PROCUREMENT MANAGEMENT IS A CHALLENGE OF PROJECT MANAGEMENT: A STUDY ON DEPARTMENT OF SOCIAL SERVICES, MINISTRY OF SOCIAL WELFARE

By

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Student ID: 21282021

A Dissertation submitted in partial fulfilment of the requirements for the Degree of

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Declaration

I, Harunur Rashid, hereby declare that the study named " procurement management is a challenge of project management: a study on the department of social services, ministry of social welfare " is my original work and that I am the sole author of this research.

I state that this study was not submitted for another degree and is not currently being considered for any academic qualification.

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Approval

The thesis/project titled "Procurement Management is a Challenge of Project Management: A study on Department of Social Services, Ministry of Social Welfare" submitted by Harunur Rashid; Student ID: 21282021 of Summer, 2023has been accepted as satisfactory in partial fulfillment of the requirement for the degree of Masters in Procurement and Supply Management (MPSM).

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Ethics Statement

The original author of this research report, the undersigned, declares that the following ethical principles were strictly followed throughout the duration of this study:

1. Informed Consent: Prior to data collection, all participants were given explicit and comprehensive information about the research objectives, procedures, potential risks, and data use. All participants provided informed consent and were guaranteed of their right to discontinue their participation at any time without penalty.

2. Confidentiality: Participants' confidentiality was maintained throughout the research process. Personal data and information were anonymized and securely kept. Any personally identifiable information in the report has been suitably masked or removed.

3. Source Acknowledgement: Proper acknowledgment and citations have been provided for the work of others. Plagiarism and unethical use of others' intellectual property have been rigorously prohibited.

4. Laws and Regulations Compliance: The research followed all necessary laws, regulations, and guidelines in the jurisdiction where it was done.

5. Openness to examination: Upon reasonable request, we will make our data and research materials available for examination and verification by appropriate experts.

This ethics statement reaffirms my commitment to conducting this research in accordance with the highest ethical standards. Any deviations from these principles are detailed in the report, along with the reasoning behind them.

Abstract

This dissertation provides an in-depth assessment of the procurement management difficulties in the context of project execution, with a specific focus on Bangladesh's Department of Social Services (DSS) under the Ministry of Social Welfare. As Bangladesh continues to implement many social welfare projects to improve the well-being of its inhabitants, good procurement methods are critical to the success of these endeavors. This study looks into the unique problems that the DSS faces while handling procurement processes for social services projects.

The main objective of this thesis is to examine the numerous obstacles that project managers confront when handling procurement processes in the Bangladeshi setting. This study attempts to provide a complete picture of the procurement difficulties particular to Bangladesh through an exhaustive literature analysis, case studies, surveys, and interviews with industry professionals. Vendor selection, contract negotiation, regulatory compliance, budget management, risk mitigation, and the role of communication and teamwork in procurement are among the key areas of focus.

This study tries to explore the intricacies of procurement difficulties in varied areas such as infrastructure development, healthcare, and education by investigating real-world instances and drawing on the experiences of project managers and procurement specialists in Bangladesh. It also attempts to provide practical insights and ideas for improving the country's procurement management processes.

Finally, this dissertation gives helpful insights into the complex interaction between procurement management and project execution within Bangladesh's DSS, Ministry of Social Welfare, and other government agencies. This research aims to improve the capacity of public sector organizations to deliver important services to the nation's residents by addressing the unique issues faced in the field of social services initiatives. The study's findings can be used by policymakers, practitioners, and stakeholders looking to improve procurement processes in the dynamic landscape of Bangladesh's social welfare initiatives.

ACKNOWLEDGEMENTS

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List of Acronyms

APP	Annual Procurement Plan
ADP	Annual Development Programme
ADB	Asian Development Bank
BBS	Bangladesh Burau of Statistics
CPTU	Central Procurement Technical Unit
DSS	Department of Social Services
e-GP	Electronic Government Procurement
MSW	Ministry of Social Welfare
PCR	Project Completion Report
PMI	Project Management Institute
PPA	Public Procurement Act
PPR	Public Procurement Rules
STD	Standard Tender Document
WB	World Bank

Introduction

1.1 Background of the study:

Planning, carrying out, monitoring, and completing projects requires a disciplined and organized strategy. It entails putting information, skills, resources, and procedures to use to accomplish particular project goals and objectives while adhering to predetermined limitations like time, money, scope, and quality. The main goal of project management is to make sure that projects are delivered the anticipated results or deliverables while being effectively finished, on schedule, and within budget.[1]

Project management's essential elements and procedures include:

Initiation:

In this phase, the project's goals, scope, stakeholders, and general viability are all defined. Here, the project's goal and viability are assessed, and basic planning is started.

Planning:

Project managers and teams develop a thorough project plan at this phase, outlining the tasks, deadlines, resources, budgets, and risk management techniques. The project plan acts as a road map for carrying out the project.

In Bangladesh, an Annual Procurement Plan (APP) is a strategic document that details the procurement activities and requirements of government agencies and enterprises for a given fiscal year. It is a vital component of public procurement management in Bangladesh, providing transparency, accountability, and efficiency in government expenditure.[2]

The Annual Procurement Plan serves the following purposes:

The APP assists government agencies in aligning their procurement demands with their strategic objectives and development goals.

Transparency: It encourages transparency by making information about planned procurements available to stakeholders, vendors, and the general public.

Allocation of Resources: The APP aids in the allocation of resources for procurement operations, such as funds and manpower.

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[1]https://www.pmi.org/about/learn-about-pmi/what-is-project-management.
[2]https://cptu.gov.bd/

Compliance: It ensures that public procurement rules, regulations, and processes are followed.

The Annual Procurement Plan is critical in Bangladesh for fostering good governance, decreasing corruption, and increasing the efficiency of governmental spending. It increases openness by allowing vendors to prepare for potential procurement opportunities and assists government agencies in strategically planning their procurement activities. Furthermore, it promotes Bangladesh's commitment to open and competitive public procurement norms supported by international institutions such as the World Bank and the United Nations.

Execution:

Project teams carry out the organized tasks and activities throughout this phase in order to produce the project's deliverables. To make sure that everything proceeds as planned, effective coordination, communication, and resource management are vital.

Monitoring and Controlling:

The status of the project is continually checked to make sure it is proceeding according to plan. Corrective steps are made to get the project back on track if deviations or problems occur. Quality assurance and risk management are also included at this phase.

Closing:

The project is finished when all goals have been reached and deliverables have been approved by all parties. Formalizing the closure, releasing project resources, and conducting a post-project evaluation to find lessons learned are all part of this step.

A **Project Completion Report (PCR)** is a comprehensive report that outlines the major components and outcomes of a project following its completion in Bangladesh, as in many other nations. It is a documented record of the project's accomplishments, difficulties, lessons learned, and overall influence on the target beneficiaries or stakeholders.[3]

1. Project Details:

- Project Title: The project's name.

- The government department or institution in charge of project implementation is known as the Implementing Agency.

- Project Duration: The project's start and conclusion dates.

- The entity or agencies who provide financial support for the project are referred to as the funding source.

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[3] https://imed.gov.bd/site/page/a4491e8e

- Project Location: The geographical area or regions in which the project was carried out.

2. Executive Summary: A brief overview of the project's goals, activities, and outcomes.

3. Project Background and Objectives: A explanation of the circumstances behind the project's inception. Clearly stated objectives and expected outcomes for the project.

4. Project Implementation:

- Information about the project's implementation, such as the project plan, activities carried out, and any changes to the project scope or timetable.

- Project management and coordination strategies are discussed.

5. Achievements and Outputs:

- A detailed summary of what the project accomplished in terms of outputs, deliverables, and goals.

- Documentation of significant milestones and accomplishments.

6. Impact and Outcomes:

- Evaluation of the project's impact on recipients, target groups, and the community as a whole.

- Information on how the project contributes to the overall goals and objectives of development.

7. issues and Lessons Learned:

- Identification and discussion of project implementation issues and barriers.

- Learnings, such as what worked well and what may be improved for future initiatives.

8. Sustainability: An assessment of the project's long-term viability, including post-project maintenance, operations, and capacity building plans.

9. Recommendations: Based on the lessons learned and project outcomes, make recommendations for any follow-up actions or future projects.

10. Financial overview: - A overview of the financial components of the project, including the budget, expenditures, and any financial discrepancies or variations.

11. Annexes and Appendices: - Documents, data, images, or other information that provide context or evidence of project accomplishments.

The Project Completion Report is normally prepared and sent to relevant government authorities, funding agencies, and other stakeholders by the implementing agency or project

management team. It is a vital instrument for accountability, transparency, and knowledge sharing in Bangladesh, helping to guide future project planning and decision-making.

Depending on the nature and requirements of the project, project management frequently uses particular techniques or frameworks, such as the PMBOK (Project Management Body of Knowledge) from the Project Management Institute (PMI), Agile, Scrum, or PRINCE2, among others.

Construction, information technology, healthcare, manufacturing, and many other sectors depend on effective project management to meet their objectives, effectively manage resources, reduce risks, and provide value to stakeholders.

Purchasing products, services, or labor from outside suppliers in order to complete a project's requirements is known as procurement. To guarantee that the required resources are acquired on schedule, within budget, and in accordance with project specifications, effective procurement management is crucial.[4] The following are significant project procurement factors:

- Identifying Procurement Needs;
- Procurement Planning;
- Sourcing and Supplier Selection;
- Contracting;
- Procurement Execution;
- Monitoring and Control;
- Change Management;
- Contract Closeout;
- Documentation and Records.

Risk Management:

Risks associated with procurement activities include cost overruns and supplier non-performance. Throughout the procurement process, project managers and procurement specialists should proactively identify, evaluate, and reduce these risks.

By ensuring that the appropriate resources are procured, risks are handled, and project objectives are accomplished effectively, effective procurement management leads to project success. Along with keeping the project's quality and schedule intact, it also aids in cost control.

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[4] https://www.pmi.org/learning/library/contract-procurement-management-9101

In Bangladesh, as in any other country, project management and procurement are crucial elements of government development programs. The successful, timely, and cost-effective completion of Bangladesh's extensive portfolio of development projects—many of which are funded by both domestic and foreign sources—requires efficient project management and procurement techniques.[5] The following significant project management and procurement considerations should be made in Bangladeshi government development projects:

1. Government Agencies and Implementing Bodies:

In Bangladesh, numerous government ministries, departments, and agencies are in charge of carrying out development initiatives. These organizations are often in charge of project planning, execution, monitoring, and reporting. They play an important role in project management.

2. Funding Sources:

Bangladesh receives development assistance or grants from various sources, including international organizations such as the World Bank, the Asian Development Bank (ADB), and bilateral donors. Each funding source may have distinct project management and procurement rules and guidelines that must be followed.

3. Project Identification and Planning:

The government of Bangladesh determines development needs and objectives and then prepares project proposals in response. A vital component is detailed project planning, which includes identifying project objectives, scope, budget, and timetables. For this reason, a project management framework, frequently based on international standards, may be used.

4. Procurement Methods:

In Bangladesh, many procurement methods, such as international competitive bidding, national competitive bidding, and direct contracting, are employed in government development projects. The procurement technique chosen is determined by the project's size, Package value, complexity, and development partners criteria.

5. Procurement Regulations:

Bangladesh has its own procurement legislation and procedures, such as the Public Procurement Act, which control government procurement processes. These regulations are intended to assure procurement openness, competition, and justice.

6. Bid Evaluation and Contract Award:

The evaluation of bids and the awarding of contracts must be done in a transparent and competitive way. Contracts are awarded to competent and capable vendors or contractors by the government bodies in charge of procurement.

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[5] Ahmad, Irfan (2020), Procurement Management: Text Book for Procurement Professionals

7.   Project Monitoring and Reporting:

Continuous monitoring of the project's progress, costs, and results is necessary for effective project management. Regular reporting to key government bodies, donors, and stakeholders is normal practice to keep all parties aware of project status.

8.   Risk Management:

Risk management is essential in Bangladesh given the wide range of development projects there. Governmental organizations are required to identify and mitigate risks that could affect the execution and results of projects.

