitation for Tender

The respondents were asked whether in DSS (for development projects) comply the following activities regarding invitation for tender:

- KPI_01: To me, DSS (for development projects) practicing Invitation for Tender (IFT) published in Newspaper.
- KPI_02: Invitation for Tender (above threshold) advertised in CPTU’s website is a common phenomenon in DSS (for development projects).

- KPI_03: To me, Tenders following GoB Procurement Rules (where appropriate) in DSS (for development projects).

Table 14: Invitation for Tender

	KPI_01	KPI_02	KPI_03
Not Applicable	0	0	0
Very Poor	0	0	0
Poor	0	1	0
Neutral	3	2	10
Good	12	18	8
Very Good	82	76	79

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 14* we found that in most of the cases (KPI 01-03) the DSS is complying the concern rules of PPR, 2008 in a very good manner.

4.4.6 Development Partner’s Rules

The respondents were asked whether DSS is following Development Partner’s Rules (where appropriate) in DSS (for development projects):

Table 15: Development Partner’s Rules

	Frequency	Percent	Valid Percent	Cumulative Percent
Poor	1	1.0	1.0	1.0
Neutral	20	20.6	20.6	21.6
Good	58	59.8	59.8	81.4
Very Good	18	18.6	18.6	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 15* we found that majority of the respondents (59.8%) answered the question as ‘Good’, 20.6 % of the respondents answered the question as ‘Neutral’ and rest of respondent answered it as Very Good, Poor and Not Applicable. This is meant that DSS is compiling the Section 3 of PPA, 2006 in a good manner. So, still there is a lot of chance to improve the situation.

4.4.7 Tender Submission

The respondents were asked whether in DSS (for development projects) comply the following activities regarding tender submission:

- KPI_05: In DSS (for development projects) Tenders allowed to submit in multiple locations.
- KPI_06: DSS (for development projects) maintaining time for publishing of advertisement and Tender submission deadline.
- KPI_07: To the best of my knowledge Tenders having sufficient tender submission time.
- KPI_08: To me, sufficient number of Tenderers purchased Tender Documents.
- KPI_09: In most of the cases sufficient number of Tenderers submitted Tenders.
- KPI_10: To me, Tender participation Index (ratio of number of Tender submission and number of Tender documents sold) acceptable.

Table 16: Tender Submission

	KPI_05	KPI_06	KPI_07	KPI_08	KPI_09	KPI_10
Not Applicable	0			2		
Very Poor	0				2	1
Poor	0				1	1
Neutral	2	11	1	18	62	61
Good	15	22	30	6	13	6
Very Good	80	64	66	71	19	28

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 16* we found that the DSS is doing very good in KPI 5, 6, 7 & 8 but still lacking behind in the KPI 9 & 10 regarding Tender submission related rules of PPR, 2008. So, tender publishing and advertisement are needed to increase the achievement.

4.4.8 Tender Opening Committee & Tender Evaluation Committee

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Tender Opening Committee & Tender Evaluation Committee:

- KPI_11: To me, TOC included at least one (1) member from TEC.
- KPI_12: In DSS (for development projects) TEC formed by Contract Approving Authority.
- KPI_13: In DSS (for development projects) TEC formed by Contract Approving Authority.

Table 17: Tender Opening Committee & Tender Evaluation Committee

	KPI_11	KPI_12	KPI_13
Not Applicable			
Very Poor			
Poor			
Neutral	1	19	18
Good	24	17	8
Very Good	72	61	71

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 17* we found that the DSS is performing in a very good manner to the related rules regarding formation of Tender Opening Committee & Tender Evaluation Committee. But still several numbers of respondent are ambiguous about the formation TEC by Contract Approving Authority. Which is the obligatory part of the PPR, 2008.

4.4.9 Tender Evaluation

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Tender Evaluation:

- KPI_14: In DSS (for development projects) we are following specified days between Tender opening and completion of evaluation.
- KPI_15: We are always practicing to evaluate tender within timeline mentioned in PPR, 2008.
- KPI_16: To me, number of responsive Tenders we received in all tender process.
- KPI_17: To the best of my knowledge TEC recommended for Re-Tendering.
- KPI_18: To me, Tender process cancelled due to any Inconveniences.

Table 18: Tender Evaluation

	KPI_14	KPI_15	KPI_16	KPI_17	KPI_18
Not Applicable				20	20
Very Poor					1
Poor			2	2	
Neutral	3	1	19	18	63
Good	20	60	47	44	2
Very Good	74	36	29	13	11

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 18* we found that the DSS is performing in a very good manner regarding Tender Evaluation. But still there is a good chance to improve knowledge in rules related to KPI 17 &18. As we find that, a several numbers of respondent were neutral regarding number of responsive tenders, re-tendering process and cancellation tender process due to any inconveniences.

4.4.10 Tender Evaluation Report (TER)

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Tender Evaluation Report (TER):

- KPI_19: In DSS (for development projects) we took average time between submission of Tender Evaluation and approval of contract.
- KPI_20: To me, Tenders approved by the proper financial delegated authority in all cases.
- KPI_21: Regarding report TEC directly submit to the Contract Approving Authority where Approving Authority is HOPE or below.
- KPI_22: To me, contract award decision made within timeline by Contract Approving Authority after submitting tender evaluation report in DSS (for development projects).
- KPI_23: Additional review of TER is done by person/committee other than the Contract Approving Authority in DSS (for development projects).
- KPI_24: Where necessary as per regulations tenders approved by higher tier than the Contract Approving Authority.

Table 19: Tender Evaluation Report (TER)

	KPI_19	KPI_20	KPI_21	KPI_22	KPI_23	KPI_24
Not Applicable	1	2	3		19	3
Very Poor						
Poor				16		
Neutral	17	1	18	1	19	18
Good	52	29	47	9	56	48
Very Good	27	65	29	71	3	28

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 19* we found that the DSS is performing in a good manner to the related rules regarding Tender Opening Committee & Tender Evaluation

Committee. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPIs. So, still there is a good chance to improve knowledge in related rules.

4.4.11 Contract Award

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Contract Award:

- KPI_25: To me, time taken to issue Notification of Award (NOA) to tenderer within time frame.
- KPI_26: In DSS (for development projects), tender processing lead time [time between tender opening and Notification of Award (NOA) is strictly maintained.
- KPI_27: To me, Total Tender Processing Time [number of days between Invitation for Tender (IFT) and Notification of Award] is followed as per regulation in DSS (for development projects).
- KPI_28: I do agree that Contract awards published in CPTU's website as partial fulfillment of compliance.
- KPI_29: Contracts could be awarded within initial tender validity period in DSS (for development projects).

Table 20: Contract Award

	KPI_25	KPI_26	KPI_27	KPI_28	KPI_29
Not Applicable				18	4
Very Poor					9
Poor				1	
Neutral	2	18	2	60	60
Good	32	5	33	14	6
Very Good	63	74	62	4	18

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 20* we found that the DSS is performing KPI 25, 26 & 27 in a very good manner regarding Contract Award. As we find that, a several numbers of respondent were neutral regarding the KPIs. So, still there is a good chance to improve knowledge in rules related to KPI 28 & 29.

