

Report On

**Strengthening Procurement Governance in Bangladesh: A
Review of the Local Government Engineering Department's
Role in Ensuring Accountability and Efficiency"**

By

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A report submitted to the 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 2024

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report 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 report 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.

Student's Full Name & Signature:



Md. Kamal Hossain

ID: 22382021

Academic Supervisor's Full Name & Signature:



Mr. Masud Akter Khan

Additional Secretary (School),
Bangladesh Secretariate, Dhaka
School Wing,
Ministry of Primary and Mass Education

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8. I have acknowledged all main sources of help.

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Letter of Transmittal

April 22, 2024

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Subject: **Submission of Report for PSM-665: Strengthening Procurement Governance in Bangladesh: A Review of the Local Government Engineering Department's Role in Ensuring Accountability and Efficiency"**

Dear Sir

With due respect and humble submission, I would like to take the privilege to submit my internship report entitled '**Strengthening Procurement Governance in Bangladesh: A Review of the Local Government Engineering Department's Role in Ensuring Accountability and Efficiency**' as a partial requirement to fulfillment of MPSM at BIGD, BRAC University.

I have tried my best to complete the report with the essential information and suggested proposition in the exceedingly vital compact and comprehensive manner as possible. I believe that this report will be meeting the benchmark of the academic report in the best possible manner.

Sincerely yours,



Md. Kamal Hossain

Student ID: 22382021

BRAC Institute of Governance and Development (BIGD)

BRAC University

Date:

Acknowledgement

I would express my utmost gratitude to Almighty Allah for granting us the opportunity and determination to successfully complete this report, all under the invaluable guidance of my esteemed work-place supervisor, Dr. Md Aminur Rahaman, ndc, Additional Secretary (Development), Bangladesh Secretariat, Dhaka and my esteemed academic supervisor, Mr. Masud Akter Khan, Additional Secretary (School), Bangladesh Secretariat, Dhaka. Their consistent motivation, inspirational insights, and expert guidance have been instrumental in steering me towards the completion of my report.



Md. Kamal Hossain

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BRAC Institute of Governance and Development (BIGD)

BRAC University.

Executive Summary

Bangladesh's public procurement legal framework has sought to ensure transparency, accountability and fairness in government procurements. My report titled "Strengthening Procurement Governance in Bangladesh: A Review of the Local Government Engineering Department's Role in Ensuring Accountability and Efficiency" attempts to reveal the factual scenario of transparency, accountability and fairness in Local Government Engineering Department (LGED). This engineering department has been practicing electronic government procurement (e-GP) from the very launching of e-GP. Moreover, LGED has always been a front liner comparing contemporary government departments regarding best practice of public procurement. However, there are a lot of challenges implementing good procurement governance within the existing internal and external organizational environment. In this background, I have analysed the Bangladeshi procurement governance with a view to fathoming 'accountability and efficiency' in public procurements of LGED. I conclude by urging for simplified and elaborated rules, more circumscribed administrative discretion, and a robust but principled judicial review of procurement decisions. This has been a theoretical study, based on primary and secondary sources of knowledge.

Keywords: *procurement governance, electronic government procurement, public procurement, transparency, accountability.*

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List of Acronyms:

1.	LGED	Local Government Engineering Department
2.	e-GP	Electronic Government Procurement
3.	PPA, 2006	Public Procurement Act, 2006
4.	PPR, 2008	Public Procurement Rules, 2008
5.	TEC	Tender Evaluation Committee
6.	PEC	Proposal Evaluation Committee
7.	CCGP	Cabinet Committee on Government Purchases
8.	LGD	Local Government Division
9.	BPPA	Bangladesh Public Procurement Authority
10.	KPI	Key Point Institution
11.	MS Excel	Microsoft Excel
12.	HCD	High Court Division
13.	Pvt Ltd	Private Limited
14.	VFM	Value for Money
15.	CPTU	Central Procurement Technical Unit
16.	PPPA	Public Procurement Processing and Approval
17.	DOFA	Delegation of Financial Power
18.	STD	Standard Tender Document
19.	ID No	Identification Number
20.	Gov.bd	Government of Bangladesh
21.	PE officer	Procurement Entity Officer
22.	GSIDP	General Social Infrastructure Development Project
23.	FY	Fiscal Year
24.	PROMIS	Provider Reimbursement and Operations Management Information System
25.	TER	Tender Evaluation Report
26.	NOA	Notification of Award
27.	IFT	Invitation for Tender
28.	TVP	Tender Validation Period
29.	GOB	Government of Bangladesh
30.	APP	Annual Procurement Plan
31.	JICA	Japan International Corporation Agency
32.	DP	Development Partner

33.	PMC	Project Management Consultant
34.	ACC	Ani Corruption Commission
35.	PESTLE	Political, Economic, Sociological, Technological, Legal and Environmental
36.	RACI	Responsible, Accountable, Consulted and Informed
37.	SPP	Sustainable Procurement Policy
38.	RSEPS	Rate Schedule and Estimate Preparation Software

Chapter : 1

Introduction

Governance in procurement refers to the overall procedural arrangements and systems established to ensure that the adopted procurement processes allow appropriate levels of control and probity. Governance regimes include procurement policies, process management procedures, resource allocations as well as controls and review processes to gauge effectiveness of the procurement process.

Transparency, Accountability, Equitable Treatment to all and ensuring competition in public procurement is a major global concern. Introducing good governance in public procurement with the establishment of a unified national procurement framework and institutionalizing the procurement management capacity is a priority for any government.

Local Government Engineering Department (LGED), as a public sector Engineering Organization, follows the Country Procurement System, which is guided by above mentioned Public Procurement Act, 2006 (PPA, 2006), Public Procurement Rules, 2008 (PPR, 2008) and Electronic Government Procurement Guidelines, 2011, in procuring the goods, works and consultancy services. It is one of the four pioneer organizations who started their journey in public procurement reforming since 2003 with the Public Procurement Regulations, 2003. There are more than 800 procurement entities spread from LGED head quarter to Upazila (Sub-district) level. They are the district Executive Engineers, Upazila (Sub-district) Engineers, Project Directors, Unit heads at LGED Headquarters etc. Tender or Proposal Opening and Evaluation Committees (TEC/PEC) are approved by the Chief Engineer as approving authority. If the approving authority is Minister or Cabinet Committee on Government Purchases (CCGP), TEC/PEC is approved by the LGD.

Annual Procurement Plan is prepared, approved and publish through e-GP System. E-Tender is floated in national e-GP portal giving sufficient time for preparation to the tenderer. Tender opening, Evaluation, Approval Process, Issuance of Notification of Award, Contract Signing etc. are done through online process. Proper publication is ensured in the national dailies as well as e-GP Portal, LGED website and Central Procurement Unit website. LGED as well as all the public sector organizations publish the debarment information in case of debarring the contractor or consultant for engaging in fraudulent, corruptive, collusive, coercive or obstructive practices as per section 64 of PPA, 2006, in

the BPPA website and e-GP Portal which are cross checked before finalizing the recommendation of Evaluation Reports to the approving authority.

Soon, after the Government of Bangladesh issued the Public Procurement Regulations 2003 (PPR-03), LGED established a separate procurement unit, consists of a number of qualified procurement specialists, at the headquarters level on January 2004 in order to cope up with the changes The Government of Bangladesh, as part of strengthening overall sectoral governance, embarked upon a comprehensive effort to improve performance of public procurement.

1.1 Objectives

1.1.1 Primary Objective

- To find out the Accountability and Efficiency of LGED's procurement.

1.1.2 Secondary Objectives

- To identify the position of LGED in terms of procurement Key Performance Indicators (KPIs).
- To identify the limitation of procurement for Accountability and Efficiency of LGED's procurement.
- To determine if there is any scope of improvement

1.2 Limitations

Public procurement policies or systems are inherently complex (Snider & Rendon, 2008). The foremost limitation of this report is data constraints, particularly for manual or offline tenders. To obtain authentic data from the authority,

1.3 Methodology of the Report

Both primary and secondary data has been used. Primary data have been collected through telephone and face-to-face interview. Secondary sources and existing data have been collected through LGED official website. Collected data has been processed using MS Excel and other statistical tools, with findings presented in tables and graphs for clarity. The methods used to collect data are:

1. Telephonic and face-to-face interview
2. Website analysis

1.4 Rationale

According to Bangladesh Public Procurement Authority (BPPA), total numbers of registered government organizations is 1455. Amongst these departments, LGED has the most contribution of achieving value for money in terms of effective, efficient procurement management, as this department executed more than one third of total nos. tenders of electronic procurement in Bangladesh. This distinct feature of LGED, encouraged me to prepare this report.