9.   Sustainability and Social Impact:

Projects that are aligned with national development goals frequently have sustainability and social impact objectives. These goals must be addressed and tracked throughout the project lifetime in order for effective project management to be practiced.[6] To sum up, project management and procurement in government development projects in Bangladesh entail a complicated series of procedures and rules designed to produce successful and significant initiatives. To ensure transparency and effectiveness in project implementation, collaboration with foreign donors and organizations is typical, and adherence to international standards is frequently necessary. The country's overall development objectives and efforts to reduce poverty are aided by these practices.

1.2   Problem Statement:

In Bangladesh, as in many other nations, managing the procurement process can be a considerable difficulty. Projects in the public and private sectors can be successfully carried out in a number of ways depending on how effective the procurement procedures are. Bangladesh's growth and well-being are significantly influenced by government initiatives, which range from social programs to infrastructural development. However, the procurement management issues that these projects frequently deal with can make it difficult for them to be completed successfully. A project's outcomes may be jeopardized by inefficient procurement management, which covers the procedures for purchasing goods, services, and works from outside sources.

1.3 Problem Description:

Complex Regulatory Framework:

Only a handful of the many laws and regulations that govern Bangladesh's public procurement system are The Public Procurement Act-2006 and The Public Procurement Rules-2008.

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[6]Kumar, Sanjay (2022), Understanding Sustainable Public Procurement, Reflections from India and the World.

Navigating this framework can be difficult for project managers and procurement professionals, which can result in delays and compliance issues.[7]

Bureaucratic Red Tape:

The procurement process can be slowed down by government projects' frequent entanglement in bureaucratic red tape. Long approval procedures and an abundance of documentation may cause delays in choosing suppliers and contractors.

Corruption and Transparency Concerns:

The challenge of corruption in the procurement process still exists. Bribery, favoritism, and a lack of transparency can all undermine free and open competition and lead to poor supplier or contractor selection.

Capacity Constraints:

The requisite capabilities and skills for efficient procurement management may be lacking in government agencies and project teams. This may result in bad contract management, poor supplier appraisal, and inadequate planning.

Inadequate Risk Management:

Inadequate risk assessment and management during procurement can result in unexpected issues during project execution. Unaddressed risks include those connected to pricing changes, scope changes, and supplier non-performance.

Delays and Cost Overruns:

Processes used in procurement that are inefficient might cause projects to be delayed and cost overruns. Project timetables and budgets can be affected by delays in choosing suppliers, negotiating contracts, and acquiring relevant permissions.

Quality and Compliance Issues:

The quality of the supplies and services utilized in projects may be compromised by poor procurement procedures. Subpar results may be obtained if technical requirements and standards are not followed.

Lack of Stakeholder Engagement:

The procurement process frequently does not involve all essential parties, including local communities. This lack of participation can result in miscommunications, disagreements, and project implementation resistance.

Significance of the Problem:

The challenges in procurement management for government projects in Bangladesh have far-reaching implications, including:

[7] Manzoor, Amir (2019), Project Risk Management

- Financial Implications;

- Impact on Development Goals;

- Public Trust;

- Economic Consequences.

1.4 Objectives of the study:

The objectives of a study on the challenge of procurement management in government projects in Bangladesh may include:

Assessing the Impact:

- To evaluate the extent to which inefficient procurement management practices affect the successful execution of government development projects in Bangladesh.

- To measure the financial and time-related consequences of procurement challenges on project outcomes.

Identifying Key Challenges:

- To classify these obstacles into many aspects, such as regulatory, bureaucratic, capacity-related, and corruption-related issues.

- To identify and describe the specific procurement management challenges and bottlenecks faced by government projects in Bangladesh.

Analyzing Contributing Factors:

• To examine the core elements and underlying causes of Bangladesh's procurement management problems, such as regulatory complexity, transparency problems, and resource limitations.

• To look into how unethical behavior and corruption affect effective procurement.

Evaluating Compliance with Regulations:

• To determine how closely government projects, adhere to the rules and procedures governing procurement.

• To pinpoint areas where compliance with procurement regulations has to be improved.

Examining Risk Management Practices:

To find out how risk management and assessment are incorporated into the procurement process and to assess whether they are successful in resolving possible issues.

Assessing Stakeholder Engagement:

To evaluate the level of stakeholder participation in the procurement process, particularly the influence of local communities' participation.

1.5 Research Questions:

"What are the key challenges and factors affecting procurement management in government projects in Bangladesh, and how do these challenges impact project outcomes?"

This research question focuses on identifying and understanding the specific challenges related to procurement management in the context of government projects in Bangladesh and exploring their implications for the successful execution of these projects.

1.6 Scope of the Study:

The boundaries and focus areas of the research can be used to establish the scope of a study on the difficulty of procurement management in government projects in Bangladesh.[8] The following is a recommended study's scope:

Geographical Focus:

The primary focus of the study will be on government-sponsored development initiatives located inside Bangladesh's national borders. It may consider initiatives at the municipal, regional, or national levels.

Project Types:

The study will cover a range of government activities, including but not limited to social programs (e.g., healthcare, technical education, training), social infrastructure development, and public service initiatives (e.g., e-governance projects).

Timeframe:

The study will consider government initiatives carried out within a given timeframe, such as the most recent five to ten years preceding the study's start.

Procurement Processes:

The study will look at a number of procurement management-related topics, such as risk assessment, contract management, and bid procedures.

Challenges and Factors:

The study is going to look into Bangladesh's government projects' procurement management difficulties. This entails investigating elements like regulatory complexity, transparency concerns, capacity limitations, and corruption risks.

Impact Assessment:

The study will evaluate how procurement difficulties affect project performance. Analyzing delays, cost overruns, quality problems, and compliance with project goals are all part of this process.

[8]https://erd.portal.gov.bd/sites/default/files/files/erd.portal.gov.bd/page/2f97258a_6f25_479 a_8545_a498c65783f2/Project%20Management_Mosta%20Gausul%20Hoque.pdf

Stakeholder Perspectives:

The study may involve interviewing important participants in government projects, such as officials, project managers, suppliers, contractors, and local people, to get their opinions.

Best Practices:

As part of the scope, the study may explore best practices and potential solutions to address procurement challenges in government projects.

Recommendations:

The study might have recommendations for enhancing procurement management processes in government projects in Bangladesh based on its findings.

1.7 Organization of the study:

A study or research effort is often organized in a specific framework to provide clarity and consistency in presenting the findings and arguments. The precise structure can differ according on the type of study, discipline, and the specific restrictions specified by the institution or publication.[9] Organization of my study includes the following sections:

- Title Page: The title of the study is Procurement Management is a ''Challenge of Project Management: A study on Department of Social Services, Ministry of Social Welfare''

- Abstract: A concise description of the study's research question, methodologies, main findings, and conclusions.

➢ Introduction: This introductory section discus about-

➢ Background: Provides context for the study, including relevant literature and the research problem or question.

➢ Research Objectives or Hypotheses: Clearly states the purpose of the study and its research questions or hypotheses.

➢ Significance of the Study: Explains the importance and potential contributions of the research.

- Literature Review: This section discus some context, different government laws, rules, documents etc.

➢ Review of Related Research: Summarizes and analyzes previous studies and relevant literature related to your topic.

➢ Theoretical Framework: If applicable, outlines the theoretical perspective or framework guiding your study.

[9] Procedures for formulating, processing, approving and revising development projects in the public sector-2022

- Methodology:

➢ Research Design: Describes the overall approach and design of the study (mixed-methods).

➢ Data Collection: Explains the methods and tools used to gather data (survey).

➢ Data Analysis: Used excel to analyze the collected data.

➢ Sampling: Details the sampling methods and procedures, if applicable.

- Results:

➢ Presents the findings of the study, often through tables, figures, and textual descriptions.

➢ Avoid interpretation or discussion at this stage; simply report the results.

- Discussion:

➢ Interpretation of Results: Analyzes and interprets the findings in the context of the research question(s).

➢ Comparison with Previous Research: Discusses how your results compare with existing literature.

➢ Implications: Explains the practical and theoretical implications of the findings.

- Limitations: Acknowledges any limitations of the study.

- Recommendations: Suggests further research or practical recommendations based on the results.

- Conclusion: Summarizes the main findings and their significance. Restates the research objectives and their achievement.

- References: Lists all the sources cited in the study following a specific citation style (e.g., APA, MLA, Chicago).

Chapter -Two
Literature Review

2.1 Introduction:

The topic of procurement management as a challenge in project management is undoubtedly covered in a number of textbooks. These textbooks offer in-depth analyses of project management-related procurement procedures, tactics, and difficulties.

2.2 Context:

A few suggested books on the subject are listed below:

"Project Procurement Management: Contracting, Subcontracting, Teaming" by Quentin W. Fleming and Joel M. Koppelman[10]

Within the context of project management, this textbook emphasizes procurement management. It addresses contract management, procurement procedures, and the contribution of procurement to project success.

"Procurement and Supply Chain Management" by Kenneth Lysons and Brian Farrington[11]

This textbook provides a thorough review of supply chain management even if it is not specifically about project management. It includes subjects including contract administration, supplier selection, and procurement strategy, all of which are crucial for project procurement.

"Project Management: A Systems Approach to Planning, Scheduling, and Controlling" by Harold Kerzner[12]

This textbook includes parts on procurement management, contracts, and procurement issues in project execution even though it covers many different facets of project management.

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[10]https://pdfkeys.com/download/3149719-Project%20Procurement%20Management%20Contracting%20Subcontracting%20Teaming.pdf

[11]https://www.pearson.com/store/p/procurement-and-supply-chain-management/P200000004775/9781292317915.

[12]http://www.mim.ac.mw/books/Kerzner%27s%20Project%20Management%20A%20Systems%20Approach...10thed.pdf.

"Project Management for Engineering, Business, and Technology" by John M. Nicholas and Herman Steyn.[13]

Within the larger framework of project management, this textbook discusses procurement management. It talks about contract kinds, procurement procedures, and how important procurement is to the success of a project.

When choosing a textbook, consider unique requirements and the level of detail you need for your study of procurement management in project management. While some of these textbooks provide basic summaries, others offer in-depth analyses of the subject. Verify if the textbook meets the requirements of the course or research project. Additionally, for the most recent texts on project management and procurement, check out institution's library or other academic resources.

2.3 Laws, Rules, Guidelines etc.:

- Procedures for formulating, processing, approving and revising development projects in the public sector:
  In Bangladesh, the methods for developing, processing, approving, and amending public-sector development projects are largely structured and bureaucratic. These procedures are normally guided by the policies and regulations of the government. Here is a summary of the important steps in the procedure.

- Public Procurement Act-2006:
  The Public acquisition Act of 2006, also known as Act No. 1 of 2006, is a major piece of legislation in Bangladesh that oversees the acquisition of goods, services, and works by government organizations and corporations. In Bangladesh, the Public purchase Act-2006 is critical for encouraging transparency, competitiveness, and efficiency in government agencies' purchase of products, services, and activities. It seeks to prevent corruption, provide value for money, and level the playing field for suppliers and contractors involved in public procurement processes. The Act has helped to improve the country's procurement methods and increase public trust in government expenditures.[14]

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[13]https://www.sciencedirect.com/book/9780080967042/project-management-for-engineering-business-and-technology.

[14] Public Procurement Act-2006

- Public Procurement Rules-2008:

The Public Procurement Rules of 2008 are a set of laws in Bangladesh that supplement the Public Procurement Act of 2006. These rules establish precise procedures and principles for the Act's implementation, with the goal of ensuring transparency, fairness, and accountability in public procurement processes. In Bangladesh, the Public Procurement Rules-2008 play an important role in managing and standardizing the procurement operations of government institutions. They ensure that procurement operations are conducted fairly, effectively, and in a way that maximizes value for money while minimizing the possibility of corruption or unethical actions. These rules serve as critical instructions for putting the Public Procurement Act of 2006 into action.[15]

- Delegation of Financial Power-2015:

  The Delegation of Financial Powers (DFP) 2015 is a set of guidelines and rules established by the government of India to delegate financial powers to various levels of officials and authorities within government departments and organizations. It serves as a foundation for financial decision-making and expenditure management.

  1. Objective;
  2. Delegation of Financial Powers;
  3. Hierarchy of Financial Powers;
  4. Limits and Thresholds;
  5. Specific Financial Authority;
  6. Budgeting and Allocation;
  7. Financial Control and Accountability;
  8. Financial Regulations and Procedures;
  9. Expenditure Management;
  10. Compliance and Reporting:
  11. Revision and Amendments

  Financial regulations, policies, and standards differ from country to country and are frequently revised and updated. I recommend visiting the official website of the relevant government agency or entity responsible for financial concerns or procurement to receive the most accurate and up-to-date information on the "Delegation of Financial Power-2015" in Bangladesh. You can also get thorough information on any specific financial legislation or policies in Bangladesh from local legal and financial specialists or government officials.