4.4.12 Delivery/Completion

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Delivery/Completion:

- KPI_30: To me, contracts completed/delivered within the original schedule as mentioned in the contract is maintained.
- KPI_31: Contracts having liquidated damage imposed for delayed deliver / completion is practiced as per Rule.
- KPI_32: Most of the Contracts fully completed and accepted in DSS (for development projects).

Table 21: Delivery/Completion

	KPI_30	KPI_31	KPI_32
Not Applicable	2	18	
Very Poor			
Poor			
Neutral	10	18	19
Good	24	50	17
Very Good	61	11	61

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 21* we found that the DSS is performing in a very good manner to the related rules regarding Delivery/Completion. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPIs. So, still there is a good chance to improve knowledge.

4.4.13 Payments

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Payments:

- KPI_33: To me, contractor's payment is timely made/disbursed as per Rule 39(27) from the date of certificate of PM/ Engineer.
- KPI_34: To me, in all cases (considering each installment as a case) with delayed payment is a regular phenomenon in DSS (for development projects).
- KPI_35: In DSS contractors were paid with interest for delayed payments if made.

Table 22: Payments

	KPI_33	KPI_34	KPI_35
Not Applicable	16	20	20
Very Poor		16	
Poor			
Neutral	19	4	21
Good	58	46	54
Very Good	4	11	2

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 22* we found that the DSS is performing in a good manner to the related rules regarding Payments. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPIs. So, still there is a good chance to improve knowledge.

4.4.14 Complaints

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Complaints:

- KPI_36: To me, complaints regarding tender procedures are usual case in DSS (for development projects).
- KPI_37: On the basis of complaints modification of award was made.
- KPI_38: Complaints have been resolved in DSS as per Rule in PPR, 2008.
- KPI_39: To me, independent review panel's decision upheld in DSS (for development projects).

Table 23: Complaints

	KPI_36	KPI_37	KPI_38	KPI_39
Not Applicable	19	20	20	3
Very Poor	3	2		
Poor		16		16
Neutral	62	4	18	4
Good	2	44	6	57
Very Good	11	11	53	17

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 10* we found that the DSS is performing in a good manner related to KPI 37, 38 and 39 but still lacking behind in KPI 36. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPIs. So, still there is a good chance to improve knowledge.

4.4.15 Contract Amendments

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Contract Amendments:

- KPI_40: To me, most of the contract need amendments/variations and are made accordingly.

Table 24: Contract Amendments

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Applicable	19	19.6	19.6	19.6
Neutral	19	19.6	19.6	39.2
Good	59	60.8	60.8	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 24* we found that the DSS is performing in a good manner to the related rules regarding Contract Amendments. Or the respondents may have lack of information regarding this. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPI.

4.4.16 Contract Dispute Resolution

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Contract Dispute Resolution:

- KPI_41: In DSS (for development projects), Contracts with unresolved disputes are a common practice and tried to resolve as priority basis.

Table 25: Contract Dispute Resolution

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Applicable	20	20.6	20.6	20.6
Neutral	21	21.6	21.6	42.3
Good	54	55.7	55.7	97.9
Very Good	2	2.1	2.1	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 25* we found that the DSS is performing in a good manner to the related rules regarding Contract Dispute Resolution. Or the respondents may have lack of information regarding this. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPI.

4.4.17 Fraud & Corruption

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Fraud & Corruption:

- KPI_42: To me, we would be able to find out Fraud & Corruption detected in contract management.

Table 26: Fraud & Corruption

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Applicable	2	2.1	2.1	2.1
Poor	16	16.5	16.5	18.6
Neutral	4	4.1	4.1	22.7
Good	48	49.5	49.5	72.2
Very Good	27	27.8	27.8	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 26* we found that the DSS is performing in a good manner to the related rules regarding Fraud & Corruption. Or the respondents may have lack of information regarding this. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPI.

4.4.18 Procurement Management Capacity

The respondents were asked whether in DSS (for development projects) comply the following activities regarding Procurement Management Capacity:

- KPI_43: Average number of trained procurement staff in each procuring entity.
- KPI_44: In DSS (for development projects) the procurement activities done with having at least one trained/ certified procurement staff.
- KPI_45: In DSS (for development projects) sufficient number of procurement persons in the organization with procurement training.

Table 27: Procurement Management Capacity

	KPI_43	KPI_44	KPI_45
Not Applicable	2	1	
Very Poor	2	18	4
Poor	36	2	33
Neutral	43	1	43
Good	4	15	5
Very Good	10	60	12

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 27* we found that the DSS is performing in a good manner to the related rules regarding KPI 44 but DSS needs to increase PPR, 2008 trained professional in each procuring entity, one trained/certified procurement staff and sufficient procurement training. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPIs.

4.4.19 Handover of the delegated procurement

The respondents were asked whether the DSS (for development projects) nominate an officer to the Tender Evaluation Committee and to participate in the entire procurement including the implementation process, And monitoring measures to ensure smooth implementation of the procurement And upon completion of the delegated procurement, the my department take over the authority from the executing agency.

Table 28: Handover of the delegated procurement

	Frequency	Percent	Valid Percent	Cumulative Percent
Poor	2	2.1	2.1	2.1
Neutral	18	18.6	18.6	20.6
Good	55	56.7	56.7	77.3
Very Good	22	22.7	22.7	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

We know that, DSS's delegated procurement (mostly works procurement) is executed by PWD/LGED. From the above frequency distribution *Table 28* we found that The DSS is performing in a good manner to the related rules regarding handover of the delegated procurement but still there enough scope to improve knowledge. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPI.

4.4.20 Necessary approval of the delegated procurement

The respondents were asked whether the Executing Agency (in case of delegated procurement) obtain the necessary approval of my Department (for development projects) for the place of delegated procurement, design, construction materials and other ancillary matters.

Table 29: Necessary approval of the delegated procurement

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Applicable	17	17.5	17.5	17.5
Neutral	3	3.1	3.1	20.6
Good	74	76.3	76.3	96.9
Very Good	3	3.1	3.1	100.0
Total	97	100.0	100.0	

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 29* we found that the DSS is performing in a good manner to the related rules regarding Necessary approval of the delegated procurement but still there enough scope to improve knowledge.

4.4.21 Electronic Government Procurement (e-GP)

The respondents were asked that the Government of Bangladesh has been implementing Electronic Government Procurement (e-GP) solutions since 2011 for its procurement as a step towards digital Bangladesh in large Departments. Did your Department started taking preparation to adopt e-procurement?

Table 30: Electronic Government Procurement (e-GP)

	Frequency	Percent	Valid Percent	Cumulative Percent
Not Applicable	17	17.5	19.3	19.3
Very Poor	1	1.0	1.1	20.5
Poor	1	1.0	1.1	21.6
Neutral	60	61.9	68.2	89.8
Good	7	7.2	8.0	97.7
Very Good	2	2.1	2.3	100.0
Total	88	90.7	100.0	
Missing System	9	9.3		
Total	97	100.0		

Source: primary data collected through questionnaire from the study.