Chapter : 2

Literature Review

Public procurement involves acquisition through contracts of goods, works, or services required by governments. In such a public activity, therefore, transparency on the part of the given government is a higher value which public law tends to promote.

Procurement systems share some common objectives such as value for money, fair treatment, non-discrimination, integrity, and social and industrial development (Arrowsmith, 2004: 18). Generally, competition and transparency are widely regarded as the two principles which are utilized to achieve these objectives. In terms of employing these principles, the procurement laws in Bangladesh are no exception. The Preamble to the PPA 2006, for example, says that the objective of this law has been to provide for procedures to be followed for ensuring transparency and accountability in the procurement of goods, works and services using public funds and for ensuring equal treatment and a free and fair competition amongst all persons wishing to participate in public procurements.

In the Act of 2006, the term ‘procurement’ itself has been broadly defined to include purchasing or hiring of goods or acquisition of goods through hiring and purchasing, execution of works and performance of any services by any contractual means.¹⁵ Section 7 aims at widening the scope of the Act covering government, semi-government and statutory public bodies, other procuring entities that use public funds, and even companies that procure by using public funds, and any procurement under any loan, grant, or credit agreements with development partners.

The procuring entity is under an obligation not to prevent any tenderer from entering into procurement processes on the ground of race, colour, sex or any other ground.³⁵ The procuring entity has an obligation to facilitate competition by making available to all concerned all relevant documents, assessment criteria, and the process for evaluation of tenders/proposals, and so on. To facilitate competition, the procurement entity has to disclose well in advance the required qualification or standards of performance which it could require the tender to have possessed and to demonstrate. Importantly, giving of a minimum time for the applicant/tenderer/ to respond has been mandated.³⁶ There is also a general prescription as not to split a single procurement into several packages, unless it

is extremely urgent and unavoidable. It also provides that the ‘validity period’ of the procurement process/tender, that is the timeframe within which the whole process beginning from the advertisement to the awarding of contract, should be reasonable so that all necessary approvals be obtained by the procuring entity and the contract may be awarded. The law also mandates that the rules relating to deposit of security money, rate of charges of services, and whether any security money so deposited is to be later deducted or rejected in case of unsuccessful bidding, have to be clearly specified.

At the level of rules of ethics and professionalism, the PPA 2006 and PPR 2008 set out rules of professional conduct and ethics in order to achieve the objective of legality and transparency in public procurements. No one engaged in (government) procurement of goods, works, or services is allowed to contravene the provisions of the Act and the PPR 2008 in conducting a procurement process. Any public officer or employee who acts in contravention of the Act or Rules 2008 is made amenable to Departmental punitive actions on the ground of ‘misconduct’ as defined in the disciplinary rules applicable to government servants. 40 Additionally, or as an alternative to the Departmental measures, criminal prosecutions may also be initiated against such a recalcitrant officer/employee for appropriate offence(s) of corruption or embezzlement of public funds.⁴¹ As the most lenient consequence, debarment from further participation in procurement of any officer/employee found involved in twisting or contravening the provisions of the PPA/PPR may be declared by the head of the given procuring entity. Section 64 of the PPA, read with rule 127 of the PPR, keeps room for debarment of unreliable or untrustworthy tenderers from procurement processes for misconduct in public procurement, or fraudulent or collusive practices.⁴² Practically, a number of contractors or bidders have been debarred by concerned procuring entities for varying periods from taking part in public procurement processes.⁴³ Apart from debarment, defaulted suppliers or contractors are also amenable to other civil penalties and criminal penalties. These might include cancellation of advance or ‘security money’ or simply a suit for un-liquidated damages and contractual penalties under the contract law. Under the PPA the procuring entities do have a power to withdraw or rescind ‘work order’, i.e., the contract for any serious fraud and collusion.

Notably, the PPA also imposes an obligation on the procuring entity to ensure that none of its officials or members of staff is engaged in corrupt, fraudulent,

collusive or coercive practices during the processes of public procurements. The existing procurement law has, thus, sought to prevent corrupt practices likely to be adopted both by the government officials and the participating entities/persons.

There is a right on the part of any aggrieved applicant/tenderer to lodge formal complaint against any irregularity such as corrupt practices, insufficient time for the tenderer to respond, inadequate documents and so forth done by the procuring entity during or through the several processes of public procurement. Generally speaking, according to rule 57 of the PPR, an aggrieved participant in the procurement process may challenge the action by the procurement authority by way of an appeal to the administrative authority on the ground that the entity failed to discharge obligations under the Act.⁴⁶ The complaint must, however, be lodged with the administrative authorities in a hierarchical order, starting, for example, from the project manager to the head of procuring entity and to the Secretary of the concerned ministry. Having remained dissatisfied, the complainant may then bring the complaint to the 'Review Panel', an expert body consisted of legal and technical experts in public procurement.⁴⁷ This is actually the last and the fourth step in the internal complaints' mechanism ladder.

Decisions of the review panel are, however, subject to judicial review by the Supreme Court's High Court Division (HCD). To make this and the other complaints processes further clear, a Supreme Court case under the old Public Procurement Regulation 2003 may profitably be cited here. In *St Electronics Pvt Ltd v Patimas Sdn Berhad and Others* (2008),⁴⁹ Patimas International along with two other companies competed in an international bidding of tenders involving works at the Central Bank and was evaluated as the lowest bidder. When Patimas was awarded the contract, another bidder, St. Electronics Pvt Ltd., made several complaints to the authorities in which process the Review Panel held that Patimas's bid was 'non-responsive', holding St Electronics as the lowest eligible bidder by default. Against this, Patimas sought for a judicial review for the annulment of the Review Panel's decision on the ground, among others, that its bid was responsive and the Panel's decision breached the natural justice principle. It was also argued that the complainant, St Electronics, did not follow all the remedial avenues before lodging the complaint with the Review Panel. The High Court Division annulled the impugned decision, holding that

Patimas's bid was responsive. A 'leave to appeal' application against this judgment was summarily rejected by the Appellate Division.

This may also be noted that as per rule 42 of the PPR 2008, the procuring authority or the contractor/the contract-awardee may terminate the contract for certain specified reasons. Importantly, rule 42 also provides that any disputes or claims arising out of the implementation of the (procurement) contract shall be resolved chronologically through amicable solutions, adjudications, and arbitration in accordance with provisions laid down in the contract.

To briefly turn to the issue of judicial control of procurement decisions, judicial review of public procurement decisions is possible as the St. Electronics case (above) shows. But a caveat should be entered here, which is that despite recent opening up of a small space in the Supreme Court's jurisprudence for the review of public contracts as well as the possibility of public interest challenges of outsourcing of public works,⁵¹ Bangladesh's top courts are still largely conservative in reviewing public procurement/outsourcing contracts unless they are what they call "statutory" contracts.⁵² For example, in *Syed Arif Niazi v Bangladesh and Others* (2008) the High Court Division held that a 'simple' contractual right cannot be enforced against a public functionary through a 'writ petition', i.e., judicial review proceeding.⁵³ We are constrained to be brief on the point of constitutional review of government contracts, but it would suffice to say that for ensuring accountability in public procurements, a robust judicial review of government contracts can hardly be overlooked, and the Bangladeshi Supreme Court should fundamentally shift its treatment of these contracts largely as 'private' affairs of the State.

In Bangladesh, prior to the enactment of Public Procurement Act, 2006 (PPA, 2006), all the procurement contracts were dealt with "The Contract Law" which is very general in nature. Since any public procurement contract demands simple official procedure, high level of competency of the staff, quality tender documents, standard evaluation framework, effective contract administration and presence of adequate mechanism for ensuring transparency & accountability. Therefore, PPA, 2006 along with the Public Procurement Rules, 2008 has distinctly given advantage over the existing law. However, introduction of electronic government procurement (e-GP) in 2011 increases the transparency, accountability and ensures the Value for Money (VfM), which brings Bangladesh to a new height in procurement arena.