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[15]Public Procurement Rules-2008

- E-Gp Guide line:

The Electronic Government Procurement (e-GP) system, as of my most recent knowledge update in September 2021, is a digital platform utilized in Bangladesh for government procurement operations. This approach intends to improve public procurement transparency, efficiency, and accountability. It's possible that e-GP recommendations have been modified or altered since then.

It is important to keep in mind that e-GP recommendations can change over time and are susceptible to changes and adjustments. For the most up-to-date and extensive information on e-GP guidelines in Bangladesh, I recommend checking the official website of the government agency in charge of e-GP or speaking with appropriate government authorities or public procurement experts in Bangladesh.

- Standard Tender Documents (www.cptu.gov.bd):

On the organization's official website (www.cptu.gov.bd), Bangladesh's Central Procurement Technical Unit (CPTU) provides Standard Tender Documents (STD) for various procurement processes. These documents are critical for Bangladesh's public procurement operations, assuring transparency, consistency, and adherence to specified norms. Please keep in mind that the content and availability of these materials may vary over time, thus the most up-to-date information can be found on the CPTU website.

Please bear in mind that the availability and content of these papers are subject to change, and it is critical to visit the official CPTU website for the most up-to-date and precise information about Standard Tender papers and public procurement procedures in Bangladesh. Furthermore, if you are involved in a specific procurement process, you should strictly adhere to the norms and instructions outlined in the relevant tender documents and consult with the appropriate authorities or experts as needed.[16]

- World Bank procurement Guideline:

The World Bank has established procurement norms that govern the acquisition of products, works, and services for projects that its funds. These rules are intended to ensure procurement processes are transparent, fair, competitive, and accountable. Procurement rules issued by the World Bank are primarily designed for use by borrowing countries and implementing agencies.

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[16]https://cptu.gov.bd/

It is crucial to remember that the World Bank's procurement criteria are updated on a regular basis and may differ depending on the specific project, area, and financing source. Borrowing countries and implementing agencies are responsible for adhering to these rules when carrying out World Bank-financed projects. Procurement instructions and papers can be accessed in detail and up to date from the World Bank's official website or the local World Bank country office.

Chapter three
Research Methodology

3.1 Introduction:

The methodology of this research investigation is presented in this chapter. It outlines the methods utilized for data collection and analysis as well as the research design, methodology, types of respondents, and questionnaire production process. It also talks about the study's weaknesses. The authors define research methodology as *"the strategy or architectural design by which the researcher maps out an approach to problem-finding or problem-solving."* [17]

3.2 Detail methodology of data collection

3.2.1 Research method:

In order to collect and evaluate data to find answers to research questions or test hypotheses, researchers employ a variety of approaches, procedures, and tools known as research methods. The nature of the research topic, the objectives of the study, and the kind of data required all influence the choice of research methodology.

3.2.2 Selection of topic or problem:

The challenges of procurement in a project were the initial topic the researcher chose for the investigation. The researcher finally settled on the topic "Procurement Management is a Challenge of Project Management: A Study on Department of Social Services, Ministry of Social Welfare" after conducting a literature analysis, secondary data review, and brainstorming sessions. An extensive analysis of the literature assisted the researcher in identifying the issue, which in this case was whether or not sufficient steps had been taken to examine ways to overcome the difficulties associated with project procurement in Bangladesh's government sector. The research questions highlight further facets of the problem statement.

3.2.3 Definition of hypothesis:

A particular, verifiable claim or assertion is known as a hypothesis, and it can be used to explain a phenomenon or anticipate how two variables will interact. *Britannica Dictionary* definition of HYPOTHESIS: 'an idea or theory that is not proven but that leads to further study or discussion'.[18] Using hypotheses as a guide for study and investigation is a crucial part of the scientific method. They assist scientists in developing precise research questions and creating experiments or studies to test those questions.

[17]Buckley, J. W., M. H. Buckley,H. Chiang.(1976), Research Methodology & Business Decisions. National Association of Accountants) .
[18] https://www.britannica.com/dictionary

3.3 Sources of Data:

For the purpose of this study, I used both primary and secondary data. Both qualitative and quantitative data were gathered for the study. Data from a survey that was done included both qualitative and quantitative information. Secondary information has been gathered from a variety of sources, including but not restricted to published articles, journals, newspapers, government policy documents, laws, regulations, reports published by various development partners, and content found in multiple partners about me pages, among others.

3.4 Sample Size

In Department of Social Services (DSS) under the Ministry of Social Welfare there are 29 projects is running. In my study I send my questionnaire (google form) by mail to the 20 PD`s. So, the total respondents are 20.

DSS implements three types of project;

1. Fully GoB Funded-6;
2. GoB & Development partners funded-3;
3. GoB & Voluntary Organization (Sanhstha) funded-20.

In my study Fully GoB Funded-6, GoB & Development partners funded-2 & GoB & Voluntary Organization (Sanhstha) funded-12 project director selected by randomly.

3.5   Research Instruments

Both qualitative and quantitative data that were gathered through survey questionnaires were used to perform this research investigation. Google Survey Form was used to create and distribute the survey questions.

3.6   Questionnaire development

Different categories of questions, both qualitative and quantitative, were included in the questionnaires.

The survey questions were formatted as follows:

1. Free-form questions,
2. 1-5 Likert scale questions, and
3. Multiple-choice questions,

3.7 Pre-test of prepared questionnaire:

The questionnaire was pre-tested by three project directors of three types of projects of DSS. As their advised finalize the structure of questionnaire.

3.8 Questionnaire Administer:

Under the direction of the thesis supervisor, the researcher created and distributed survey questions.

3.9 Data Analysis and Presentation:

In a variety of disciplines, including business, science, and research, data analysis and presentation are crucial elements of the decision-making process that is driven by data. Research projects always include data analysis and presentation. Based on the data analysis done and the presentation made, the data collection can be suggested in relation to the study. Microsoft Excel has been utilized by the researcher to examine the data for this study. Additionally, the data presentation has been illustrated through graphical, chart, and tabular presentations.

3.10   Limitation of the Study

In my study only reflect the projects of Department of Social Services. The data supplied by the project directors forms the basis of the study. The study's sample size was too small, and the data analysis could only be focused on the study's main themes. The scope of this investigation was impacted by resource limits, including time, money, and staff restrictions. Considering these drawbacks, this study adds to the body of knowledge on how difficult project management procurement is. It lays the groundwork for more investigation and emphasizes how crucial it is to take these restrictions into account when interpreting the findings. In order to increase the depth and breadth of knowledge in this field, future studies might build on these findings and address some of the limitations mentioned here.

Chapter Four

Research Findings and Discussion

4.1 Introduction:

The data analysis performed and its related narratives are presented in the chapter's research findings and discussions in accordance with the research methodology described in chapter three. Additionally, this chapter highlights the discussion surrounding the more general issues related to the thesis's title. This section's condensed presentation of the data analysis shows how it relates to the study's questions and objectives.

4.2 Data particulars:

The poll was also designed to find out how organizations, positions, and years of experience may affect the research questions. The choice of the responses was made depending on their accessibility. However, the researcher made every effort to ensure that the study accurately reflected the views of all the stakeholders.

## 4.2.1 Type of the Project:
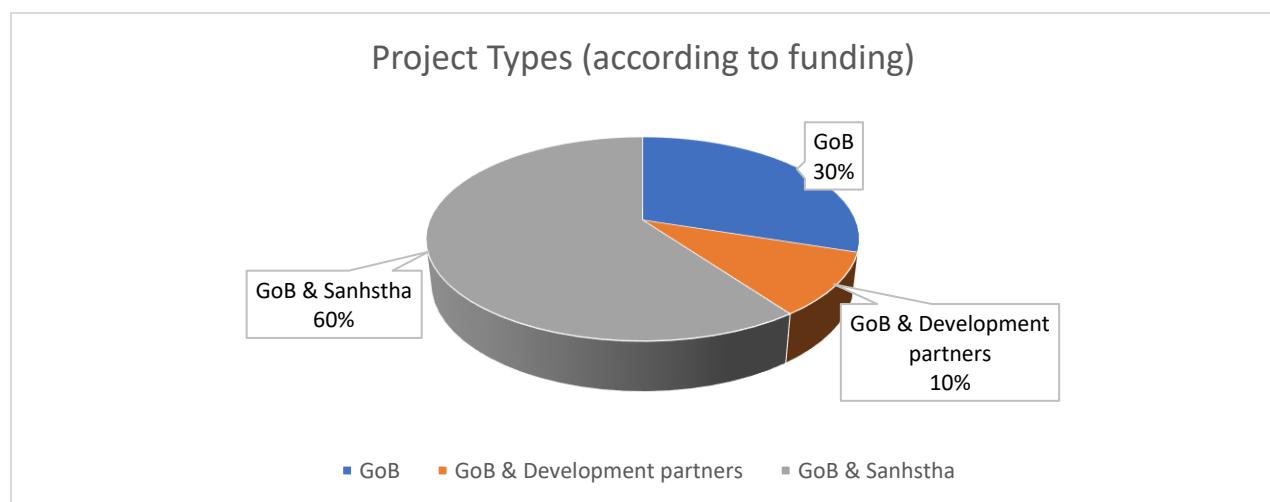
Figure-1: Project Types according to funding.

Bangladeshi development projects are often supported by a variety of sources, including both domestic and international financial agencies and organizations. Bangladesh's funding sources for development initiatives can be roughly classified as follows:

1. Government of Bangladesh: The government spends a large percentage of its money to development projects. Funds for infrastructure development, education, healthcare, agriculture, and other industries are included.

2. International development partners and Multilateral Organizations: International development partners and multilateral organizations such as the World Bank, Asian

Development Bank (ADB), International Monetary Fund (IMF), United Nations (UN), and others provide major financial aid and grants to Bangladesh.

Development partners frequently finance infrastructure, poverty alleviation, education, health, and disaster management programs.

3. Bilateral Aid and Grants: Several countries contribute bilateral aid and grants to Bangladesh for development projects. Japan, the United States, China, and the United Kingdom are among them. Bilateral aid can be focused toward a variety of sectors, including infrastructure, education, and healthcare.

4. Non-Governmental Organizations (NGOs): Many non-governmental organizations (NGOs) in Bangladesh, including BRAC and Grameen Bank, fund and implement development programs in areas such as microfinance, healthcare, education, and poverty reduction.

5. Public-Private Partnerships (PPPs): Large-scale infrastructure projects such as energy generation, transportation, and industrial zones are increasingly being financed and implemented through public-private partnerships.

The types of development projects funded by these sources can vary widely, from large-scale infrastructure projects like bridges and highways to social development programs focused on education and healthcare. The priorities and allocations of funding may change over time based on government policies, emerging challenges, and the availability of resources from different funding sources.

In this study consider Government of Bangladesh (GoB), collaboration of GoB & International development partners and GoB & NGO (Voluntary Organizations) contribution.

4.2.2 Project budget size:

The amount of a development project's budget is a vital component that can have a considerable impact on the project's success and consequences. To summarize, the budget size is an important part of development initiatives since it determines the project's viability, efficacy, and sustainability. While greater budgets have advantages, it is critical to manage them responsibly, allocate resources efficiently, and ensure that the project meets its objectives and meets the expectations of its stakeholders. In this study consider 20 projects which implemented by Department of Social Services. The budget value of these 20 projects total budget is starting from 1722.21 lac BDT to 38420.64 lac BDT.