From the above frequency distribution *Table 30* we found that the DSS is not actually executing Electronic Government Procurement (e-GP), so there is enough scope to improve knowledge and start e-GP. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPIs.

4.4.22 Sustainable Procurement (SP)

The respondents were asked whether according to SDGs Goal 12 (Responsible consumption and production) the DSS started taking measures to adopt ‘Sustainable Procurement (SP)’ in Goods, Works and Services procurement to achieve a better and more sustainable future for all?

Table 31: Sustainable Procurement (SP)

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Poor	16	16.5	18.2	18.2
Poor	2	2.1	2.3	20.5
Neutral	2	2.1	2.3	22.7
Good	48	49.5	54.5	77.3
Very Good	20	20.6	22.7	100.0
Total	88	90.7	100.0	
Missing System	9	9.3		
Total	97	100.0		

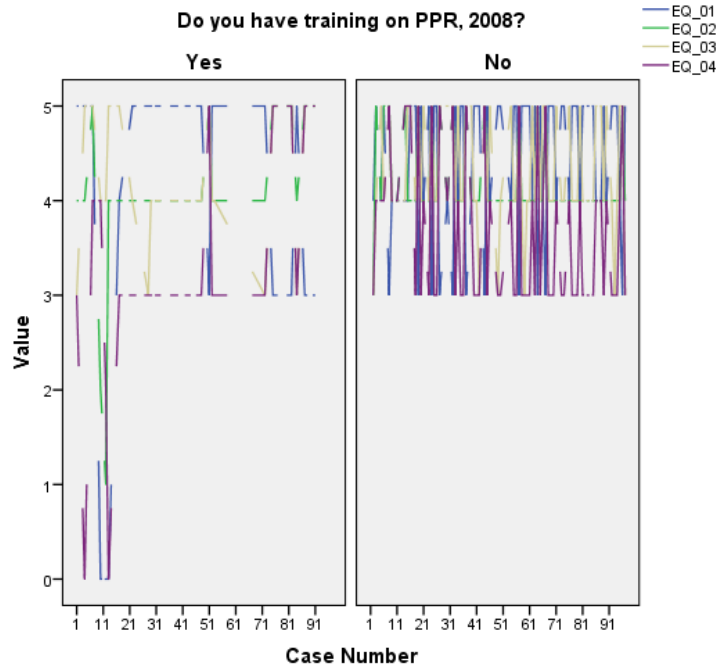
Source: primary data collected through questionnaire from the study.

Sustainable procurement (SP) is about taking social and environmental factors into consideration alongside financial factors in making procurement decisions (<https://www.ungm.org/>). Still it is a challenging issue to adopt not only in developing countries but also in developed countries. From the above frequency distribution *Table 31* we found that the DSS is not actually performing Sustainable Procurement (SP), so there is enough scope to improve knowledge about it. As we find that, a several numbers of respondent were neutral regarding the above mentioned KPI.

4.4.23 Training VS Response Variation

The following *Table 32* shows the comparison between the desperation of respondent's response according to their related training.

Table 32: Training Vs Response variation



Source: primary data collected through questionnaire from the study.

Remarkably from the above *Table 32* we found that those who have attended the procurement related training have the higher rate of desperation in responding the questionnaire and others are limited to their options. Which might show that due to the lack of clear knowledge in PPR, 2008 may induce the respondents answering the significant answer.

Conclusion and Recommendations

5.1 Conclusion

As we know, the PPA, 2006 and PPR, 2008 has pre-defined intrinsic standards of ensuring good governance and value for money in public procurement. The Parliament and the Government are regularly updating the Act and Rules. So, all the Agencies of Bangladesh using public fund must have to abide by the Act and rules. But without compliance monitoring of PPR, 2008 of an agency's procurement activity we cannot draw a conclusion of its dedication to the said Act and rules. So far, we know Government internal mechanism is not enough to monitor the compliance issue according the KPIs of PPR, 2008. The said study was the ever first to measure the compliance issue regarding PPR, 2008 in DSS's development projects. During the survey it was found that awareness has been developed in DSS to some extent about PPA, 2006 and PPR, 2008 among the related officials linked to procurement. Moreover, the study shows procuring entity's obedience to the relevant rules of PPR, 2008. The procuring entities are trying their best in carrying out the compliance related KPIs.

In respect of Procurement plan (EQ 01), Official cost estimate (EQ 02), Approval of Procurement plan and Official cost estimate (EQ 03) and Disclosure of official cost estimate (EQ 04) the DSS is performing well but still there is a lot of scope for improvement to achieve entire compliance of PPR, 2008. As we know, to start a procurement function, procuring entities need to ensure EQ (1-4) for fruitful use of public funds.

However, DSS's performance in the areas of Invitation for Tender (KPI 1-3) is good but in Development Partner's Rules (KPI 4), Tender Submission (KPI 5-10), Tender Opening Committee & Tender Evaluation Committee (KPI 11-13), Tender Evaluation (KPI 14-18), Tender Evaluation Report (TER) (KPI 19-24), Contract Award (KPI 25-29), Delivery/Completion (KPI 30-32), Payments (KPI 33-35), Complaints (KPI 36-39), Contract

Amendments (KPI 40), Contract Dispute Resolution (KPI 41), Fraud & Corruption (KPI 42) are not satisfactory. In the above mentioned KPIs procuring entities need to improve their knowledge to a great extent to meet the compliance of PPR, 2008. Moreover, in case of Procurement Management Capacity (KPI 43-45) DSS is far away from the satisfactory level of compliance. We know works procurement in DSS is done through delegated procurement. Handover of the delegated procurement (EQ 05), Necessary approval of the delegated procurement (EQ 06) are doing fine but need to improve knowledge of the officials of DSS a lot. In case of Electronic Government Procurement (e-GP) (EQ 07) DSS is far away from the satisfactory level of compliance. Sustainable Procurement (SP) (EQ 08) is a very new issue to Bangladesh. So, we need to investigate more on this issue.

It was found that, maximum procuring entities are not having procurement related specific training. But more than 30 projects are being implemented in each fiscal year to achieve the Departmental goals as well as the targets of the Government. Maximum respondents were unwilling to answer the Part C of the questionnaire which was comprising of four opened questions. Some of the respondents told that DSS is following PPR, 2008 in a moderate way for lack of PPR, 2008 related training. None of them suggested any amendment related to PPR, 2008. But almost all of them suggested extensive training related to PPR, 2008 and e-GP for all the officials of DSS mainly for the procuring entities and contract approving authorities.