In order to achieve its aim and objective, a permanent unit, named as Central Procurement Technical Unit (CPTU) was established in 2002 as implementing unit in the field of procurement reform and reform implementation monitoring. Reform process was carried out with ultimate outcomes of formulation and issuance of a unified procurement processing system (Public Procurement Regulations 2003), Implementation Procedures for PPR 2003, Public Procurement Processing and Approval Procedures (PPPA), Revised Delegation of Financial Powers (DOFP) and several Standard Tender Documents (STD's)/Standard Request for Proposal Document for the procurement of Goods, Works and Services.

Chapter : 3

Discussion and Results

Almost a decade ago, in 2011, Bangladesh ushered in an era of online tendering (e-GP). The Local Government Engineering Department (LGED) was one of the four major selected public sector organizations to pioneer the implementation of the e-GP System. In the same year, the then Executive Engineer of the LGED Gopalganj, Mr. Gopal Krishna Debnath clicked on the 'Create Tender' button on the e-GP System for the first time in Bangladesh [The Electronic Tender ID No. 1].

<i>Hall of Fame: The First Tender Created by LGED on the e-GP System</i>	
Improvement of Suagram UPC - Narayankhana Bazar Road from Ch. 0.00m to 2000m including small Structures under Kotalipara Upazila, Dist. Gopalganj	
<i>Electronic Tender ID</i>	1
<i>Package No.</i>	e-tender: SWBRDP/UNR/GOPAL-08
<i>Date & Time of Publication</i>	19-Oct-2011 14:00
<i>Project Name</i>	South Western Bangladesh Rural Development Project
<i>Procuring Entity</i>	Executive Engineer, LGED, Gopalganj

*The Information Presented in this Image is Collected from the e-GP Portal [i.e., <https://www.eprocure.gov.bd/>]

With this small step in the right direction, LGED continued its glorious journey of embracing new technology in tender processing. With the regular dose of burdensome offline tendering in the past, the tender inviting LGED officials of all tiers [i.e., the procuring entities] instantly supported the idea of utilizing the e-GP's potential to reduce the troubles. With this support, LGED has been able to become a 100% e-GP-oriented engineering department for the procurement of goods and works by the year 2015, first among all the public sector organizations of Bangladesh.

LGED took only four years to rise to 100 percent of e-GP orientation at all its Procuring Entity Offices (PE Offices). Today, LGED represents a lion's share of 27% [182070 e-GP tenders in total by LGED, mostly being of works] of all the tenders ever invited on the e-GP System.

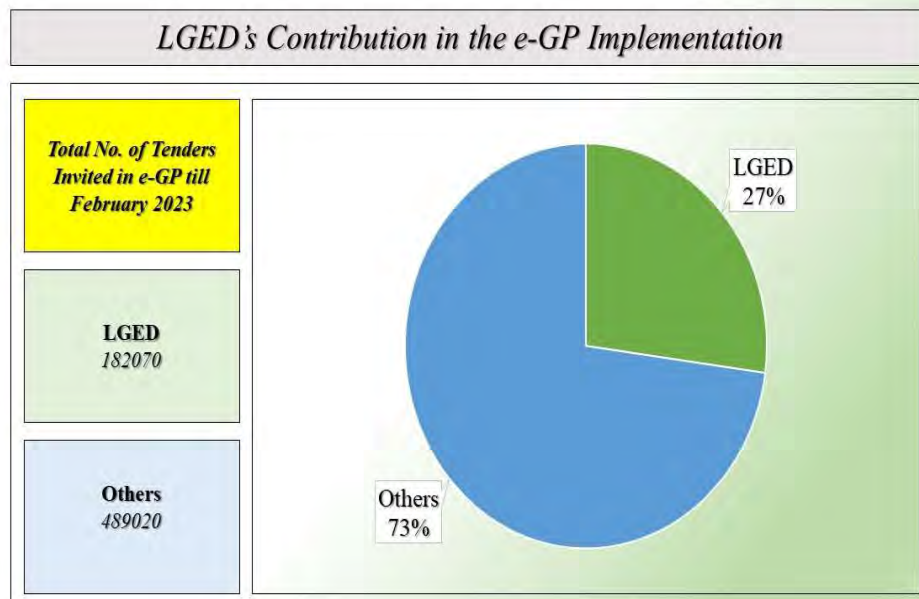


Figure 1: LGED's Contribution in the e-GP Implementation

*The Information Presented in this Image is Collected from the e-GP Portal [i.e., <https://www.eprocure.gov.bd/>]

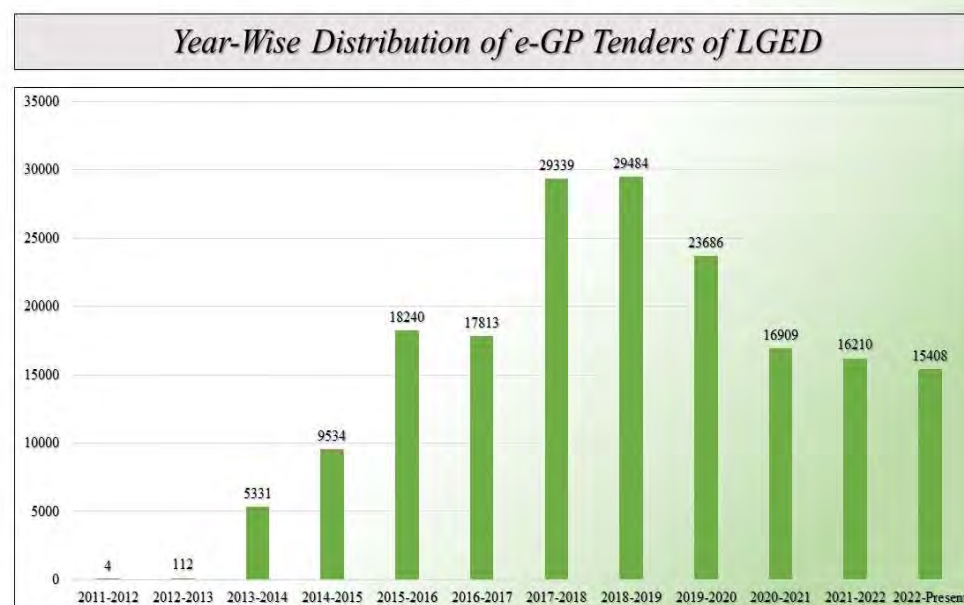


Figure 2: Year-Wise Distribution of e-GP Tenders of LGED

*The Information Presented in this Image is Collected from the e-GP Portal [i.e., <https://www.eprocure.gov.bd/>]. However, the number of e-GP tenders of LGED declined after FY2018-2019 because LGED increased the average value of its packages after this period. And, during 2017-2019, there was a surge in the flow of e-GP tenders in LGED mainly because of a large number of small value packages of the General Social Infrastructure Development Project (GSIDP).

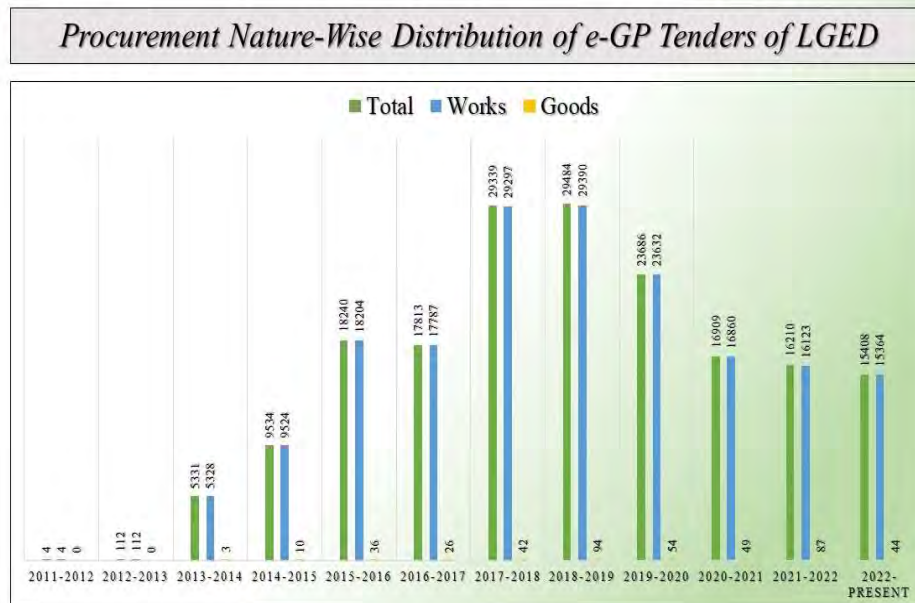


Figure 3: Procurement Nature-Wise Disbursement of e-GP Tenders of LGED

*The Information Presented in this Image is Collected from the e-GP Portal [i.e., <https://www.eprocure.gov.bd/>]

The transformation was not easy at all. The biggest challenge LGED faced in the process was the lack of political will at the local level. Step by step, slowly, LGED managed to overcome the challenges. LGED officials played a momentous role in building up awareness in the local political spheres. Along with Bangladesh Public Procurement Authority (BPPA), LGED also has done everything in its capacity to raise awareness among its tenderers to shift to e-GP for tendering. Also, timely initiatives were taken to increase the e-GP capability of the LGED officials.