Total Budget of the Project (In Lac BDT)
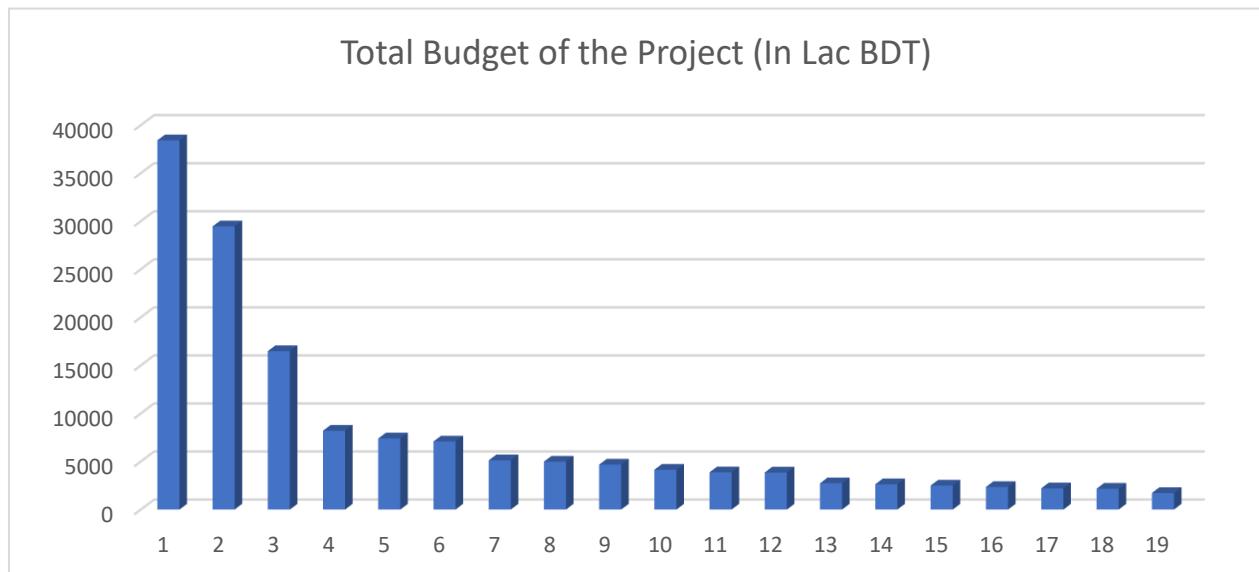
Figure-2: Project Budget size

4.2.3 Experience of Project Director:

	First time	Second Time	Third Time
Experience as Project Director	14	5	1

Experience as Project Director
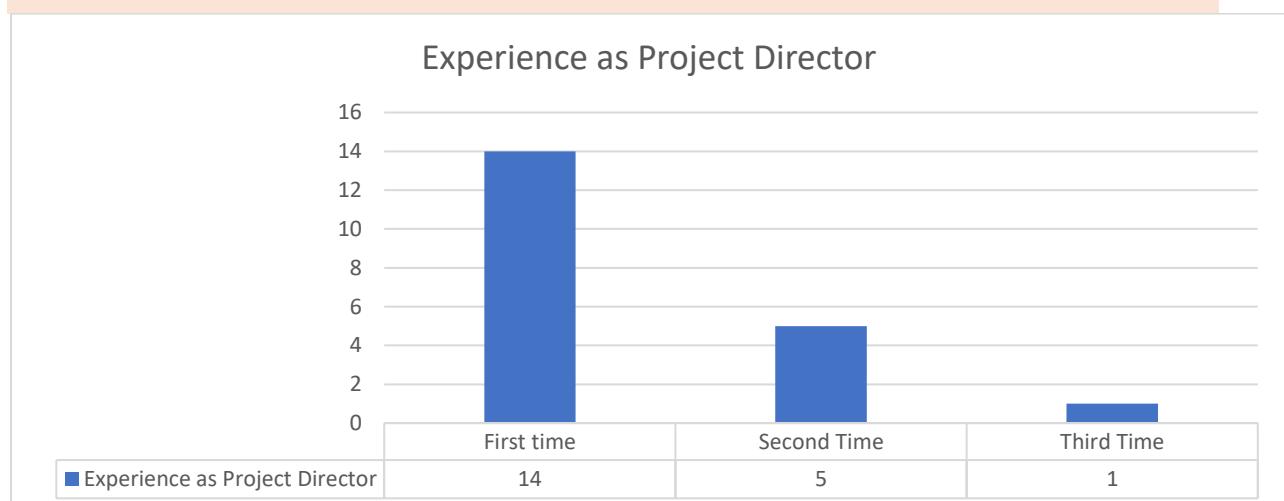
Figure-3: Experiences of the project director.

A project director's experience is vital to the success of a project and can have a substantial impact on its conclusion. Here are some main reasons why a project director's experience is essential:

Making Decisions: Experienced project directors have most likely faced a wide range of obstacles and issues in previous projects. This experience provides students with the knowledge and insights they need to make sound decisions. They may use their previous expertise to foresee future problems, assess risks, and make the best decisions to keep the project on schedule.

Management of Stakeholders: Managing multiple stakeholders, such as clients, team members, and external partners, is an important aspect of project management. Experienced project directors often have strong interpersonal and communication skills, allowing them to establish and maintain excellent relationships with stakeholders.

Resource Allocation: An skilled project director understands how to efficiently distribute resources.

Risk Management: Experienced project directors are adept at recognizing and reducing hazards. They can identify potential risks to the project's scope, timetable, and money in advance and devise solutions to mitigate or resolve these risks. Their capacity to negotiate unexpected situations is critical to project success.

Quality assurance: is important to project directors who have a track record of successful projects. They recognize the significance of establishing and sustaining high quality standards throughout the project lifetime. Their experience aids in the development of processes and protocols that ensure deliverables meet or surpass expectations.

Overall Project Success: In the end, a project director's experiences play a critical influence in deciding a project's overall success. Their ability to apply information and insights gained from previous projects may significantly increase the likelihood of completing a successful project on time and within budget.

Finally, a project director's experience is critical for effective project management. Their past experiences inform their capacity to make educated decisions, manage risks, allocate resources, deal with stakeholders, and lead the team, making them a vital factor in project success.

In this study 14 project directors are first time implementing the project.

4.2.4 The Project Director Charge:

A Project Director's function is diverse, encompassing a wide range of tasks and charges. A Project Director's particular duties and responsibilities can vary based on the organization, industry, and nature of the project. Some common charges or responsibilities of a Project Director are:

- Project Planning;
- Project Leadership;
- Stakeholder Management;

- Risk Management;

- Resource Allocation;

- Quality Assurance;

- Continuous Improvement

- Project Monitoring and Reporting;

- Issue Resolution;

- Change Management;

- Documentation;

- Budget Management, etc.

In a nutshell the Project Director is charged with a wide range of project management, leadership, stakeholder engagement, risk management, and other duties. Their capacity to carry out these obligations effectively is vital to the project's success.
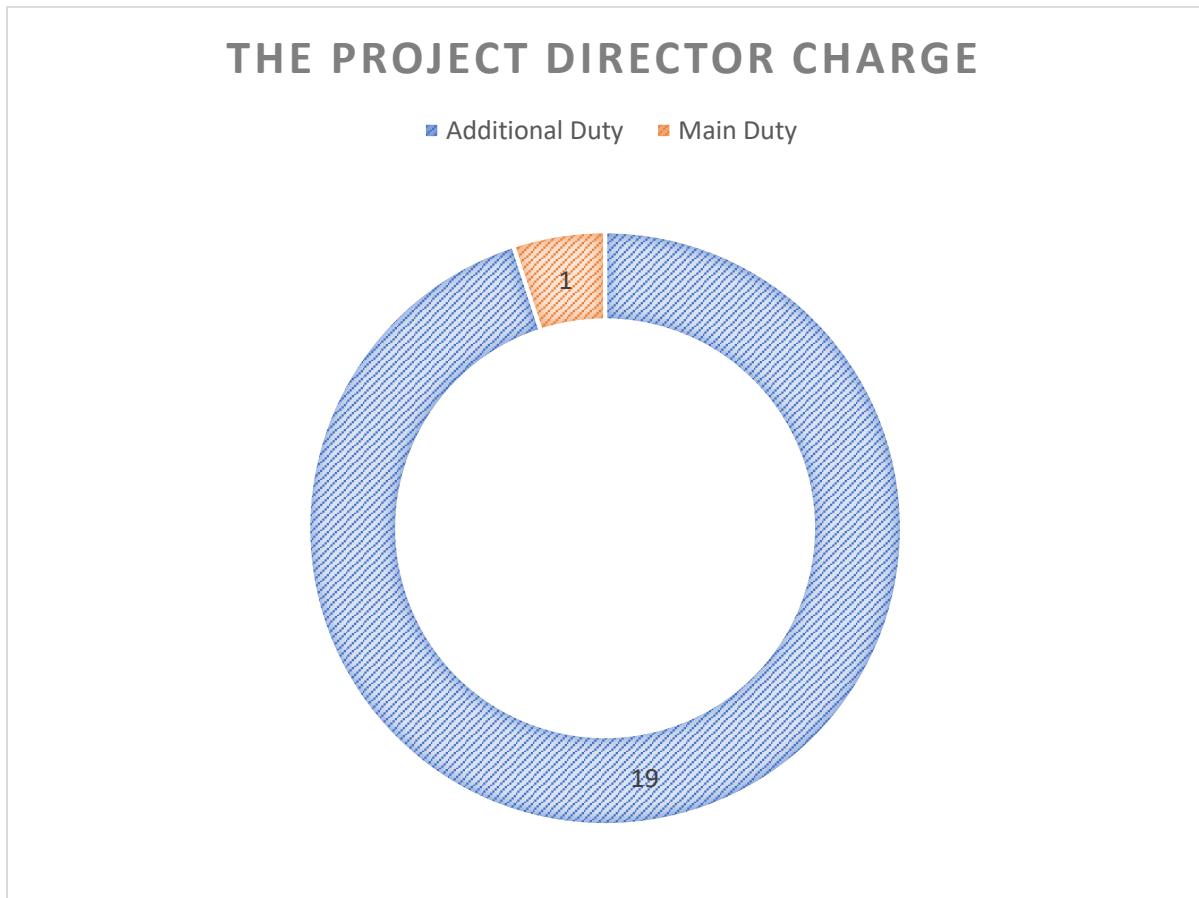

Figure-4: Types of charge of the project director.

4.2.5 Duration of working as PD:

Duration of working as PD in This project (in Month)
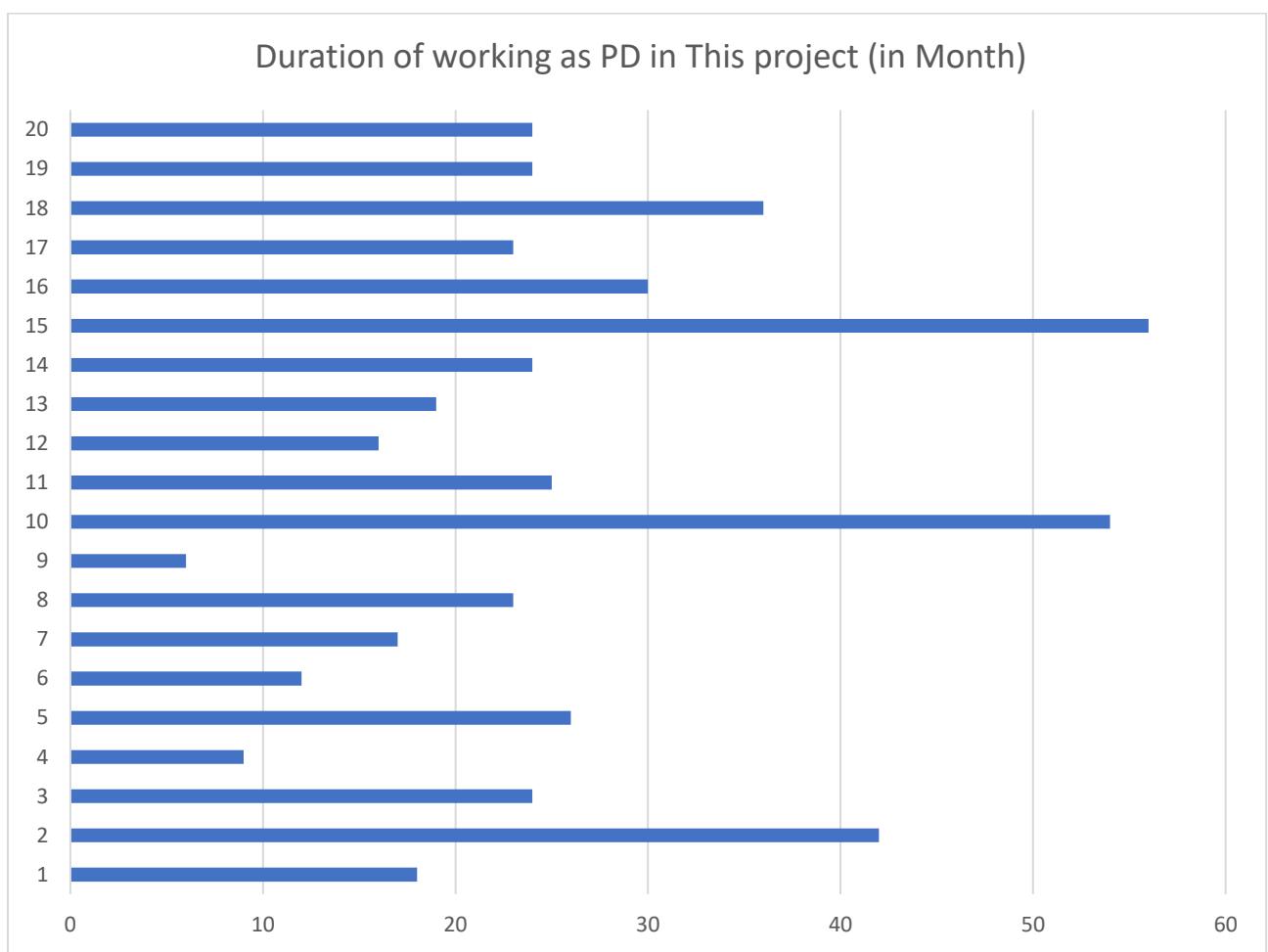
*Figure-5: Duration of working as PD in This project (in Month).*

The duration of a Project Director's involvement in a project is critical for project success, stakeholder communication, risk management, quality assurance, cost and schedule management, change management, team development, and learning. It contributes to ensuring that the project is well-managed and on track throughout its lifecycle.