5.2 Recommendations

So, from the result of the study we can say that DSS is partially responding to the compliance issue PPR, 2008. But it was expected that DSS would practice PPR, 2008 entirely. Unfortunately, 75.30% of the respondents did not have any procurement related training and 20% of the respondents had only 5 or 3 days of training. So, most of respondents answered the questionnaire from their experience and idea rather than having clear knowledge which may have been obtained from a professional training. This may have been considered as one of the major causes behind the dispersion from the expected compliance. So, DSS needs to improve knowledge regarding Procurement plan, Official cost estimate, Approval of Procurement plan and Official cost estimate, Disclosure of official cost estimate, Tender Evaluation Report (TER), Procurement

Management Capacity, Handover of the delegated procurement, Necessary approval of the delegated procurement, Electronic Government Procurement (e-GP), Sustainable Procurement (SP) which are very much essential to ensure good governance and sustainable development. That is why officials of DSS mainly procuring entities, contract approving authorities and as well as future PD/PM of DSS must under an extensive training related to PPR, 2008 and e-GP.

If we want to foster more advancement to the compliance of PPR, 2008 in public procurement of DSS's development projects (i) Capacity Building, (ii) Creating a Suitable Environment, (iii) Electronic Procurements and (iv) Sustainable Procurement (SP) may be ensured in the following manner:

Capacity Building	It has been the fundamental need for the best procurement practice. Professionalization of procurement (creating procurement personnel), capacity development training, involving procuring entities, contract approving authorities, stakeholders and impact monitoring can ensure capacity building of the DSS entirely.
Creating a Suitable Environment	We need to create a suitable and comprehensive environment for to ensure good practices in procurement. So good Governance, Transparency, accountability and rule of law may consider as the prerequisite to a suitable environment of good practices.
Electronic Procurements	Though Government introduced it earlier but maximum Department like DSS is still to use it regularly. It is expected that Electronic Procurements will ensure the compliance of PPR, 2008. But before implementation of Electronic Procurement all the related officials must undergo regular PPR, 2008 training first. Senior official like contract approving authority and HOPE must have related training otherwise it would be difficult to implement electronic procurement in DSS.
Sustainable Procurement (SP)	We know Sustainable Procurement means making sure that the products and services we buy are as sustainable as possible, with the

lowest environmental impact and most positive social results (<https://www.undp.org/>). This may be legislated soon to practice throughout the world to achieve Goal 12 (Responsible consumption and production) of SDGs all together for a sustainable world. But still it is a challenging issue to adopt not only in developing countries but also in developed countries.

Traditional procurement has focused upon value for money considerations. The aim and challenge of sustainable procurement is to integrate environmental and social considerations into the procurement process, with the goal of reducing adverse impacts upon health, social conditions and the environment, thereby saving valuable costs for public sector organizations and the community at large. Sustainable procurement forms a key part of an overall push for sustainable development by governments and UN organizations (<https://www.ungm.org/>, **The Yorkshire & Humber Assembly: Towards Sustainable Procurement: A guide for public sector organizations. January 2004**).

The above-mentioned recommendations were drawn based on the study and interviews and relevant guidelines of SGDs.

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Appendices

Appendices A

KPIs according to PPR, 2008

Indicator Category	KPI #	PPR, 2008 practices in DSS	Rules of PPR, 2008
Procurement plan	EQ 01	To me, in DSS (for development projects) most of the procuring Entity formulate the Procurement plan which is compulsory for all procuring entity.	Rule 16 (1-5)
Official cost estimate	EQ 02	To me, in DSS (for development projects) most of the procuring entity formulate a committee consisting of three members (according to Rules) and an official cost estimate of a development project or program at the beginning of each Fiscal Year on the basis of the expected funds flow, among other things on an annual basis and reasonably update it.	Rule 16 (5 a)
Approval of Procurement plan and	EQ 03	To me, in DSS (for development projects) Annual Procurement plan and official cost estimate are approved by the Head of Procuring Entity or any officer empowered by it.	Rule 16 (5 b)
Disclosure of official cost estimate	EQ 04	To me, in DSS (for development projects) the Tender Opening Committee (TOC) declare the official cost estimate at the Tender Opening Meeting and will record it in the Tender Opening Sheet.	Rule 16 (5 b)
Invitation for Tender	KPI 01	To me, DSS (for development projects) practicing Invitation for Tender (IFT) published in Newspaper.	Rule 90 (1)
	KPI 02	Invitation for Tender (above threshold) advertised in CPTU's website is a common phenomenon in DSS (for development projects).	
	KPI 03	To me, Tenderers following GoB Procurement Rules (where appropriate) in DSS (for development projects).	
Development Partner's Rules	KPI 04	To me, Tenders following Development Partner's Rules (where appropriate) in DSS (for development projects).	Section 3 (2) d of PPA, 2006 of the agreement shall prevail.
Tender Submission	KPI 05	In DSS (for development projects) Tenders allowed to submit in multiple locations.	Rule 96 (11)

Indicator Category	KPI #	PPR, 2008 practices in DSS	Rules of PPR, 2008
	KPI 06	DSS (for development projects) maintaining time for publishing of advertisement and Tender submission deadline.	Rule 61(4), 64(5), Schedule II
	KPI 07	To the best of my knowledge Tenders having sufficient tender submission time.	
	KPI 08	To me, sufficient number of Tenderers purchased Tender Documents.	
	KPI 09	In most of the cases sufficient number of Tenderers submitted Tenders.	
	KPI 10	To me, Tender participation Index (ratio of number of Tender submission and number of Tender documents sold) acceptable.	
Tender Opening Committee & Tender Evaluation Committee	KPI 11	To me, TOC included at least one (1) member from TEC.	Rule 7, Schedule II
	KPI 12	In DSS (for development projects) TEC formed by Contract Approving Authority.	Rule 7
	KPI 13	To me, TEC included Two external members outside the Ministry or Division.	Rule 8, Schedule II
Tender Evaluation	KPI 14	In DSS (for development projects) we are following specified days between Tender opening and completion of evaluation.	Rule 8 (14), 36(6), Schedule III
	KPI 15	We are always practicing to evaluate tender within timeline mentioned in PPR, 2008.	
	KPI 16	To me, number of responsive Tenders we received in all tender process.	
	KPI 17	To the best of my knowledge TEC recommended for Re-Tendering.	
	KPI 18	To me, Tender process cancelled due to any Inconveniences.	
Tender Evaluation Report (TER)	KPI 19	In DSS (for development projects) we took average time between submission of Tender Evaluation and approval of contract.	Rule 8 (14), 36(6), Schedule III
	KPI 20	To me, Tenders approved by the proper financial delegated authority in all cases.	Rule 36, Delegation of Financial Power
	KPI 21	Regarding report TEC directly submit to the Contract Approving Authority where Approving Authority is HOPE or below.	Rule 36(3)