At present days, LGED has a total of 1260 procurement entities (PE) Offices on its e-GP System. These 1260 PE Offices invite their 100% goods and works tenders online. Maintaining a certain standard in the tender processing in all these PE Offices is a mammoth task. LGED's Procurement Unit [established in

2004 to help LGED to cope with the planned changes in the public procurement landscape] dedicates its full strength to facilitating all these PE Offices to effectively carry out their procurement-related responsibilities.

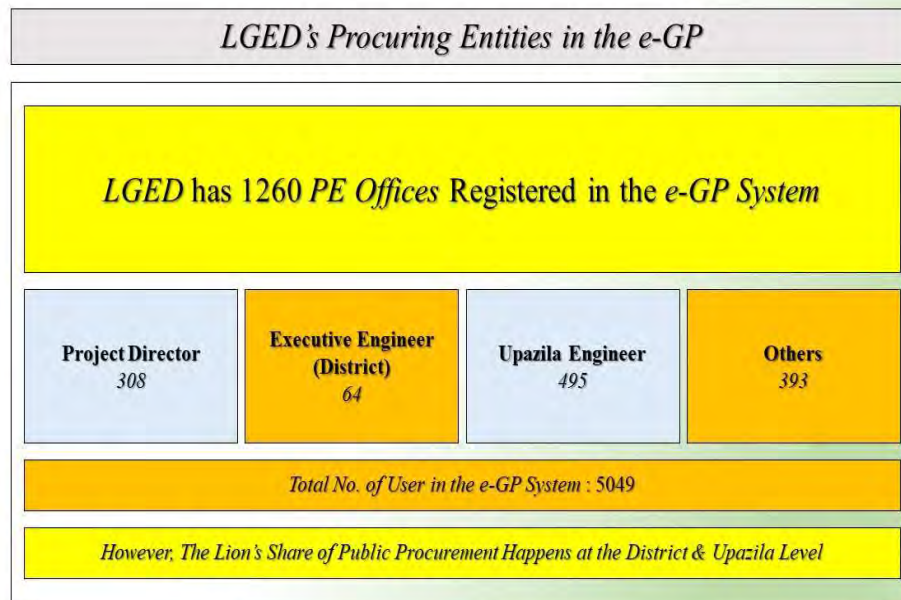
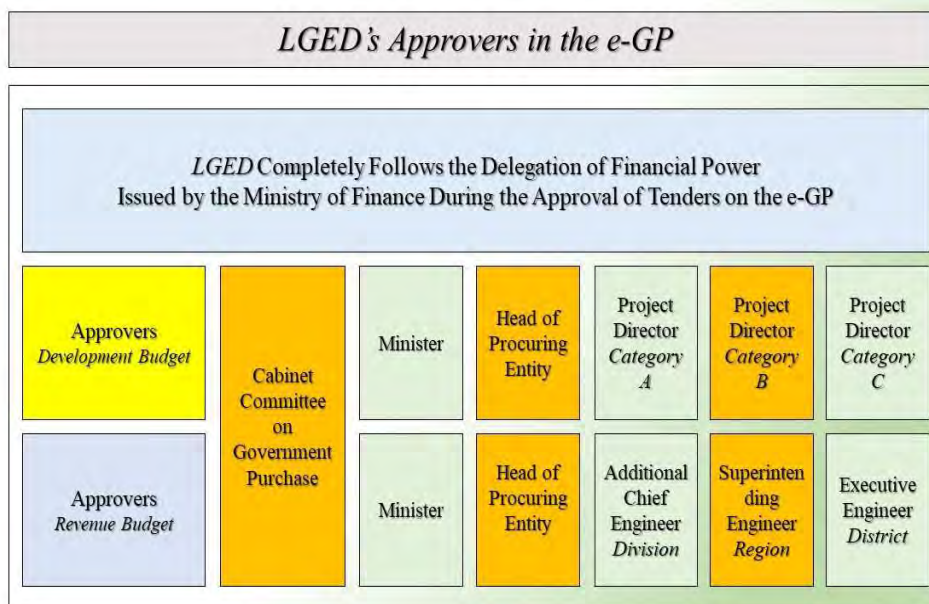
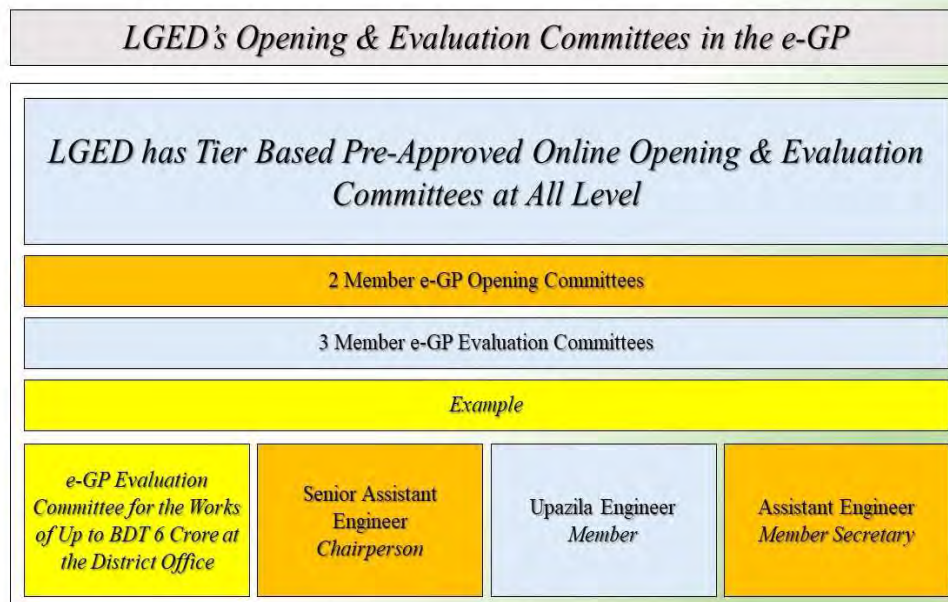


Figure 4: LGED's Procuring Entities in the e-GP

*The Information Presented in this Image is Collected from the e-GP Portal [i.e., <https://www.eprocure.gov.bd/>]

Moreover, along with the regular tools in e-GP, LGED is using some tactics to smoothly perform its highly decentralized procurement activities. For instance, LGED's 5049 e-GP user IDs are centrally managed. All the mail addresses used as the e-GP user IDs are of LGED's domain [i.e., xyz@lged.gov.bd]. In parallel, a robust procurement information management system [<https://proinfo.lged.gov.bd/>] is developed to provide 24/7 support regarding ID management to the users of the e-GP. Hence, if a user happens to lose his/her password, he/she can reach out to LGED's ProInfo helpdesk [focal@lgi.gov.bd] immediately to recover the password. This centralization in ID management is proved to be beneficial for LGED to avoid interruptions at critical stages of tender processing.



With all these tactics in place and the officials' hard work, LGED has been really methodical to harness the power that the e-GP System holds for promoting transparency, accountability, and efficiency in public procurement. Since its inception, LGED's new thinking, adaptability, and mentality to overcome challenges always helped it to achieve many successes in the past. The stunning success of the e-GP implementation is one of the brightest feathers in its cap.