4.2.6 Total Procurement Packages:
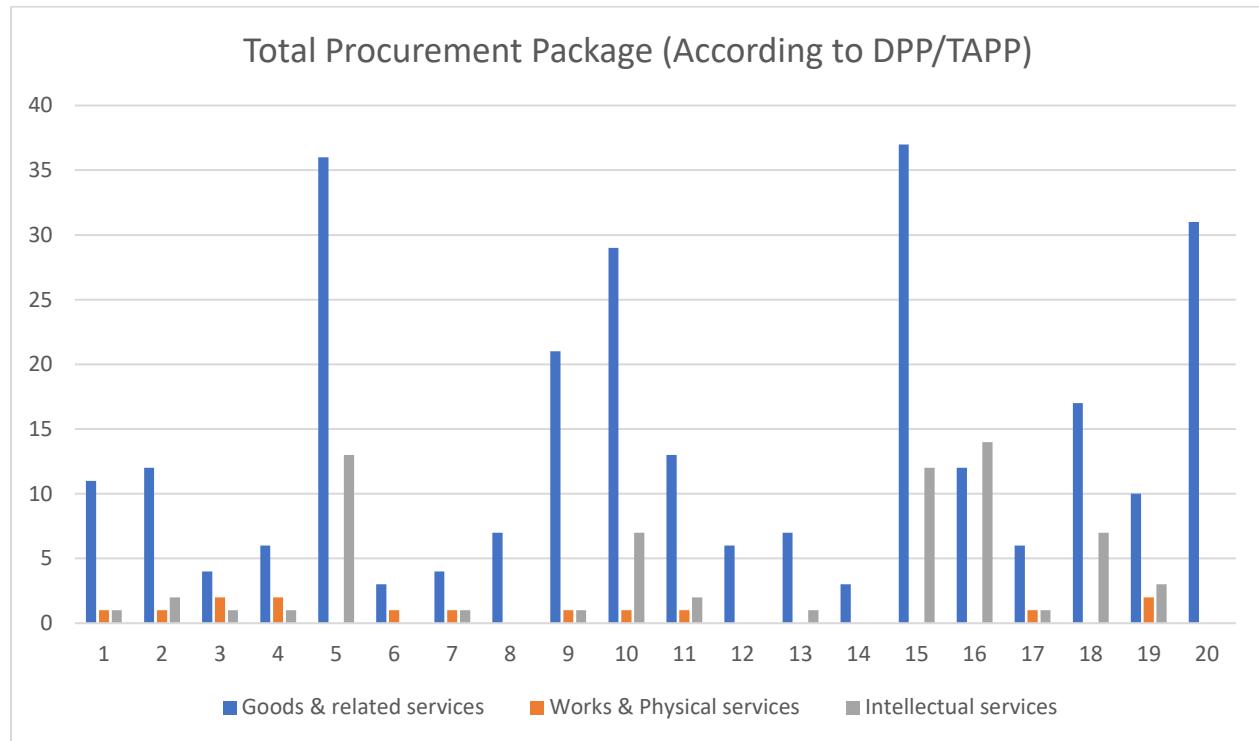
Figure-6: Total Procurement Package (According to DPP/TAPP)

The number of procurement packages for a project might vary greatly depending on the size, complexity, and nature of the project. A procurement package is a collection of documents and information that is used throughout the procurement process to elicit bids or proposals from suppliers or contractors for specific project components or services.

A detailed project planning and scoping effort is required to establish the number of procurement packages required for a certain project. This should entail establishing the project's objectives, breaking it down into manageable components, and considering the aforementioned criteria. The goal is to establish a balance between procurement efficiency and project management effectiveness. Furthermore, consultation with procurement specialists and industry experts might be advantageous in making these judgments.

4.2.7 Procurement Management is a Challenge for Project Management:

<mark>*Figure-7: Comments about Procurement Management is a Challenge for Project Management.*</mark>

Procurement management is an important part of project management that can present considerable issues if not handled properly. Project managers frequently employ procurement management methods and tools to address difficulties, such as procurement plans, vendor evaluations, contract management systems, and risk management strategies. Furthermore, good communication and coordination with stakeholders, such as procurement specialists and legal experts, can aid in the mitigation of procurement-related difficulties and contribute to project success.

4.2.8 If Procurement Management is a Challenge for Project Management, please select agree level (1-4)
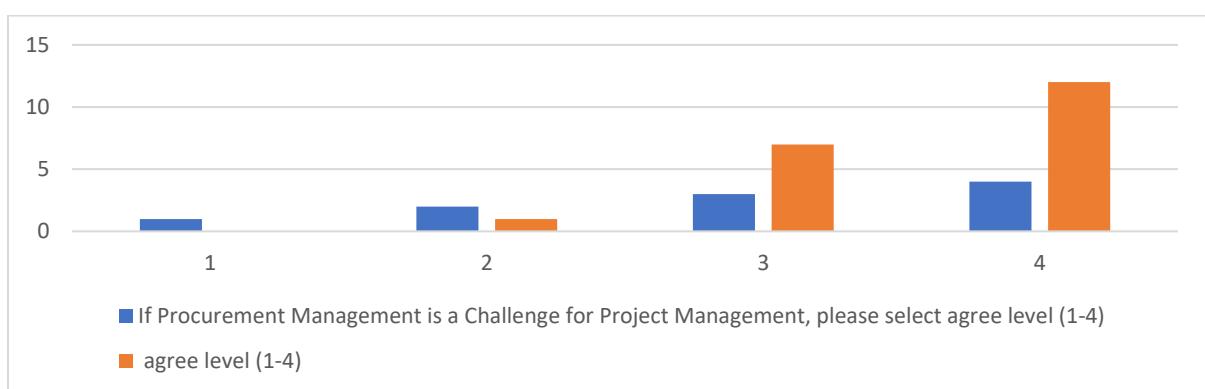

<mark>*Figure-8: Procurement Management is a Challenge for Project Management, please select agree level (1-4).*</mark>

The degree of difficulty for project management in procurement management can vary greatly based on a number of factors, including the nature of the project, the industry, the complexity of procurement requirements, and the experience and competence of the project management team.

Although procurement management is a well-known task in project management, the degree of difficulty varies greatly depending on project-specific considerations. Successful project managers realize these problems and put in place strategies, processes, and tools to effectively address them. Furthermore, the capacity to adapt and learn from previous procurement experiences might help to lessen overall challenge over time.

4.2.9 Status of procurement of all packages
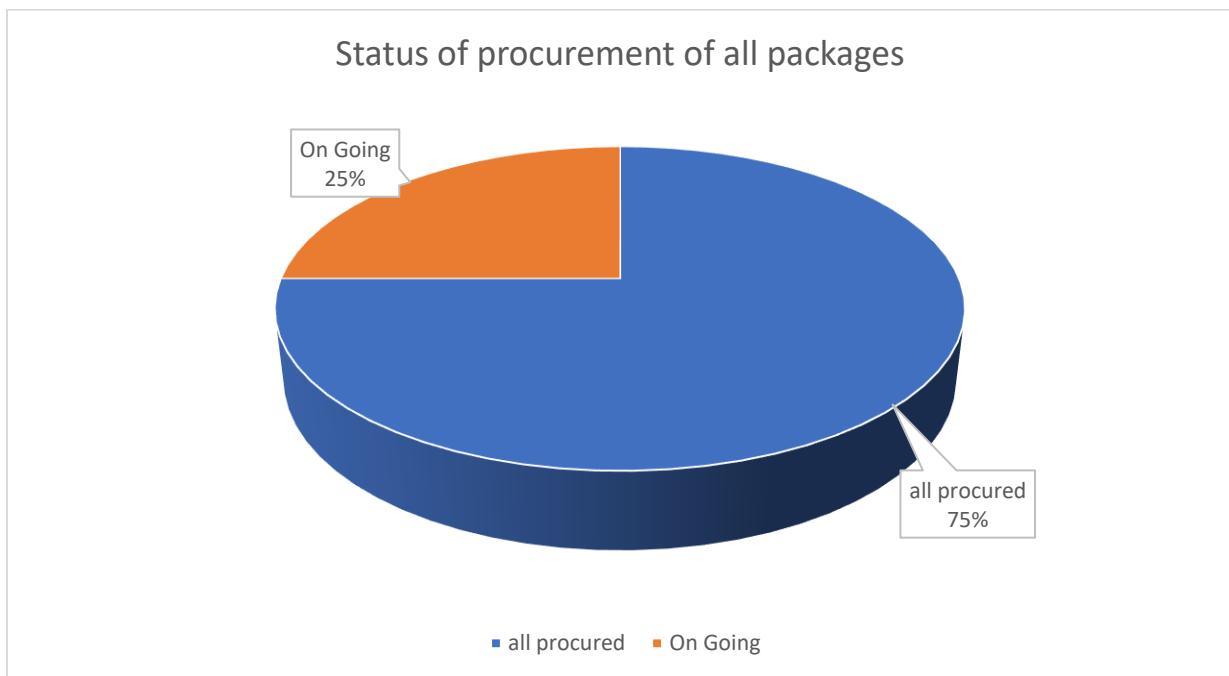
Figure-9: Status of procurement of all packages.

The overall condition of a procurement package can have a substantial impact on a project and is important in project management. A procurement package's state relates to where it is in the procurement process, from early planning to final contract execution and delivery of products or services.

To limit the possible negative effects of procurement package status on a project, project managers must establish effective procurement management systems, closely monitor

procurement activity progress, and address any difficulties that arise proactively. Risk management, contract management, quality assurance, and communication with stakeholders are all part of ensuring that procurement supports the overall project objectives.

4.2.10 Is there any problem to procure?
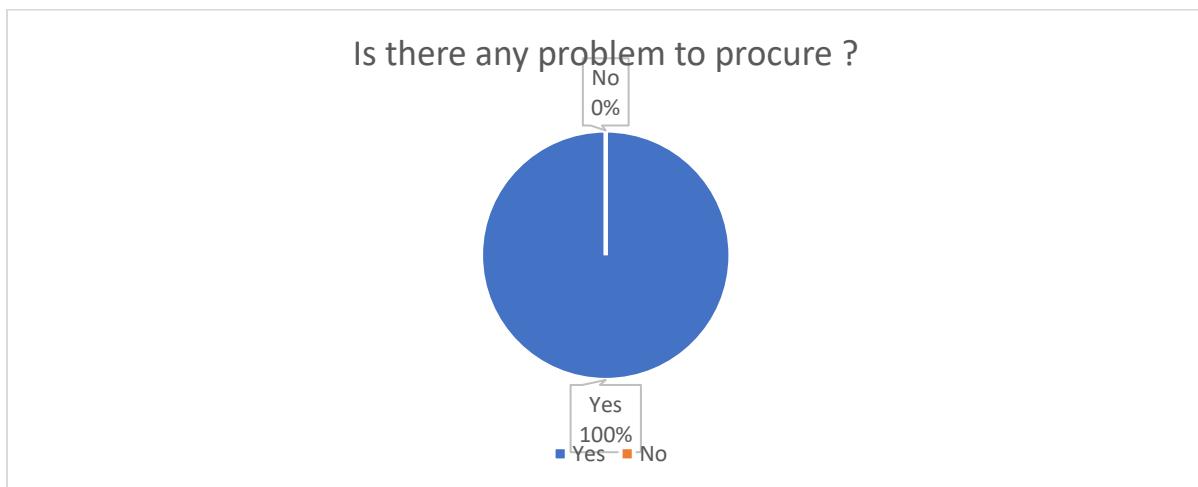
Figure-10: Is there any problem to procure.