Indicator Category	KPI #	PPR, 2008 practices in DSS	Rules of PPR, 2008
	KPI 22	To me, contract award decision made within timeline by Contract Approving Authority after submitting tender evaluation report in DSS (for development projects).	
	KPI 23	Additional review of TER is done by person/committee other than the Contract Approving Authority in DSS (for development projects).	
	KPI 24	Where necessary as per regulations tenders approved by higher tier than the Contract Approving Authority.	
Contract Award	KPI 25	To me, time taken to issue Notification of Award (NOA) to tenderer within time frame.	Rule 8 (14), 36(4), Schedule II, Schedule III
	KPI 26	In DSS (for development projects), tender processing lead time [time between tender opening and Notification of Award (NOA) is strictly maintained.	
	KPI 27	To me, Total Tender Processing Time [number of days between Invitation for Tender (IFT) and Notification of Award] is followed as per regulation in DSS (for development projects).	
	KPI 28	I do agree that Contract awards published in CPTU's website as partial fulfillment of compliance.	
	KPI 29	Contracts could be awarded within initial tender validity period in DSS (for development projects).	
	Delivery/ Completion	KPI 30	To me, contracts completed/delivered within the original schedule as mentioned in the contract is maintained.
KPI 31		Contracts having liquidated damage imposed for delayed deliver / completion is practiced as per Rule.	Rule 39(27)
KPI 32		Most of the Contracts fully completed and accepted in DSS (for development projects).	
Payments	KPI 33	To me, contractor's payment is timely made/disbursed as per Rule 39(27) from the date of certificate of PM/ Engineer.	Rule 39(22), Schedule II
	KPI 34	To me, in all cases (considering each installment as a case) with delayed payment is a regular phenomenon in DSS (for development projects).	
	KPI 35	In DSS contractors were paid with interest for delayed payments if made.	TDS/GCC
Complaints	KPI 36	To me, complaints regarding tender procedures are usual case in DSS (for development projects).	
	KPI 37	On the basis of complaints modification of award was made.	
	KPI 38	Complaints have been resolved in DSS as per Rule in PPR, 2008. সমাজসবো অধিদফতরে পপিআর, ২০০৮-এর বর্ধি অনুসারে অভ্যিগোল্লরি সমাধান করা হয়ছেলি।	
	KPI 39	To me, independent review panel's decision upheld in DSS (for development projects).	

Indicator Category	KPI #	PPR, 2008 practices in DSS	Rules of PPR, 2008
Contract Amendments	KPI 40	To me, most of the contract need amendments /variations and are made accordingly.	
Contract Dispute Resolution	KPI 41	In DSS (for development projects), Contracts with unresolved disputes are a common practice and tried to resolve as priority basis.	
Fraud & Corruption	KPI 42	To me, we would be able to find out Fraud & Corruption detected in contract management.	
Procurement Management Capacity	KPI 43	Average number of trained procurement staff in each procuring entity.	
	KPI 44	In DSS (for development projects) the procurement activities done with having at least one trained/ certified procurement staff.	
	KPI 45	In DSS (for development projects) sufficient number of procurement persons in the organization with procurement training.	
Handover of the delegated procurement	EQ 05	To me, DSS (for development projects) nominate an officer to the Tender Evaluation Committee and to participate in the entire procurement including the implementation process, And monitoring measures to ensure smooth implementation of the procurement And upon completion of the delegated procurement, the my department take over the authority from the executing agency.	
Necessary approval of the delegated procurement	EQ 06	The Executing Agency (in case of delegated procurement) obtain the necessary approval of my Department (for development projects) for the place of delegated procurement, design, construction materials and other ancillary matters.	
Electronic Government Procurement (e-GP)	EQ 07	Government of Bangladesh has been implementing Electronic Government Procurement (e-GP) solutions since 2011 for its procurement as a step towards digital Bangladesh in large Departments. Did your Department started taking preparation to adopt e-procurement?	

Indicator Category	KPI #	PPR, 2008 practices in DSS	Rules of PPR, 2008
Sustainable Procurement (SP)	EQ 08	Do you think, according to SDGs Goal 12 (Responsible consumption and production) the Department of Social Services started taking measures to adopt 'Sustainable Procurement (SP)' in Goods, Works and Services procurement to achieve a better and more sustainable future for all?	

Questionnaire

Questionnaire #			
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Date:	d	d	m	m	y	y	y	y
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Research Topic:

A STUDY OF PROCUREMENT PRACTICES IN SOCIAL SAFETY NET PROJECTS OF THE DEPARTMENT OF SOCIAL SERVICES (DSS) UNDER THE MINISTRY OF SOCIAL WELFARE (MoSW), BANGLADESH.

This is a questionnaire for conducting a study to find out how the compliance PPR, 2008 are being practiced in DSS's selected development projects. The aim of this research is to find out the extent of compliance of PPR, 2008 in DSS and if there any difficulty to follow PPR, 2008. The performance will be compared based on KPIs predefined by Central Procurement Technical Unit (CPTU) in light with the PPR, 2008. Some new compliance is added according to the Amendment of PPR, 2008. It is a part of academic necessity for the Masters in Procurement and Supply Management (MPSM) in the BRAC 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 for the academic purpose only.

Part A Respondent's Profile
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[Please encircle (O) or tick (☐) where appropriate]

Sl.	Question	Information
1.	Name of the respondent (optional):	
2.	Designation:	
3.	Name of the organization:	
4.	Educational qualification (Last degree obtained):	
5.	Gender:	a. Male b. Female c. Others
6.	Job Experience (in years):	a. <5 b. 5-10 c. 11-15 d. 16-20 e. 21-25 f. >25
7.	Relevancy with DSS:	a. Employee/Officer b. TOC/TEC/POC/PEC/TSC Member c. Related/once related with DSS's projects (PD/DPD/APD or member of the PIU) d. Others (specify pls):.....
8.	Do you have training on PPR, 2008?	a. Yes (If yes, how long the course was? working days.) b. No

Part B
The following statements are asked to you about DSS's practices of the KPIs as compliance of PPR, 2008.

Please encircle (O) or tick (☐) only one number that best reflects your opinion on the following 5 points scales
(1= Very Poor, 2= Poor, 3= Neutral, 4= Good, 5= Very Good, 9= Not Applicable).

Here you will find an authentic Bengali text translated from the original English.
In case of a conflict between the Bengali text and the Original English text, the English text will take precedence.