**Overall Procurement Performance Report of LGED from 2017-18 to
2022-23**

FY 2017-18

Overall Procurement Performance Report					
SN	Indicator Category	Process Indicator	Description	Result	Total Tender
1	Invitation for Tender	Advertisement of Tender/Proposal Opportunities in Newspaper	1. Percentage of Invitation for Tender/Proposal (IFT) Published in Newspaper	42.06	28185
		Advertisement of Tender/Proposal Opportunities in CPTU's Website	2. Percentage of Invitation for Tender/Proposal (above threshold) Advertised in CPTU's Website	100.00	28185
		Tenders/Proposals Following GoB Procurement Rules	3. Percentage of Tenders/Proposals Following GoB Procurement Rules	100.00	28185
		Tenders/Proposals Following Development Partner Rules	4. Percentage of Tenders/Proposals Following Development Partner Rules	0.00	28185

FY 2018-19

Overall Procurement Performance Report					
SN	Indicator Category	Process Indicator	Description	Result	Total Tender
1	Invitation for Tender	Advertisement of Tender/Proposal Opportunities in Newspaper	1. Percentage of Invitation for Tender/Proposal (IFT) Published in Newspaper	23.13	28878
		Advertisement of Tender/Proposal Opportunities in CPTU's Website	2. Percentage of Invitation for Tender/Proposal (above threshold) Advertised in CPTU's Website	100.00	28878
		Tenders/Proposals Following GoB Procurement Rules	3. Percentage of Tenders/Proposals Following GoB Procurement Rules	100.00	28878
		Tenders/Proposals Following Development Partner Rules	4. Percentage of Tenders/Proposals Following Development Partner Rules	0.00	28878

FY 2019-20

Overall Procurement Performance Report					
SN	Indicator Category	Process Indicator	Description	Result	Total Tender
1	Invitation for Tender	Advertisement of Tender/Proposal Opportunities in Newspaper	1. Percentage of Invitation for Tender/Proposal (IFT) Published in Newspaper	29.36	22193
		Advertisement of Tender/Proposal Opportunities in CPTU's Website	2. Percentage of Invitation for Tender/Proposal (above threshold) Advertised in CPTU's Website	100.00	22193
		Tenders/Proposals Following GoB Procurement Rules	3. Percentage of Tenders/Proposals Following GoB Procurement Rules	100.00	22193
		Tenders/Proposals Following Development Partner Rules	4. Percentage of Tenders/Proposals Following Development Partner Rules	0.00	22193

Overall Procurement Performance Report					
SN	Indicator Category	Process Indicator	Description	Result	Total Tender
1	Invitation for Tender	Advertisement of Tender/Proposal Opportunities in Newspaper	1. Percentage of Invitation for Tender/Proposal (IFT) Published in Newspaper	29.55	15427
		Advertisement of Tender/Proposal Opportunities in CPTU's Website	2. Percentage of Invitation for Tender/Proposal (above threshold) Advertised in CPTU's Website	100.00	15427
		Tenders/Proposals Following GoB Procurement Rules	3. Percentage of Tenders/Proposals Following GoB Procurement Rules	100.00	15427
		Tenders/Proposals Following Development Partner Rules	4. Percentage of Tenders/Proposals Following Development Partner Rules	0.00	15427

FY 2021-22

Overall Procurement Performance Report					
SN	Indicator Category	Process Indicator	Description	Result	Total Tender
1	Invitation for Tender	Advertisement of Tender/Proposal Opportunities in Newspaper	1. Percentage of Invitation for Tender/Proposal (IFT) Published in Newspaper	24.95	15796
		Advertisement of Tender/Proposal Opportunities in CPTU's Website	2. Percentage of Invitation for Tender/Proposal (above threshold) Advertised in CPTU's Website	100.00	15796
		Tenders/Proposals Following GoB Procurement Rules	3. Percentage of Tenders/Proposals Following GoB Procurement Rules	100.00	15796
		Tenders/Proposals Following Development Partner Rules	4. Percentage of Tenders/Proposals Following Development Partner Rules	0.00	15796

FY 2022-23

Overall Procurement Performance Report					
SN	Indicator Category	Process Indicator	Description	Result	Total Tender
1	Invitation for Tender	Advertisement of Tender/Proposal Opportunities in Newspaper	1. Percentage of Invitation for Tender/Proposal (IFT) Published in Newspaper	28.80	26213
		Advertisement of Tender/Proposal Opportunities in CPTU's Website	2. Percentage of Invitation for Tender/Proposal (above threshold) Advertised in CPTU's Website	100.00	26213
		Tenders/Proposals Following GoB Procurement Rules	3. Percentage of Tenders/Proposals Following GoB Procurement Rules	100.00	26213
		Tenders/Proposals Following Development Partner Rules	4. Percentage of Tenders/Proposals Following Development Partner Rules	0.00	26213

Table 1-6: Overall Procurement Performance Report, FY 2017-18 to 2022-23

FY 2017-18

4	Tender Evaluation	Tender/Proposal Evaluation Time	14. Average Number of Days Between Tender/Proposal Opening and Completion of Evaluation	11.97	24183
		Compliance of Tender/Proposal Evaluation Time	15. Percentage of Cases Tender/Proposal Evaluation has been Completed within Timeline	60.17	24183
		Tender/Proposal Acceptance	16. Average Number of Responsive Tenders/Proposals	9.07	24183
		Re-Tendering	17. Percentage of Cases TEC Recommended Re-Tendering	1.14	24183
		Tender/Proposal Cancellation	18. Percentage of Cases where	0.00	28185

FY 2018-19

4	Tender Evaluation	Tender/Proposal Evaluation Time	14. Average Number of Days Between Tender/Proposal Opening and Completion of Evaluation	19.25	26548
		Compliance of Tender/Proposal Evaluation Time	15. Percentage of Cases Tender/Proposal Evaluation has been Completed within Timeline	45.50	26548
		Tender/Proposal Acceptance	16. Average Number of Responsive Tenders/Proposals	23.39	26548
		Re-Tendering	17. Percentage of Cases TEC Recommended Re-Tendering	0.39	26548
		Tender/Proposal Cancellation	18. Percentage of Cases where	0.01	28878

FY 2019-20

4	Tender Evaluation	Tender/Proposal Evaluation Time	14. Average Number of Days Between Tender/Proposal Opening and Completion of Evaluation	21.44	21300
		Compliance of Tender/Proposal Evaluation Time	15. Percentage of Cases Tender/Proposal Evaluation has been Completed within Timeline	43.50	21360
		Tender/Proposal Acceptance	16. Average Number of Responsive Tenders/Proposals	38.94	21360
		Re-Tendering	17. Percentage of Cases TEC Recommended Re-Tendering	0.47	21360
		Tender/Proposal Cancellation	18. Percentage of Cases where	0.01	22193

FY 2020-21

4	Tender Evaluation	Tender/Proposal Evaluation Time	14. Average Number of Days Between Tender/Proposal Opening and Completion of Evaluation	21.40	15533
		Compliance of Tender/Proposal Evaluation Time	15. Percentage of Cases Tender/Proposal Evaluation has been Completed within Timeline	42.58	15533
		Tender/Proposal Acceptance	16. Average Number of Responsive Tenders/Proposals	43.29	15533
		Re-Tendering	17. Percentage of Cases TEC Recommended Re-Tendering	0.30	15533
		Tender/Proposal Cancellation	18. Percentage of Cases where	0.01	15796

FY 2021-22

4	Tender Evaluation	Tender/Proposal Evaluation Time	14. Average Number of Days Between Tender/Proposal Opening and Completion of Evaluation	17.51	14886
		Compliance of Tender/Proposal Evaluation Time	15. Percentage of Cases Tender/Proposal Evaluation has been Completed within Timeline	50.24	14886
		Tender/Proposal Acceptance	16. Average Number of Responsive Tenders/Proposals	1.41	14886
		Re-Tendering	17. Percentage of Cases TEC Recommended Re-Tendering	0.28	14886
		Tender/Proposal Cancellation	18. Percentage of Cases where	0.00	15427

FY 2022-23

4	Tender Evaluation	Tender/Proposal Evaluation Time	14. Average Number of Days Between Tender/Proposal Opening and Completion of Evaluation	11.32	24035
		Compliance of Tender/Proposal Evaluation Time	15. Percentage of Cases Tender/Proposal Evaluation has been Completed within Timeline	70.47	24035
		Tender/Proposal Acceptance	16. Average Number of Responsive Tenders/Proposals	0.93	24035
		Re-Tendering	17. Percentage of Cases TEC Recommended Re-Tendering	0.43	24035
		Tender/Proposal Cancellation	18. Percentage of Cases where	0.00	26213

Table 7-12: Tender Evaluation, FY 2017-18 to 2022-23

Above tables have been retrieved from Bangladesh Public Procurement Authority's PROMIS from FY 2017-18 to 2022-23. It depicts that number of days between tenders opening and completion of evaluation have been decreased. Compliance of tender evaluation time has been increased. This is an indication of transparency and efficiency.