Project procurement issues are regular challenges that project managers and teams face during the procurement process. These issues can stymie project development, have an influence on costs, and even risk project success.

Project managers should apply effective procurement management methods and best practices to address procurement issues. Thorough planning, risk assessment, clear communication, rigorous vendor selection processes, well-defined contracts, quality assurance systems, and constant monitoring and control of procurement activities are all part of this. Collaboration with procurement specialists, legal experts, and stakeholders is critical for resolving procurement issues and ensuring that the procurement process matches with the overall aims and objectives of the project.

Reasons of problems: The main reasons of problems are:

- Proper method is not mention in DPP/TAPP
- Fund relies problem
- Higher authority interferes in procurement process

Procurement issues in projects can come from a variety of underlying causes and conditions. It is critical for project managers to identify these causes in order to address concerns and adopt efficient procurement management procedures.

Project managers should prioritize thorough procurement planning, engage with experienced procurement professionals or specialists, maintain clear and open communication lines, and adopt risk management measures to effectively resolve procurement concerns. To mitigate and manage concerns that may occur during the project's procurement phase, proactive risk assessment and constant monitoring of procurement operations are required.

4.2.11 Any problem in procurement process?
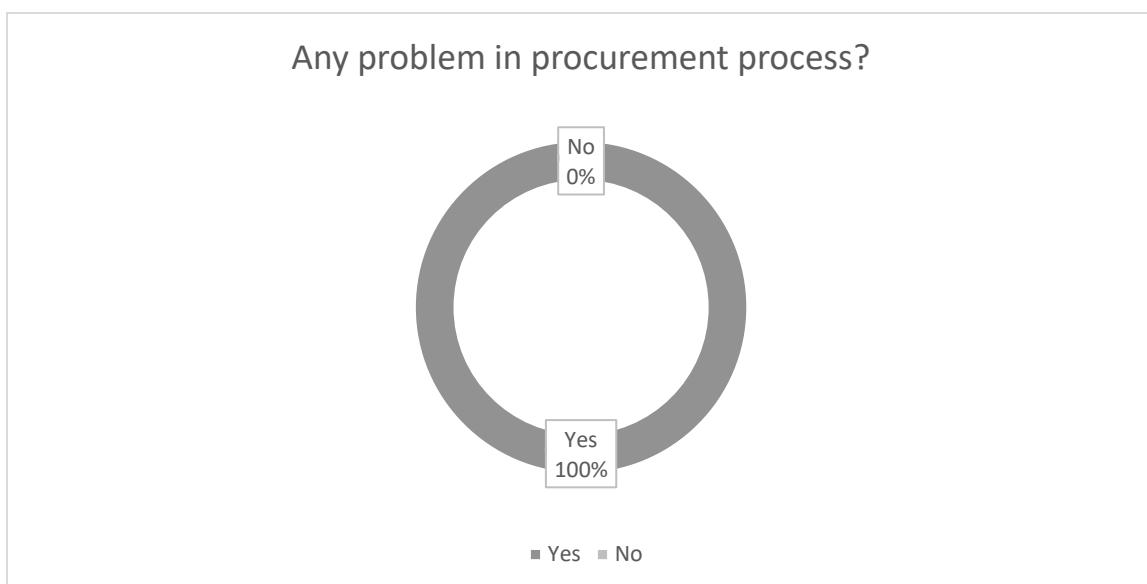
Figure-11: Response of Problem in procurement process.

 Which problem is mostly faced in procurement process?

Specific procurement challenges can differ depending on the nature of the project, the industry, and the organization.

While these are some of the most frequent procurement issues, it's important to remember that the specific hurdles a project encounters will vary greatly depending on its unique circumstances. To ensure the successful purchase of goods and services for the project, effective procurement management entails tackling these difficulties through careful planning, risk assessment, clear communication, and the use of best practices.

Which problem is mostly faced in procurement process?
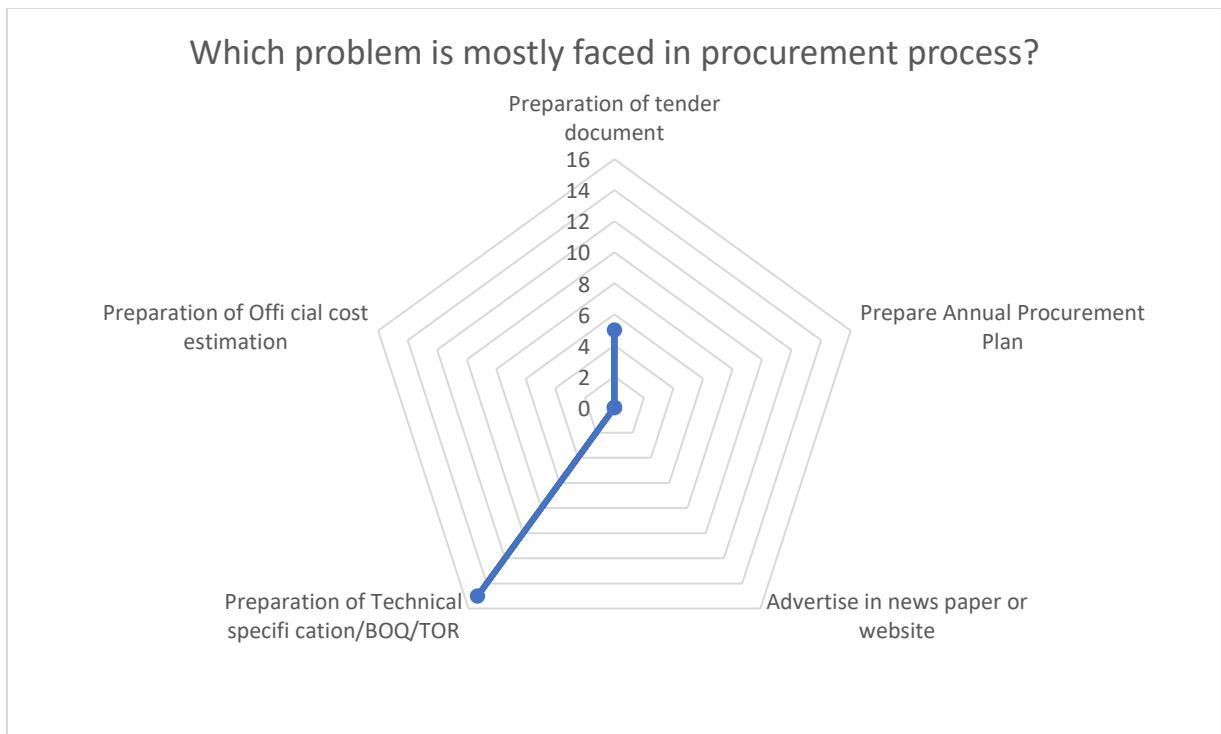
4.2.12 Do you think procurement is challenging for Project Director?
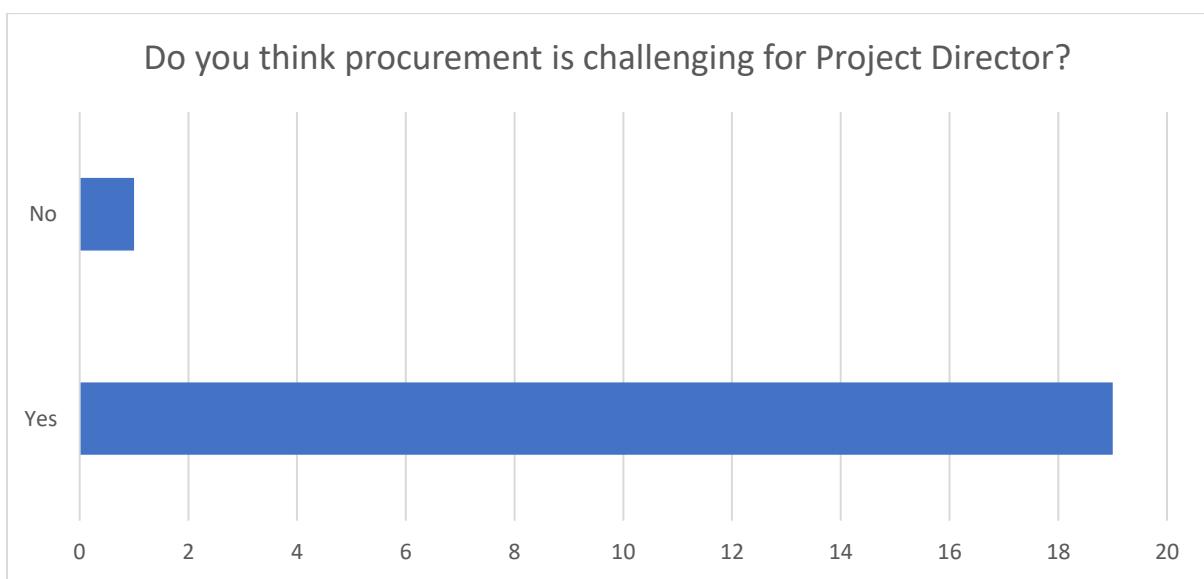
Do you think procurement is challenging for Project Director?

Procurement might be difficult for a Project Director or Manager. Procurement is a vital part of project management that involves a number of complex actions and decisions that can have a substantial impact on project success.

Project Directors can solve procurement issues by developing effective procurement management systems, cooperating with procurement specialists and legal experts, and keeping clear communication with stakeholders. Furthermore, integrating procurement management technologies and tools can assist expedite procedures and reduce some of the issues associated with procurement in project management.

Which type of problem faced by project director?

1. Lack of procurement skills-8
2. Timeline Constraints-3
3. Complexity of Procurement Process-3
4. Budget Management-6

During managing projects, project directors frequently face a wide range of problems and challenges. These issues can vary based on the project's nature, complexity, industry, and organizational context.

Schedule Delays: Delays in project timetables caused by unforeseen obstacles, resource limits, or external reasons can be extremely difficult.

Scope creep: Unmanaged changes in project scope can lead to increased project complexity, delays, and budget overruns.

Budget Overruns: Exceeding the project budget can have financial consequences and may necessitate difficult decisions to get the project back on track.

Resource Constraints: A lack of resources, such as manpower, equipment, and funding, can stymie project progress.

Stakeholder Management: It can be difficult to balance the expectations and needs of many project stakeholders, such as clients, sponsors, team members, and regulatory organizations.

Identifying, assessing, and managing project risks is a constant problem, particularly in dynamic situations.

Misunderstandings, disagreements, and misalignment among project team members and stakeholders can be caused by poor communication.

Project managers must confront these issues head on by employing appropriate project management approaches, tools, and tactics. For successfully navigating the complicated environment of project management, strong leadership, communication skills, and the capacity to make educated judgments are required.