Indicator Category	KPI #	PPR, 2008 practices in DSS	Scale 1 to 5					Not applicable
Procurement plan	EQ 01	To me, in DSS (for development projects) most of the procuring Entity formulate the Procurement plan which is compulsory for all procuring entity. আমার কাছে, সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) বেশিরভাগ ক্রয়কারী সত্তা ক্রয় পরিকল্পনা প্রণয়ন করে যা সমস্ত ক্রয়কারীর জন্য বাধ্যতামূলক।	1	2	3	4	5	9
Official cost estimate	EQ 02	To me, in DSS (for development projects) most of the procuring entity formulate a committee consisting of three members (according to Rules) and an official cost estimate of a development project or program at the beginning of each Fiscal Year on the basis of the expected funds flow, among other things on an annual basis and reasonably update it. আমার কাছে, সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) বেশিরভাগ ক্রয়কারী বার্ষিকভিত্তিতে এবং যুক্তিসঙ্গতভাবে অন্যান্য বিষয়গুলির মধ্যে প্রত্যাশিত তহবিল প্রবাহের ভিত্তিতে প্রতি অর্থবছরের শুরুতে ক্রয়কারী কর্তৃক নিজ এবং অন্য ক্রয়কারীর প্রতিনিধিসহ ৩ (তিন) জন সদস্য সমন্বয়ে গঠিত কমিটি দ্বারা কোন নির্দিষ্ট ক্রয়ের দাপ্তরিক প্রাক্কলিত ব্যয় তৈরি করে এবং প্রয়োজনমতো এটি আপডেট করে।	1	2	3	4	5	9
Approval of Procurement plan and Official cost estimate	EQ 03	To me, in DSS (for development projects) Annual Procurement plan and official cost estimate are approved by the Head of Procuring Entity or any officer empowered by it. আমার কাছে, সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) বার্ষিক ক্রয় পরিকল্পনা এবং দাপ্তরিক প্রাক্কলিত ব্যয় ক্রয়কারী কার্যালয় প্রধান বা ক্রয়কারী কার্যালয় প্রধান কর্তৃক ক্ষমতাপ্রাপ্ত কোনও কর্মকর্তা দ্বারা অনুমোদিত হয়।	1	2	3	4	5	9
Disclosure of official cost estimate	EQ 04	To me, in DSS (for development projects) the Tender Opening Committee (TOC) declare the official cost estimate at the Tender Opening Meeting and will record it in the Tender Opening Sheet. আমার কাছে, সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) দরপত্র খোলার কমিটি (টিওসি) দরপত্র খোলার সভায় দাপ্তরিক প্রাক্কলিত ব্যয় ঘোষণা করে এবং এটি দরপত্র খোলার শীটে রেকর্ড করে।	1	2	3	4	5	9
Invitation for Tender	KPI 01	To me, DSS (for development projects) practicing Invitation for Tender (IFT) published in Newspaper. আমার কাছে, সমাজসেবা অধিদফতর (উন্নয়ন প্রকল্পের জন্য) টেন্ডার বিজ্ঞপ্তি (Invitation for Tender (IFT)) সংবাদপত্রে প্রকাশিত হচ্ছে।	1	2	3	4	5	9
	KPI 02	Invitation for Tender (above threshold) advertised in CPTU's website is a common phenomenon in DSS (for development projects). সমাজসেবা অধিদফতরের জন্য নির্ধারিত মূল্যসীমার ঊর্ধ্বের (উন্নয়ন প্রকল্পের জন্য) ক্রয়ের জন্য দরপত্র বা প্রস্তাব আহ্বানসম্বলিত বিজ্ঞাপন সিপিটিইউ এর ওয়েবসাইটে প্রকাশ একটি সাধারণ ঘটনা।	1	2	3	4	5	9
	KPI 03	To me, Tenders following GoB Procurement Rules (where appropriate) in DSS (for development projects). আমার কাছে, সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) জিওবি প্রকিউরমেন্ট বিধি (যেখানে উপযুক্ত) অনুসরণ করছে।	1	2	3	4	5	9
Development Partner's Rules	KPI 04	To me, Tenders following Development Partner's Rules (where appropriate) in DSS (for development projects). আমার কাছে, সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) উন্নয়ন সহযোগীদের বিধিগুলি (যেখানে উপযুক্ত সেখানে) অনুসরণ করা হয়।	1	2	3	4	5	9

Indicator Category	KPI #	PPR, 2008 practices in DSS	Scale 1 to 5					Not applicable
			1	2	3	4	5	
Tender Submission	KPI 05	In DSS (for development projects) Tenders allowed to submit in multiple locations. সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) দরপত্রগুলি একাধিক স্থানে জমা দেওয়ার অনুমতি দেয় হয়।	1	2	3	4	5	9
	KPI 06	DSS (for development projects) maintaining time for publishing of advertisement and Tender submission deadline. সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) বিজ্ঞাপন প্রকাশের জন্য সময় নির্ধারণ ও দরপত্র জমা দেওয়ার সময়সীমা যথাযথভাবে পালন করা হয়।	1	2	3	4	5	9
	KPI 07	To the best of my knowledge Tenders having sufficient tender submission time. আমার জানমতে, দরপত্রদাতাদের দরপত্র জমা দেওয়ার পর্যাপ্ত সময় প্রদান করা হয়।	1	2	3	4	5	9
	KPI 08	To me, sufficient number of Tenderers purchased Tender Documents. আমার কাছে, পর্যাপ্ত সংখ্যক দরপত্রদাতা টেন্ডার ডকুমেন্টস কিনেছেন।	1	2	3	4	5	9
	KPI 09	In most of the cases sufficient number of Tenderers submitted Tenders. বেশিরভাগ ক্ষেত্রে, পর্যাপ্ত সংখ্যক দরপত্রদাতা দরপত্র জমা দিয়েছিলেন।	1	2	3	4	5	9
	KPI 10	To me, Tender participation Index (ratio of number of Tender submission and number of Tender documents sold) acceptable. আমার কাছে, দরপত্র অংশগ্রহণের সূচক (দরপত্র জমা দেওয়ার সংখ্যা এবং বিক্রয়কৃত দরপত্রের সংখ্যার অনুপাত) গ্রহণযোগ্য।	1	2	3	4	5	9
Tender Opening Committee & Tender Evaluation Committee	KPI 11	To me, TOC included at least one (1) member from TEC. আমার কাছে, টিওসি থেকে অন্তত একজন (১) সদস্য টিইসিতে অন্তর্ভুক্ত আছে।	1	2	3	4	5	9
	KPI 12	In DSS (for development projects) TEC formed by Contract Approving Authority. সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) চুক্তি অনুমোদনকারী কর্তৃপক্ষ কর্তৃক টিইসি গঠিত হয়েছে।	1	2	3	4	5	9
	KPI 13	To me, TEC included Two external members outside the Ministry or Division. আমার কাছে, মন্ত্রণালয় বা বিভাগের বাইরে দু'জন বহিরাগত সদস্যকে টিইসিতে অন্তর্ভুক্ত করা হয়েছিল।	1	2	3	4	5	9
Tender Evaluation	KPI 14	In DSS (for development projects) we are following specified days between Tender opening and completion of evaluation. সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) আমরা দরপত্র খোলা এবং মূল্যায়নের সমাপ্তির মধ্যে নির্দিষ্ট দিনগুলি অনুসরণ করছি।	1	2	3	4	5	9
	KPI 15	We are always practicing to evaluate tender within timeline mentioned in PPR, 2008. আমরা সর্বদা পিপিআর, ২০০৮ এ উল্লিখিত সময়সীমার মধ্যে দরপত্র মূল্যায়ন করছি।	1	2	3	4	5	9
	KPI 16	To me, number of responsive Tenders we received in all tender process. আমার কাছে, সমস্ত দরপত্র প্রক্রিয়ায় আমরা গ্রহণযোগ্য সংখ্যক দরপত্র পেয়েছি।	1	2	3	4	5	9
	KPI 17	To the best of my knowledge TEC recommended for Re-Tendering. আমার জানামতে, টিইসি পুনঃদরপত্র আহ্বানের জন্য প্রস্তাব করেছে।	1	2	3	4	5	9
	KPI 18	To me, Tender process cancelled due to any Inconveniences. আমার কাছে, দরপত্র প্রক্রিয়া কোন অসুবিধার (Inconveniences) কারণে বাতিল হয়েছে।	1	2	3	4	5	9
Tender Evaluation Report (TER)	KPI 19	In DSS (for development projects) we took average time between submission of Tender Evaluation and approval of contract. আমরা সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) দরপত্র মূল্যায়ন জমা দেওয়া এবং চুক্তির অনুমোদনের মধ্যে গড় সময় নিয়েছিলাম।	1	2	3	4	5	9
	KPI 20	To me, Tenders approved by the proper financial delegated authority in all cases. আমার কাছে, টেন্ডারগুলি সমস্ত ক্ষেত্রে যথাযথ আর্থিক ক্ষমতাপ্রাপ্ত কর্তৃপক্ষের দ্বারা অনুমোদিত হয়েছিল।	1	2	3	4	5	9
	KPI 21	Regarding report TEC directly submit to the Contract Approving Authority where Approving Authority is HOPE or below.	1	2	3	4	5	9