FY 2017-18

5	Tender Evaluation Report (TER) Approval	Tender/Proposal Evaluation Approval Time	19. Average Number of Days Taken Between Submission of Tender/Proposal Evaluation and Approval Contract	6.02	24151
		Compliance of Financial Delegation	20. Average Number of Tenders/Proposals Approved by Proper Financial Delegated Authority	29.17	24151
		Submission of Evaluation Report to Appropriate Authority	21. Percentage of Cases TEC Submitted Report Directly to The Contract Approving Authority	91.47	24151
		TER Approval Compliance	22. Percentage of Cases Contract Award Decision Made within Timeline by Contract Approving Authority	56.01	24151
		Additional Review of TER	23. Percentage of Cases TER Reviewed by Person/Committee Other Than The Contract Approving Authority	8.26	24151
		Higher Tier Approval	24. Percentage of Tenders/Proposals Approved by Higher Tier than the Contract Approving Authority	7.03	24151

5	Tender Evaluation Report (TER) Approval	Tender/Proposal Evaluation Approval Time	19. Average Number of Days Taken Between Submission of Tender/Proposal Evaluation and Approval Contract	7.68	21281
		Compliance of Financial Delegation	20. Average Number of Tenders/Proposals Approved by Proper Financial Delegated Authority	41.53	21281
		Submission of Evaluation Report to Appropriate Authority	21. Percentage of Cases TEC Submitted Report Directly to The Contract Approving Authority	87.44	21281
		TER Approval Compliance	22. Percentage of Cases Contract Award Decision Made within Timeline by Contract Approving Authority	59.93	21281
		Additional Review of TER	23. Percentage of Cases TER Reviewed by Person/Committee Other Than The Contract Approving Authority	12.49	21281
		Higher Tier Approval	24. Percentage of Tenders/Proposals Approved by Higher Tier than the Contract Approving Authority	42.26	21281

5	Tender Evaluation Report (TER) Approval	Tender/Proposal Evaluation Approval Time	19. Average Number of Days Taken Between Submission of Tender/Proposal Evaluation and Approval Contract	6.95	26473
		Compliance of Financial Delegation	20. Average Number of Tenders/Proposals Approved by Proper Financial Delegated Authority	52.91	26473
		Submission of Evaluation Report to Appropriate Authority	21. Percentage of Cases TEC Submitted Report Directly to The Contract Approving Authority	87.04	26473
		TER Approval Compliance	22. Percentage of Cases Contract Award Decision Made within Timeline by Contract Approving Authority	56.99	26473
		Additional Review of TER	23. Percentage of Cases TER Reviewed by Person/Committee Other Than The Contract Approving Authority	12.98	26473
		Higher Tier Approval	24. Percentage of Tenders/Proposals Approved by Higher Tier than the Contract Approving Authority	12.97	26473

5	Tender Evaluation Report (TER) Approval	Tender/Proposal Evaluation Approval Time	19. Average Number of Days Taken Between Submission of Tender/Proposal Evaluation and Approval Contract	7.75	10737
		Compliance of Financial Delegation	20. Average Number of Tenders/Proposals Approved by Proper Financial Delegated Authority	55.81	10737
		Submission of Evaluation Report to Appropriate Authority	21. Percentage of Cases TEC Submitted Report Directly to The Contract Approving Authority	120.66	10737
		TER Approval Compliance	22. Percentage of Cases Contract Award Decision Made within Timeline by Contract Approving Authority	53.25	10737
		Additional Review of TER	23. Percentage of Cases TER Reviewed by Person/Committee Other Than The Contract Approving Authority	23.09	10737
		Higher Tier Approval	24. Percentage of Tenders/Proposals Approved by Higher Tier than the Contract Approving Authority	51.30	10737

5	Tender Evaluation Report (TER) Approval	Tender/Proposal Evaluation Approval Time	19. Average Number of Days Taken Between Submission of Tender/Proposal Evaluation and Approval Contract	6.84	5945
		Compliance of Financial Delegation	20. Average Number of Tenders/Proposals Approved by Proper Financial Delegated Authority	98.74	5945
		Submission of Evaluation Report to Appropriate Authority	21. Percentage of Cases TEC Submitted Report Directly to The Contract Approving Authority	172.16	5945
		TER Approval Compliance	22. Percentage of Cases Contract Award Decision Made within Timeline by Contract Approving Authority	67.52	5945
		Additional Review of TER	23. Percentage of Cases TER Reviewed by Person/Committee Other Than The Contract Approving Authority	75.59	5945
		Higher Tier Approval	24. Percentage of Tenders/Proposals Approved by Higher Tier than the Contract Approving Authority	83.13	5945

5	Tender Evaluation Report (TER) Approval	Tender/Proposal Evaluation Approval Time	19. Average Number of Days Taken Between Submission of Tender/Proposal Evaluation and Approval Contract	5.65	7323
		Compliance of Financial Delegation	20. Average Number of Tenders/Proposals Approved by Proper Financial Delegated Authority	187.37	7323
		Submission of Evaluation Report to Appropriate Authority	21. Percentage of Cases TEC Submitted Report Directly to The Contract Approving Authority	117.47	7323
		TER Approval Compliance	22. Percentage of Cases Contract Award Decision Made within Timeline by Contract Approving Authority	69.66	7323
		Additional Review of TER	23. Percentage of Cases TER Reviewed by Person/Committee Other Than The Contract Approving Authority	207.06	7323
		Higher Tier Approval	24. Percentage of Tenders/Proposals Approved by Higher Tier than the Contract Approving Authority	97.39	7323

Table 13-18: Tender Evaluation Report Approval, FY 2017-18 to 2022-23

Above tables have been retrieved from Bangladesh Public Procurement Authority's PROMIS from FY 2017-18 to 2022-23. It depicts that number of days taken between submission of tender evaluation and approval contract have been decreased, financial compliance improved.

6	Contract Award	Time for Issuance of NOA to Tenderer/Consultant	25. Average Number of Days Between Final Approval and Notification of Award (NOA)	2.77	22453
		Tender/Proposal Processing Lead Time	26. Average Number of Days Between Tender/Proposal Opening and Notification of Award (NOA)	28.89	22453
		Total Tender/Proposal Processing Time	27. Average Number of Days Between Invitation for Tender/Proposal (IFT) and Notification of Award (NOA)	48.15	22453
		Publication of Award Information	28. Percentage of Contract Award Published in CPTU's Website	99.90	19637
		Efficiency in Contract Award	29. Percentage of Contract Awarded within Initial Tender/Proposal Validity Period	99.57	19637

6	Contract Award	Time for Issuance of NOA to Tenderer/Consultant	25. Average Number of Days Between Final Approval and Notification of Award (NOA)	7.67	24523
		Tender/Proposal Processing Lead Time	26. Average Number of Days Between Tender/Proposal Opening and Notification of Award (NOA)	36.68	24523
		Total Tender/Proposal Processing Time	27. Average Number of Days Between Invitation for Tender/Proposal (IFT) and Notification of Award (NOA)	57.48	24523
		Publication of Award Information	28. Percentage of Contract Award Published in CPTU's Website	99.95	22309
		Efficiency in Contract Award	29. Percentage of Contract Awarded within Initial Tender/Proposal Validity Period	98.56	22309