4.2.13 Contract Management is challenging for Project Director:
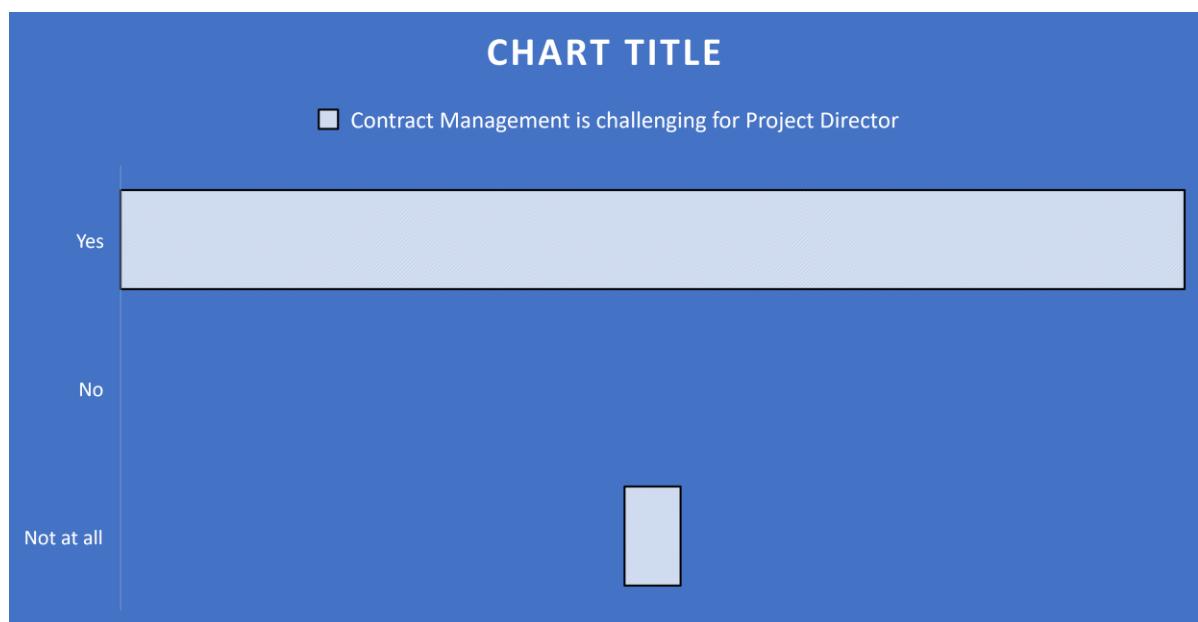
Figure-14: Contract Management is challenging for Project Director.

A Project Director may find contract management difficult. Contract management is an essential component of project management that include supervising and managing contracts with vendors, suppliers, subcontractors, and other stakeholders. Here are a few reasons why contract management can be difficult for a Project Director:

Contract Compliance: It is vital, although it can be difficult, to ensure that the project adheres to contractual commitments and complies with legal and regulatory standards.

Budget Management: It is critical for financial control to manage contract-related expenses and ensure that they are in line with the project budget.

Risk Mitigation: Identifying and reducing contract risks, such as vendor insolvency or supply chain interruptions, is an essential component of contract management.

Contracts can involve sophisticated legal language and concepts that necessitate a thorough understanding of contract law. Contract term misinterpretation or misunderstanding can lead to disagreements and legal concerns.

Contract Negotiation: Contract negotiations with vendors and suppliers can be time-consuming and delicate. It is critical to ensure that the contract conditions correspond with the project's objectives and requirements.

Contract Modifications: Managing changes in contract scope, requirements, or terms can be difficult. Changes can have an effect on project deadlines, costs, and deliverables.

Project Directors should work together with legal experts and contract management professionals to overcome these difficulties. They should also put in place strong contract management systems, keep rigorous paperwork, and keep a close eye on contract performance to ensure that contracts correspond with the project's goals and objectives. Effective contract management is essential for managing risks, controlling costs, and achieving project success.

Figure-15: Main Reason of Challenge for Project director.

4.2.14 What is/was the strength of the project in procurement process?

What is/was the strength of the project in procurement process?

|	
Knowledge of Procurement Process and...	1
Followed method strictly	1
Competent Procurement Team	1
Lessons Learned	3
Competent and Experienced...	3
Financial Stability	5
Effective Supplier Relationships	1
Well-Defined Project Requirements	3
Procurement Technology (e-GP)	1
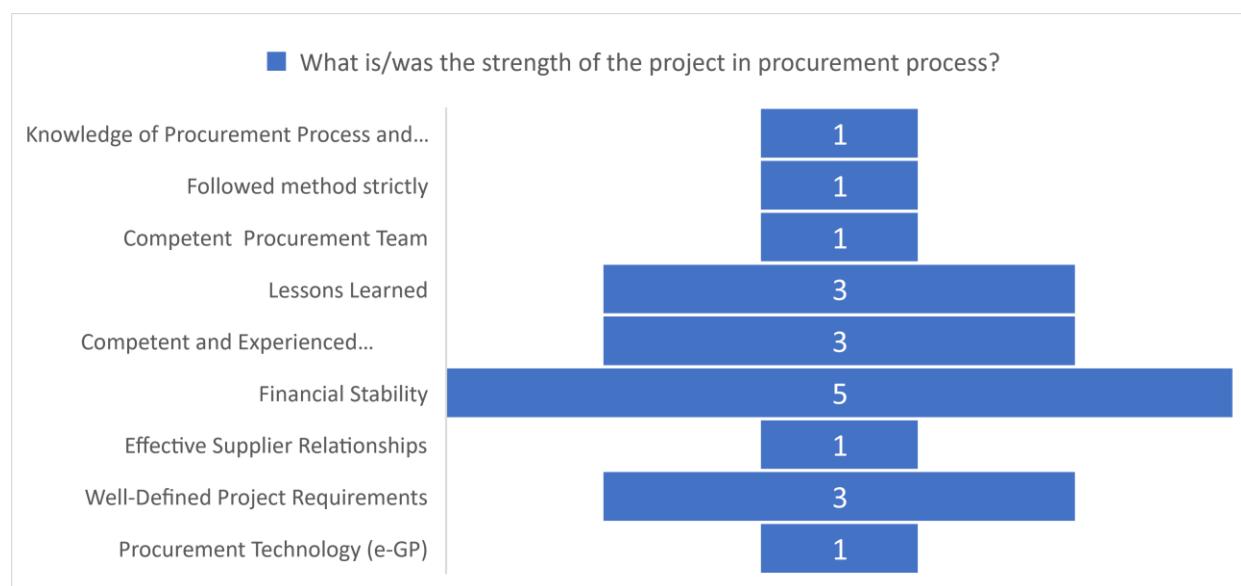
Figure-16 Strength of the project in procurement process.

The procurement process's strength of a project can vary depending on many factors, including the project's objectives, the skill of the project management team, and the techniques used.

These are some major aspects that can add to a project's strength during the procurement process:

Effective Planning: A well-thought-out procurement plan is a critical success factor. The establishment of clear procurement demands, deadlines, budgets, and quality requirements lay the groundwork for effective procurement administration.

Budget Management: Keeping procurement expenses within the budgeted amount indicates financial control and reduces the possibility of cost overruns.

Risk Mitigation: The ability to identify and assess potential procurement risks, as well as apply comprehensive risk mitigation techniques, improves the project's ability to handle uncertainty.

Communication: It is critical to maintain open and transparent communication between project teams, procurement specialists, vendors, and stakeholders. Strong communication promotes collaboration while reducing misconceptions.

Quality Assurance: A fundamental feature of the project is its commitment to ensuring that bought items or services fulfill quality standards and fit with project needs. Quality control procedures aid in the maintenance of high standards.

Performance Monitoring: Throughout the project, vigilant monitoring of vendor performance and contract compliance increases the project's capacity to meet its objectives.

Digital procurement management tools like e-GP and technologies can help to streamline operations and increase efficiency.

Document Management: For clarity and accountability, organized and extensive documentation of procurement-related actions, such as contracts, modifications, and communications, is essential.

Legal Expertise: Having access to legal professionals or procurement specialists within the project team or organization can help the project manage the complicated contractual and legal issues of procurement.

Finally, the ability of the project management team to effectively plan, execute, and supervise procurement operations while controlling risks, guaranteeing quality, and satisfying stakeholder expectations determines a project's strength in the procurement process. Strong procurement management contributes to the project's overall success.

### 4.2.15 Satisfaction as PD to procure all the packages
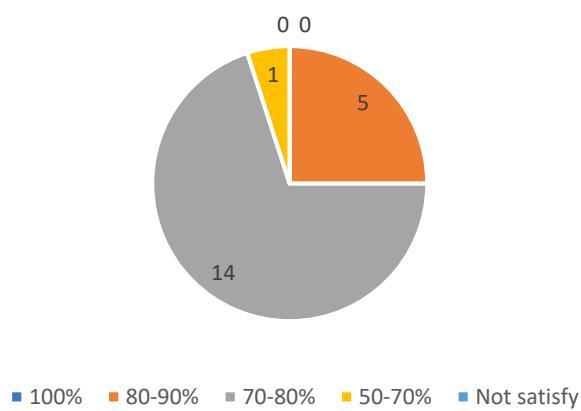
Figure-17: Satisfaction as PD to procure all the packages.

4.2.16 Lack of communication and collaboration between project managers and procurement teams is a common problem.
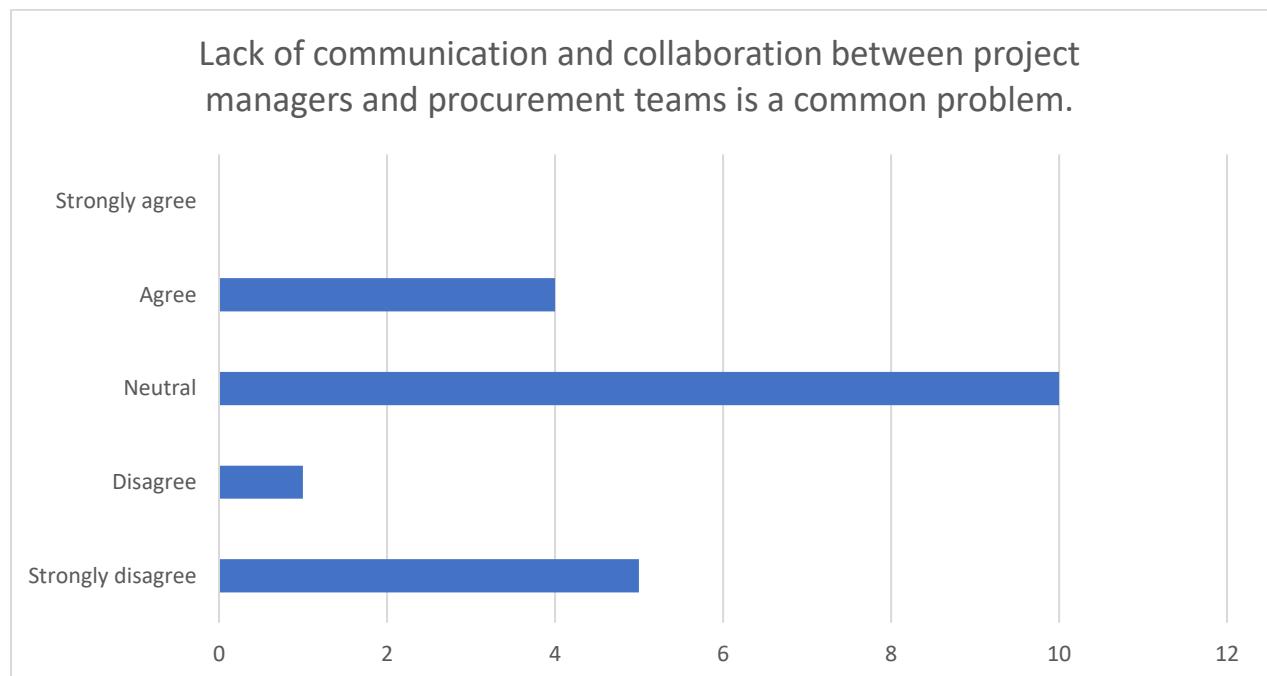
Figure-18: Lack of communication and collaboration between project managers and procurement teams is a common problem.

In project management, a lack of communication and coordination between project managers and procurement teams can be a serious issue. Effective communication and coordination are required for the efficient execution of procurement operations and the overall success of the project.

Quality Assurance, Budget Control, Misalignment with Project Goals, Inadequate Vendor Selection, Risk Management, Contractual Compliance and Stakeholder Expectations are some reasons why the absence of communication and collaboration can pose challenges in project.

To overcome these concerns, project managers and procurement teams should create clear lines of communication, provide regular updates, and work closely together throughout the project lifecycle. Collaboration tools, meetings, and regular status reports can all help to improve communication and ensure that both teams are working toward the same project objectives. Promoting an open and transparent communication culture helps increase coordination between project managers and procurement teams, increasing the likelihood of project success.

Are there any specific strategies or practices you think could address these challenges effectively? Please elaborate

- Keep in planning
- Do the basics.
- Effective Planning
- Risk Management
- Transparency and Accountability
- Training and Skill Development

Figure-19: Specific strategies or practices to address the procurement challenges.