Indicator Category	KPI #	PPR, 2008 practices in DSS	Scale 1 to 5					Not applicable
		প্রতিবেদনের বিষয়ে টিইসি সরাসরি চুক্তি অনুমোদনকারী কর্তৃপক্ষের কাছে জমা দিয়েছিল যেখানে অনুমোদন কর্তৃপক্ষ ক্রয়কারী কার্যালয় প্রধান বা তার নীচে।						
	KPI 22	To me, contract award decision made within timeline by Contract Approving Authority after submitting tender evaluation report in DSS (for development projects). আমার কাছে, সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) টেন্ডার মূল্যায়ন প্রতিবেদন জমা দেওয়ার পর নির্ধারিত সময়ের মধ্যে চুক্তি অনুমোদনের সিদ্ধান্ত প্রদান করা হয়েছিল।	1	2	3	4	5	9
	KPI 23	Additional review of TER is done by person/committee other than the Contract Approving Authority in DSS (for development projects). সমাজসেবা অধিদফতরে(উন্নয়ন প্রকল্পের জন্য)চুক্তি অনুমোদনকারী কর্তৃপক্ষ ব্যতীত ব্যক্তি/কমিটি কর্তৃক টেন্ডার ইভালুয়েশন রিপোর্টের অতিরিক্ত পর্যালোচনা করা হয়।	1	2	3	4	5	9
	KPI 24	Where necessary as per regulations tenders approved by higher tier than the Contract Approving Authority. বিধি মোতাবেক প্রয়োজনীয় ক্ষেত্রে চুক্তি অনুমোদনকারী কর্তৃপক্ষের চেয়ে উচ্চতর স্তর দ্বারা দরপত্রগুলি অনুমোদন পেয়েছে।	1	2	3	4	5	9
Contract Award	KPI 25	To me, time taken to issue Notification of Award (NOA) to tenderer within time frame. আমার কাছে, Notification of Award (NOA) প্রদানের জন্য যে সময় নেয়া হয়েছে তা অনুমোদিত সময়সীমার মধ্যে হয়েছিল।	1	2	3	4	5	9
	KPI 26	In DSS (for development projects), tender processing lead time [time between tender opening and Notification of Award (NOA) is strictly maintained. সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য), দরপত্র প্রক্রিয়াকরণের সময় [টেন্ডার খোলা এবং Notification of Award (NOA) এর মধ্যে সময়] কঠোরভাবে পালন করা হয়।	1	2	3	4	5	9
	KPI 27	To me, Total Tender Processing Time [number of days between Invitation for Tender (IFT) and Notification of Award] is followed as per regulation in DSS (for development projects). আমার কাছে, সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য)দরপত্র প্রক্রিয়াকরণের মোট সময় [দরপত্রের বিজ্ঞপ্তির সময় এবং Notification of Award এর মধ্যে দিনের সংখ্যা] নিয়ম অনুযায়ী অনুসরণ করা হয়।	1	2	3	4	5	9
	KPI 28	I do agree that Contract awards published in CPTU's website as partial fulfillment of compliance. আমি মনে করি যে, চুক্তি অনুমোদনসমূহ বিধিমোতাবেক সিপিটিইউ-এর ওয়েবসাইটে প্রকাশিত হয়েছিল।	1	2	3	4	5	9
	KPI 29	Contracts could be awarded within initial tender validity period in DSS (for development projects). সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) প্রাথমিক দরপত্র মেয়াদের মধ্যে চুক্তিগুলি অনুমোদন করা যেতে পারতো।	1	2	3	4	5	9
Delivery/ Completion	KPI 30	To me, contracts completed/delivered within the original schedule as mentioned in the contract is maintained. আমার কাছে, চুক্তিতে উল্লিখিত তফসিল অনুসারে চুক্তি সম্পন্ন/বিতরণ হয়েছে।	1	2	3	4	5	9
	KPI 31	Contracts having liquidated damage imposed for delayed deliver / completion is practiced as per Rule. বিলম্বে বিতরণ/কর্মসম্পাদনের ক্ষেত্রে যেসকল চুক্তিতে liquidated damage উল্লেখ ছিল তা বিধি অনুসারে প্রয়োগ করা হয়।	1	2	3	4	5	9
	KPI 32	Most of the Contracts fully completed and accepted in DSS (for development projects). সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) বেশিরভাগ চুক্তি সম্পূর্ণরূপে সম্পন্ন এবং গৃহীত হয়েছিল।	1	2	3	4	5	9
Payments	KPI 33	To me, contractor's payment is timely made/disbursed as per Rule 39(27) from the date of certificate of PM/ Engineer. আমার কাছে, প্রকল্প ব্যবস্থাপক/ইঞ্জিনিয়ারের সার্টিফিকেট পাবার পর বিধি ৩৯(২৭) অনুসারে ঠিকাদারের অর্থ পরিশোধ করা হয়েছিল।	1	2	3	4	5	9
	KPI 34	To me, in all cases (considering each installment as a case) with delayed payment is a regular phenomenon in DSS (for development projects).	1	2	3	4	5	9