6	Contract Award	Time for Issuance of NOA to Tenderer/Consultant	25. Average Number of Days Between Final Approval and Notification of Award (NOA)	7.43	20307
		Tender/Proposal Processing Lead Time	26. Average Number of Days Between Tender/Proposal Opening and Notification of Award (NOA)	42.78	20307
		Total Tender/Proposal Processing Time	27. Average Number of Days Between Invitation for Tender/Proposal (IFT) and Notification of Award (NOA)	65.47	20307
		Publication of Award Information	28. Percentage of Contract Award Published in CPTU's Website	99.99	19294
		Efficiency in Contract Award	29. Percentage of Contract Awarded within Initial Tender/Proposal Validity Period	96.57	19294

6	Contract Award	Time for Issuance of NOA to Tenderer/Consultant	25. Average Number of Days Between Final Approval and Notification of Award (NOA)	10.12	10299
		Tender/Proposal Processing Lead Time	26. Average Number of Days Between Tender/Proposal Opening and Notification of Award (NOA)	46.30	10299
		Total Tender/Proposal Processing Time	27. Average Number of Days Between Invitation for Tender/Proposal (IFT) and Notification of Award (NOA)	69.11	10299
		Publication of Award Information	28. Percentage of Contract Award Published in CPTU's Website	100.00	9675
		Efficiency in Contract Award	29. Percentage of Contract Awarded within Initial Tender/Proposal Validity Period	94.04	9675

6	Contract Award	Time for Issuance of NOA to Tenderer/Consultant	25. Average Number of Days Between Final Approval and Notification of Award (NOA)	8.44	5476
		Tender/Proposal Processing Lead Time	26. Average Number of Days Between Tender/Proposal Opening and Notification of Award (NOA)	47.22	5476
		Total Tender/Proposal Processing Time	27. Average Number of Days Between Invitation for Tender/Proposal (IFT) and Notification of Award (NOA)	71.88	5476
		Publication of Award Information	28. Percentage of Contract Award Published in CPTU's Website	100.00	5228
		Efficiency in Contract Award	29. Percentage of Contract Awarded within Initial Tender/Proposal Validity Period	96.81	5228

6	Contract Award	Time for Issuance of NOA to Tenderer/Consultant	25. Average Number of Days Between Final Approval and Notification of Award (NOA)	4.20	6313
		Tender/Proposal Processing Lead Time	26. Average Number of Days Between Tender/Proposal Opening and Notification of Award (NOA)	39.66	6313
		Total Tender/Proposal Processing Time	27. Average Number of Days Between Invitation for Tender/Proposal (IFT) and Notification of Award (NOA)	61.14	6313
		Publication of Award Information	28. Percentage of Contract Award Published in CPTU's Website	100.00	5715
		Efficiency in Contract Award	29. Percentage of Contract Awarded within Initial Tender/Proposal Validity Period	98.18	5715

Table 19-24: Contract Award, FY 2017-18 to 2022-23

Above tables have been retrieved from Bangladesh Public Procurement Authority's PROMIS from FY 2017-18 to 2022-23. It depicts that number of days between final approval and notification of award have been decreased, tender processing lead time has been decreased, total tender processing time has been reduced and efficiency in contract award has been improved.

FY 2017-18

7	Delivery/Completion	Delivery Time	30. Percent of Contracts Completed/Delivered within the Original Schedule as Mentioned in Contract	99.95	2135
		Liquidated Damage	31. Percentage of Contracts Having Liquidated Damage Imposed for Delayed Delivery/Completion	0.00	2135
		Completion Rate	32. Percentage of Contracts Fully Completed and Accepted	0.05	2135

FY 2018-19

7	Delivery/Completion	Delivery Time	30. Percent of Contracts Completed/Delivered within the Original Schedule as Mentioned in Contract	99.66	1768
		Liquidated Damage	31. Percentage of Contracts Having Liquidated Damage Imposed for Delayed Delivery/Completion	0.00	1768
		Completion Rate	32. Percentage of Contracts Fully Completed and Accepted	0.51	1768

FY 2019-20

7	Delivery/Completion	Delivery Time	30. Percent of Contracts Completed/Delivered within the Original Schedule as Mentioned in Contract	99.53	855
		Liquidated Damage	31. Percentage of Contracts Having Liquidated Damage Imposed for Delayed Delivery/Completion	0.00	855
		Completion Rate	32. Percentage of Contracts Fully Completed and Accepted	0.47	855

FY 2020-21

7	Delivery/Completion	Delivery Time	30. Percent of Contracts Completed/Delivered within the Original Schedule as Mentioned in Contract	100.00	275
		Liquidated Damage	31. Percentage of Contracts Having Liquidated Damage Imposed for Delayed Delivery/Completion	0.00	275
		Completion Rate	32. Percentage of Contracts Fully Completed and Accepted	0.00	275

FY 2021-22

7	Delivery/Completion	Delivery Time	30. Percent of Contracts Completed/Delivered within the Original Schedule as Mentioned in Contract	100.00	95
		Liquidated Damage	31. Percentage of Contracts Having Liquidated Damage Imposed for Delayed Delivery/Completion	0.00	95
		Completion Rate	32. Percentage of Contracts Fully Completed and Accepted	0.00	95

FY 2022-23

7	Delivery/Completion	Delivery Time	30. Percent of Contracts Completed/Delivered within the Original Schedule as Mentioned in Contract	100.00	101
		Liquidated Damage	31. Percentage of Contracts Having Liquidated Damage Imposed for Delayed Delivery/Completion	0.00	101
		Completion Rate	32. Percentage of Contracts Fully Completed and Accepted	0.00	101

Table 25-30: Delivery/Completion, FY 2017-18 to 2022-23

Above tables have been retrieved from Bangladesh Public Procurement Authority's PROMIS from FY 2017-18 to 2022-23. It depicts that delivery time within the original schedule has been improved, completion rate has been increased.

FY 2017-18

9	Complaints	Tender/Proposal Procedure Complaints	36. Percentage of Tender/Proposal Procedure Complaints	0.13	28185
		Resolution of Complaints With Award Modification	37. Percentage of Complaints Resulting in Modification of Awards	0.00	38
		Resolution of Complaints	38. Percentage of Cases Complaints have been Resolved	13.16	38
		Independent Review Panel	39. Percentage of Cases Review Panel's Decisions Upheld	0.00	38
10	Contract Amendments	Contract Amendments/Variations	40. Percentage of Contract Amendments/Variations	0.00	19637
11	Contract Dispute Resolution	Unresolved Disputes	41. Percentage of Contracts With Unresolved Disputes	0.00	19637
12	Fraud and Corruption	Fraud and Corruption	42. Percentage of Tenders/Proposals of Fraud and Corruption	0.28	28185

FY 2018-19

9	Complaints	Tender/Proposal Procedure Complaints	36. Percentage of Tender/Proposal Procedure Complaints	0.24	28878
		Resolution of Complaints With Award Modification	37. Percentage of Complaints Resulting in Modification of Awards	0.00	70
		Resolution of Complaints	38. Percentage of Cases Complaints have been Resolved	4.29	70
		Independent Review Panel	39. Percentage of Cases Review Panel's Decisions Upheld	0.00	70
10	Contract Amendments	Contract Amendments/Variations	40. Percentage of Contract Amendments/Variations	0.00	22309
11	Contract Dispute Resolution	Unresolved Disputes	41. Percentage of Contracts With Unresolved Disputes	0.00	22309
12	Fraud and Corruption	Fraud and Corruption	42. Percentage of Tenders/Proposals of Fraud and Corruption	0.33	28878

FY 2019-20

9	Complaints	Tender/Proposal Procedure Complaints	36. Percentage of Tender/Proposal Procedure Complaints	0.47	22193
		Resolution of Complaints With Award Modification	37. Percentage of Complaints Resulting in Modification of Awards	0.00	105
		Resolution of Complaints	38. Percentage of Cases Complaints have been Resolved	12.38	105
		Independent Review Panel	39. Percentage of Cases Review Panel's Decisions Upheld	0.00	105
10	Contract Amendments	Contract Amendments/Variations	40. Percentage of Contract Amendments/Variations	0.00	19294
11	Contract Dispute Resolution	Unresolved Disputes	41. Percentage of Contracts With Unresolved Disputes	0.00	19294
12	Fraud and Corruption	Fraud and Corruption	42. Percentage of Tenders/Proposals of Fraud and Corruption	0.05	22193