Addressing procurement management difficulties effectively necessitates the application of certain techniques and best practices. These techniques can aid in the improvement of communication, collaboration, and overall procurement efficiency. Consider the following strategies and practices:

Procurement Planning: Create a detailed procurement plan that is in line with the project's objectives, scope, and timeline. Make certain that both project managers and procurement teams have a common grasp of procurement requirements. Procurement professionals should be included early in the project planning phase. This enables them to contribute to procurement strategies and vendor selection criteria.

Form cross-functional teams comprised of individuals from both the project management and procurement departments. This guarantees that key stakeholders are involved from the start of the project and promotes collaboration throughout.

Stakeholder Engagement: Include project stakeholders in procurement choices, such as clients and sponsors. Ensure that their expectations are considered when selecting vendors and negotiating contracts.

Use contract management software or solutions to centralize contract documents, track critical milestones, and automate contract-related tasks. Transparency and compliance are improved as a result.

Allocation of Resources: Allocate resources to procurement activities collaboratively, including staff and finances. Ensure that resource constraints and requirements are communicated to both project management and procurement teams.

Training and Education: Provide project managers and procurement teams with training and education on procurement best practices, contract management, and relevant legal and regulatory requirements.

Establish a process for addressing problems or disputes that may emerge during the procurement or contract execution process. Make sure that both teams understand the conflict resolution procedure.

Legal Expertise: Involve legal professionals or specialists when necessary to analyze contracts and verify compliance with legal standards.

By following these techniques and practices, project managers and procurement teams can collaborate more effectively, lower the risk of procurement-related issues, and contribute to project success. Effective communication, teamwork, and goal alignment are critical for effectively solving procurement management difficulties.

4.2.18 Overall Comments:

- Develop a risk management plan to identify, assess, and mitigate procurement-related risks.
- Honesty is the key.
- Transparency and Accountability
- Provide training and development opportunities for procurement and project management teams
- Need Training to officials
- Develop a comprehensive procurement plan
- Regularly monitor and enforce contract compliance.
- Invest in procurement management software and tools
- Develop mitigation plans to address these risks

- Utilize procurement software and tools

- Keep a close eye on project budgets and expenditures related to procurement

- Establish robust contract management procedures to ensure that contracts are adhered to, and any deviations or disputes are resolved promptly.

- Build strong relationships with key suppliers to foster collaboration

- Invest in training and development for procurement personnel

- Start by thoroughly defining project requirements, including technical specifications, quality standards, and delivery timelines.

- Regularly review and refine procurement processes based on lessons learned from previous projects.

- Engage in training and development for procurement professionals to keep them up to date on industry best practices and emerging trends.

4.3 Statistical Analysis:

Statistical Analysis is a process of collecting, cleaning, organizing, summarizing, interpreting, and drawing meaningful conclusions from data. It involves the application of statistical methods and techniques to identify patterns, relationships, and trends within the data. Statistical analysis helps researchers and analysts make data-driven decisions, test hypotheses, estimate parameters, and assess the uncertainty associated with data.[19]

4.3.1 Descriptive statistics:

Descriptive statistics is a subset of statistics that employs various approaches and metrics to summarize and characterize data. Its major goal is to provide an overview of data properties such as core tendency (e.g., mean, median, mode), variability (e.g., range, standard deviation), and data distribution shape. Descriptive statistics assist analysts and researchers in understanding and communicating the important elements of a dataset in a succinct and comprehensible manner.[20] Using descriptive statistics, the researcher can create a data summary.

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[19] S-PLUS, R, and SAS; Richard M. Heiberger, Burt Holland (2004), Statistical Analysis and Data Display: An Intermediate Course.

[20]Chaudhary, Dr.S.S, Gupta, Dr.Madhu, Singhal, Dr.Govind, Jain, Dr.Sanjay (2021), DESCRIPTIVE STATISTICS -Text Book For B.Sc , M.Sc , Ph.D & Other

Chapter Five

Conclusion and Recommendation

Conclusion

In this detailed study, we looked into the subtle dynamics of procurement management within the context of project management in Bangladesh, with a specific focus on the Department of Social Services (DSS) under the Ministry of Social Welfare. This research has shed light on the varied nature of procurement difficulties and their far-reaching repercussions on project success and the welfare of Bangladeshi citizens through a comprehensive exploration of procurement processes, challenges, and practices.

This study's findings support the primary concept that procurement management is a significant difficulty in the field of project management within the Department of Social Services. Our study revealed several critical obstacles, including issues with vendor selection, contract negotiation, regulatory compliance, budget limits, and the need for enhanced communication and coordination among project stakeholders.

One of the research's most notable findings is the important importance of procurement management in the success of social welfare projects. The DSS, like many other government organizations in Bangladesh, works under a climate of high expectations and little resources. Efficient procurement methods are vital not just for meeting project objectives, but also for providing critical services to the most disadvantaged elements of society. As a result, tackling procurement difficulties is a moral duty as well as a matter of administrative efficiency.

This study also emphasized the significance of collaboration between the DSS, the Ministry of Social Welfare, and other stakeholders, including vendors and recipient communities. Improved communication channels and collaborative frameworks can lead to smoother procurement procedures, on-time project delivery, and, ultimately, better outcomes for those in need.

To effectively address these difficulties, the DSS and the Ministry of Social Welfare must explore many strategic actions. Investing in procurement capacity building, streamlining procurement procedures, cultivating a culture of transparency and accountability, and leveraging technology to improve procurement efficiency and monitoring are examples of these.

To summarize, this dissertation not only adds to the scholarly debate on procurement management, but it also gives practical insights for policymakers, practitioners, and stakeholders participating in social welfare initiatives in Bangladesh. The DSS and the Ministry of Social Welfare may considerably improve their ability to deliver crucial services to the persons they serve by recognizing and proactively addressing the procurement problems described in this report.

As Bangladesh continues on its road of prosperity and social development, the Department of Social Services' efficient administration of procurement processes will be critical in attaining the vision of a more equal and affluent society.

Recommendations:

- Increasing Capacity through Training: The Department of Social Services (DSS) should engage in procurement personnel capacity building and training programs. Training on current procurement processes, worldwide best practices, and appropriate regulatory frameworks is part of this. The DSS can increase the efficiency and efficacy of procurement procedures by improving procurement professionals' skills and expertise.

- Adoption on Technology: Adopt cutting-edge technology for procurement management. Implement e-procurement systems and procurement management software to improve data accuracy, streamline processes, and eliminate manual tasks. This will result in improved efficiency and transparency.

- Financial Flexibility: Advocate for increased budget flexibility within the DSS and the Ministry of Social Welfare to account for unforeseen procurement-related costs. This will help to avoid budgetary delays and assure project completion on time.

- Streamlining Procurement Procedures: To eliminate excessive bureaucracy and delays, the DSS should review and streamline its procurement procedures. Simplifying procurement processes while guaranteeing regulatory compliance can help to speed up project implementation and reduce administrative burdens.

- Procurement Risk Management: Create a thorough procurement risk management strategy. Identify and plan for any hazards connected with procurement activity. Make certain that both project management and procurement teams are well-prepared to deal with unexpected issues.

- Legal Examination: If required, work with relevant authorities to evaluate and revise procurement legislation and guidelines. Ensure that procurement rules are in line with worldwide best practices and the unique requirements of social welfare programs.
- Collaboration and communication: Improve project stakeholders' communication and coordination, including project managers, procurement teams, vendors, and beneficiary communities. To enhance information sharing and decision-making, establish clear communication lines, regular progress meetings, and feedback mechanisms.
- Transparency and Accountability: Promote a transparent and accountable culture in procurement practices. Establish methods for monitoring and reporting procurement activities to ensure their integrity and fairness. Increase openness and stakeholder trust by making procurement information public.

These recommendations, if intelligently applied, can help to overcome the issues presented by procurement management within the Ministry of Social Welfare's Department of Social Services. They have the ability to increase the efficiency and efficacy of procurement processes, resulting in better project execution and the successful delivery of critical social welfare services to Bangladesh.

Annex-1: Definitions

Procurement: According to CIPS "Procurement is defined as the buying of goods and services that enable an organization to operate its supply chains, in a profitable and ethical manner. There are many different interpretations of what procurement is, and this definition can vary from sector to sector, subject to the activities undertaken within your organization". [21]

According to PPR-2008- 2(13), "procurement" means the purchasing or hiring of goods, or. or to acquisition of goods through purchasing and hiring, and the. execution of works and performance of services by any contractual.[22]

Project Management: J. S. Baumgartner in his book Project Management defines "project management in terms of the efforts to produce end items within time, cost and quality constraints".[23]

APP: An Annual Procurement Plan (APP) is a document developed by a company to manage its procurement activities. It should include: -the scope of the effort and the expected results. -The organizational structure and responsibilities of management. -Collecting information and accumulating data.

Risk management: is the ongoing process of identifying, analyzing, evaluating, and treating loss exposures, as well as monitoring risk control and financial resources in order to limit the negative effects of loss. Financial risks, such as the cost of claims and liability judgements, can result in losses.

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[21]https://www.cips.org/intelligence-hub/procurement/what-is-procurement;

[22]Public Procurement Rules (PPR)-2008

[23]https://www.pmi.org/learning/library/can-project-management-be-defined-1950#:~:text=Project%20management%

MPSM Thesis Questionnaire

**Thesis
questionnaire**

Greetings from me, I hope this questionnaire find
you well. This questionnaire will be use only
thesis purpose of my MPSM dissertation. The name, address and other information of the
informant will be used only for the purpose of the thesis and for no other purpose. The
name, address of the informant will not be quoted anywhere.

* Indicates required question

Basic Information

1. Mail Address *

    _____

2. Name of the project *

    _____

3. Type of the Project *

    Mark only one oval.

    ◯ GoB

    ◯ GoB & Shonstha (Voluntary Organization)

    ◯ TA Project

4. Total Budget of the Project (In Lac BDT) *

    _____

5. Experience as Project Director *

    Mark only one oval.

    ( ) First time
    ( ) Have previous experience

6. The Project Director Charge- *

    Mark only one oval.

    ( ) Main Duty
    ( ) Additional Duty

7. Duration of working as PD in This project (in Month) *

    _____

8. Total Procurement Package (According to DPP/TAPP)   *
    Please mention number of 1. Goods & related services, 2. Works & Physical
    services and, 3. Intellectual services packages

    _____
    _____
    _____
    _____
    _____

    Project & Procurement Practices

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9. Procurement Management is a Challenge for Project Management? *

Mark only one oval.

( ) Yes

( ) No

10. If Procurement Management is a Challenge for Project Management, please select agree level (1-4)

Mark only one oval.

( ) 1

( ) 2

( ) 3

( ) 4

11. All packages procure or not?   *
    If any package did not procure how may and why?

_____

_____

_____

_____

_____

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12.   Is there any problem to procure ? if yes, why?

Mark only one oval.

( ) Proper method is not mention in DPP/TAPP

( ) Political Unrest

( ) Higher authority interfere in procurement process

( ) Fund relies problem

( ) Others (if any)

13.   Any problem in procurement process? *

Mark only one oval.

( ) Preparation of tender document

( ) Prepare Annual Procurement Plan

( ) Advertise in news paper or website

( ) Preparation of Technical specification/BOQ/TOR

( ) Preparation of Official cost estimation

14.   Do you think procurement is challenging for Project Director? If yes, how much any why?

_____

_____

_____

_____

_____

48

15. Do you think contract is challenging for Project Director? If yes, please describe why?

_____

_____

_____

_____

_____

16. What is/was the strength of the project in procurement process? *

_____

_____

_____

_____

_____

17. Are you satisfy as project director to procure all the packages? *

Mark only one oval.

◯ 100%

◯ 80-90%

◯ 70-80%

◯ 50-70%

◯ Not satisfy

49

18. Lack of communication and collaboration between project managers and   *
     procurement teams is a common problem.

     Mark only one oval.

     ⬭ Strongly disagree

     ⬭ Disagree

     ⬭ Neutral

     ⬭ Agree

     ⬭ Strongly agree

     Improvement Suggestions

19. Are there any specific strategies or practices you think could address these   *
     challenges effectively?
     Please elaborate

     _____

     _____

     _____

     _____

     _____

20. Overall Comments (If any): *

     _____

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