Indicator Category	KPI #	PPR, 2008 practices in DSS	Scale 1 to 5					Not applicable
		আমার কাছে, সকল ক্ষেত্রে (প্রতিটি কিস্তিকে কেস হিসাবে বিবেচনা করে) বিলম্বিত অর্থ প্রদান সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) একটি নিয়মিত ঘটনা।						
	KPI 35	In DSS contractors were paid with interest for delayed payments if made. সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) বিলম্বিত অর্থ প্রদানের ক্ষেত্রে (যদি হয়ে থাকে) ঠিকাদারদের নির্ধারিত সুদ প্রদান করা হয়েছিল।	1	2	3	4	5	9
Complaints	KPI 36	To me, complaints regarding tender procedures are usual case in DSS (for development projects). আমার কাছে, সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পগুলির জন্য)দরপত্র প্রক্রিয়ায় অভিযোগ প্রদান স্বাভাবিক ঘটনা।	1	2	3	4	5	9
	KPI 37	On the basis of complaints modification of award was made. অভিযোগেরভিত্তিতে টেন্ডার অনুমোদন পরিবর্তন করা হয়েছিল।	1	2	3	4	5	9
	KPI 38	Complaints have been resolved in DSS as per Rule in PPR, 2008. সমাজসেবা অধিদফতরে পিপিআর, ২০০৮-এর বিধি অনুসারে অভিযোগগুলির সমাধান করা হয়েছিল।	1	2	3	4	5	9
	KPI 39	To me, independent review panel's decision upheld in DSS (for development projects). আমার কাছে, সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) স্বাধীন পর্যালোচনা প্যানেলের সিদ্ধান্ত সম্মত রাখা হয়েছিল।	1	2	3	4	5	9
Contract Amendments	KPI 40	To me, most of the contract need amendments /variations and are made accordingly. আমার কাছে, বেশিরভাগ চুক্তির সংশোধনী/বৈচিত্রের দরকার ছিল এবং সেই অনুযায়ী তা করা হয়।	1	2	3	4	5	9
Contract Dispute Resolution	KPI 41	In DSS (for development projects), Contracts with unresolved disputes are a common practice and tried to resolve as priority basis. সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) অমীমাংসিত বিরোধযুক্ত চুক্তি একটি সাধারণ অনুশীলন এবং অগ্রাধিকারভিত্তিতে দ্রুততার সাথে তা সমাধান করা হয়।	1	2	3	4	5	9
Fraud & Corruption	KPI 42	To me, we would be able to find out Fraud & Corruption detected in contract management. আমার কাছে, আমরা চুক্তি ব্যবস্থাপনায় জালিয়াতি ও দুর্নীতি শনাক্ত করতে সক্ষম হবো।	1	2	3	4	5	9
Procurement Management Capacity	KPI 43	Average number of trained procurement staff in each procuring entity. প্রতিটি ক্রয়কারীতে trained procurement staff এর গড় সংখ্যা।	1	2	3	4	5	9
	KPI 44	In DSS (for development projects) the procurement activities done with having at least one trained/ certified procurement staff. সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) কমপক্ষে একজন প্রশিক্ষণপ্রাপ্ত/certified procurement staff এর মাধ্যমে ক্রয়কার্য সম্পাদিত হয়।	1	2	3	4	5	9
	KPI 45	In DSS (for development projects) sufficient number of procurement persons in the organization with procurement training. সমাজসেবা অধিদফতরে (উন্নয়ন প্রকল্পের জন্য) procurement training প্রাপ্ত পর্যাপ্ত সংখ্যক procurement persons রয়েছেন।	1	2	3	4	5	9

Indicator Category	KPI #	PPR, 2008 practices in DSS	Scale 1 to 5					Not applicable
Handover of the delegated procurement	EQ 05	To me, DSS (for development projects) nominate an officer to the Tender Evaluation Committee and to participate in the entire procurement including the implementation process, And monitoring measures to ensure smooth implementation of the procurement And upon completion of the delegated procurement, the my department take over the authority from the executing agency. আমার কাছে, সমাজসেবা অধিদফতর (উন্নয়ন প্রকল্পের জন্য) স্বত্বাধিকারী (owner) অধিদপ্তর হিসেবে দরপত্র মূল্যায়ন কমিটিসহ সমগ্র ক্রয় এবং বাস্তবায়ন প্রক্রিয়ায় অংশগ্রহণের জন্য কোন কর্মকর্তাকে মনোনয়ন প্রদান করে এবং ক্রয়কার্য সূষ্ঠ বাস্তবায়নের লক্ষ্যে মনিটরিং এর ব্যবস্থা গ্রহণ করে এবং অর্পিত ক্রয়কার্য (delegated procurement) সমাপ্তির পরে নির্বাহক এজেন্সির নিকট হইতে উহার কর্তৃত্ব গ্রহণ করে।	1	2	3	4	5	9
Necessary approval of the delegated procurement	EQ 06	The Executing Agency (in case of delegated procurement) obtain the necessary approval of my Department (for development projects) for the place of delegated procurement, design, construction materials and other ancillary matters. নির্বাহক এজেন্সি, অর্পিত ক্রয়কার্যের স্থান, ডিজাইন, নির্মাণ সামগ্রী এবং অন্যান্য আনুষঙ্গিক বিষয়ে সমাজসেবা অধিদফতর (স্বত্বাধিকারী)-এর প্রয়োজনীয় অনুমোদন গ্রহণ করে।	1	2	3	4	5	9
Electronic Government Procurement (e-GP)	EQ 07	Government of Bangladesh has been implementing Electronic Government Procurement (e-GP) solutions since 2011 for its procurement as a step towards digital Bangladesh in large Departments. Did your Department started taking preparation to adopt e-procurement? বাংলাদেশ সরকার ২০১১ সাল থেকে ডিজিটাল বাংলাদেশের দিকে অগ্রসর হবার পদক্ষেপ হিসাবে বৃহৎ অধিদফতরসমূহে Electronic Government Procurement (e-GP) solutions শুরু করে। আপনার অধিদফতর কি ই-প্রকিউরমেন্ট গ্রহণের জন্য প্রস্তুতি নেওয়া শুরু করেছে?	1	2	3	4	5	9
Sustainable Procurement (SP)	EQ 08	Do you think, according to SDGs Goal 12 (Responsible consumption and production) the Department of Social Services started taking measures to adopt 'Sustainable Procurement (SP)' in Goods, Works and Services procurement to achieve a better and more sustainable future for all? আপনার কি মনে হয়, সমাজসেবা অধিদফতর SDGs Goal 12 (Responsible consumption and production) অনুসারে Goods, Works and Services procurement এ 'Sustainable Procurement (SP)' এর নিশ্চয়তা বিধানের জন্য প্রয়োজনীয় ব্যবস্থা গ্রহণ করছে?	1	2	3	4	5	9

Part C

The following questions request you to provide information based on your perception regarding PPR, 2008.

1. To what extent PPR 2008 is followed in your project/DSS you think?

(আপনার প্রকল্প/সমাজসেবা অধিদফতরে পিপিআর, ২০০৮ কতটা অনুসরণ করা হয়?)

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2. What are the main hindrances for complying PPR 2008 in your project/DSS

(আপনার প্রকল্প/সমাজসেবা অধিদফতরে পিপিআর ২০০৮ মেনে চলার প্রধান অন্তরায় কী কী?)

i)
ii)
iii)
iv)
v)

3. Please mention your proposal to tackle the hindrances stated above:

(উপরে বর্ণিত বাধাগুলি মোকাবেলায় আপনার প্রস্তাব উল্লেখ করুন:)

i)
ii)
iii)
iv)
v)

4. What improvements/amendments you think need to make the PPR 2008 more effective in use?

(পিপিআর, ২০০৮ আরও কার্যকর করার জন্য আপনার কোন সংশোধনী প্রস্তাব থাকলে তা উল্লেখ করুন)?

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(Name and Signature)
Optional

Thank you for your kind cooperation