FY 2020-21

9	Complaints	Tender/Proposal Procedure Complaints	36. Percentage of Tender/Proposal Procedure Complaints	0.64	15796
		Resolution of Complaints With Award Modification	37. Percentage of Complaints Resulting in Modification of Awards	0.00	101
		Resolution of Complaints	38. Percentage of Cases Complaints have been Resolved	0.99	101
		Independent Review Panel	39. Percentage of Cases Review Panel's Decisions Upheld	0.00	101
10	Contract Amendments	Contract Amendments/Variations	40. Percentage of Contract Amendments/Variations	0.00	9675
11	Contract Dispute Resolution	Unresolved Disputes	41. Percentage of Contracts With Unresolved Disputes	0.00	9675
12	Fraud and Corruption	Fraud and Corruption	42. Percentage of Tenders/Proposals of Fraud and Corruption	0.25	15796

FY 2021-22

9	Complaints	Tender/Proposal Procedure Complaints	36. Percentage of Tender/Proposal Procedure Complaints	0.27	15427
		Resolution of Complaints With Award Modification	37. Percentage of Complaints Resulting in Modification of Awards	0.00	41
		Resolution of Complaints	38. Percentage of Cases Complaints have been Resolved	2.44	41
		Independent Review Panel	39. Percentage of Cases Review Panel's Decisions Upheld	0.00	41
10	Contract Amendments	Contract Amendments/Variations	40. Percentage of Contract Amendments/Variations	0.00	5228
11	Contract Dispute Resolution	Unresolved Disputes	41. Percentage of Contracts With Unresolved Disputes	0.00	5228
12	Fraud and Corruption	Fraud and Corruption	42. Percentage of Tenders/Proposals of Fraud and Corruption	0.17	15427

FY 2022-23

9	Complaints	Tender/Proposal Procedure Complaints	36. Percentage of Tender/Proposal Procedure Complaints	0.22	26213
		Resolution of Complaints With Award Modification	37. Percentage of Complaints Resulting in Modification of Awards	0.00	58
		Resolution of Complaints	38. Percentage of Cases Complaints have been Resolved	10.34	58
		Independent Review Panel	39. Percentage of Cases Review Panel's Decisions Upheld	0.00	58
10	Contract Amendments	Contract Amendments/Variations	40. Percentage of Contract Amendments/Variations	0.00	5715
11	Contract Dispute Resolution	Unresolved Disputes	41. Percentage of Contracts With Unresolved Disputes	0.00	5715
12	Fraud and Corruption	Fraud and Corruption	42. Percentage of Tenders/Proposals of Fraud and Corruption	0.32	26213

Table 31-36: Complaints, FY 2017-18 to 2022-23

Above tables have been retrieved from Bangladesh Public Procurement Authority's PROMIS from FY 2017-18 to 2022-23. It depicts complaints against tender procedure has been reduced significantly, fraud and corruption is trending to reduce.

FY 2011-12 to 2022-23

3. Percentage of Tenders/Proposals Following GoB Procurement Rules				
Department Id	Ministry/Division/Organization Name	Total Tender/Proposal Following Rules	Tenders/Proposals Following GoB Procurement Rules	Tenders/Proposals Following GoB Procurement Rules %
5	Local Government Engineering Department (LGED)	213329	213329	100
All Ministries/Divisions/Organizations		213329	213329	100.00

Table 37: Percentage of Tender/Proposals Following GoB Procurement Rules, FY 2011-12 to 2022-23

Above table has been retrieved from Bangladesh Public Procurement Authority's PROMIS from FY 2011-12 to 2022-23. It depicts that 100% tenders following the GoB procurement rules.

FY 2011-12 to 2022-23

7. Percentage of Tenders/Proposals having Sufficient Tender/Proposal Submission Time				
Department Id	Ministry/Division/Organization Name	Total Tender/Proposal	Having Sufficient Tender/Proposal Submission Time	Having Sufficient Tender/Proposal Submission Time(%)
5	Local Government Engineering Department (LGED)	213329	213329	100
All Ministries/Divisions/Organizations		213329	213329	100.00

Table 38: Percentage of Tender/Proposals having Sufficient Tender/Proposal Submission Time, FY 2011-12 to 2022-23

Above table has been retrieved from Bangladesh Public Procurement Authority's PROMIS from FY 2011-12 to 2022-23. It depicts that 100% IFT received sufficient tenders.

FY 2011-12 to 2022-23

9. Average Number of Tenderers/Consultants Submitted Tenders/Proposals				
Department Id	Ministry/Division/Organization Name	Total Tender/Proposal	No of Tenderers/Consultants Submitted Tenders/Proposals	Avg No of Tenderers/Consultants Submitted Tenders/Proposals
5	Local Government Engineering Department (LGED)	213329	5654693	26.51
All Ministries/Divisions/Organizations		213329	5654693	26.51

Table 39: Average Number of Tenderers/Consultants Submitted Tenders/Proposals, FY 2011-12 to 2022-23

Above table has been retrieved from Bangladesh Public Procurement Authority's PROMIS from FY 2011-12 to 2022-23. It depicts that against an IFT, average about 27 numbers of tenderers participated. That is the beauty of e-GP system.

36. Percentage of Tender/Proposal Procedure Complaints				
Department Id	Ministry/Division/Organization Name	Total Approved Tender/Proposal	Tender/Proposal Procedure Complaints	Tender/Proposal Procedure Complaints(%)
5	Local Government Engineering Department (LGED)	213329	562	0
All Ministries/Divisions/Organizations		213329	562	0.26

Table 40: Percentage of Tender/Proposal Procedure Complaints, FY 2011-12 to 2022-23

Above table has been retrieved from Bangladesh Public Procurement Authority's PROMIS from FY 2011-12 to 2022-23. It depicts that very little numbers of tenders bear complaints. That is the evidence of transparency, accountability, efficiency and value for money.

3.1 Key Findings:

This research also reveals that efficiency is the state or quality of being efficient, or able to accomplish something with the least waste of time and effort; competency in performance; e-tendering(e-GP) made big time saver for LGED. In case of off-line tender, variation, time extension, contract approval needed more time as the letter for the mentioned purpose was traveling from table to table; whereas for off-line paperless tender, letters reach the following table by one click. Review has become timely for this easy process.

Transparency and accountability have been increased through e-GP system. Bangladesh Public Procurement Authority's PROMIS from FY 2011-12 to 2022-23 depicts that number of days between tenders opening and completion of evaluation have been decreased. Compliance of tender evaluation time has been increased; number of days taken between submission of tender evaluation and approval contract have been decreased, financial compliance improved; number of days between final approval and notification of award have been decreased, tender processing lead time has been decreased, total tender processing time has been reduced and efficiency in contract award has been improved; delivery time within the original schedule has been improved, completion rate has been increased; complaints against tender procedure has been reduced significantly, fraud and corruption is trending to reduce; very little numbers of tenders bear complaints. That is the evidence of transparency, accountability, efficiency and value for money.

The recently published Bangladesh **MAPS** report by the World Bank, there were commendable observations regarding LGED's e-GP (e-Government Procurement) system for tendering and procurement. Here are the key points:

1. **Transparency and Accountability:** LGED's adoption of e-GP has significantly enhanced transparency and accountability in the procurement process.
2. **Value for Money (VfM):** The e-GP system contributes to achieving value for money by streamlining procedures, improving efficiency, and promoting fair competition among suppliers.

3. Online Procurement Process: Most of LGED's procurement activities are now processed through the e-GP system.

4. Publication and Debarment: LGED ensures proper publication of tender notices through national dailies, the e-GP portal, and its own website. Additionally, LGED publishes information about contractors or consultants who have been debarred due to fraudulent, corrupt, or obstructive practices.

In the case of offline tenders, tasks such as variation, time extension, and contract approval required more time due to physical movement of letters between tables.

With the implementation of offline paperless tendering, letters now reach the relevant table with just one click, streamlining the process and saving time.

3. Transparency and Accountability Enhancement:

- The introduction of the e-GP system has led to increased transparency and accountability.
- Data from the Bangladesh Public Procurement Authority's PROMIS indicates positive trends:
- Reduced number of days between tender openings and completion of evaluation.
- Improved compliance with tender evaluation timeframes.
- Decreased time between submission of tender evaluation and contract approval.
- Enhanced financial compliance.
- Reduced processing lead time for tenders.
- Overall efficiency in contract award.
- Improved delivery time within the original schedule.
- Increased completion rates.

Significant reduction in complaints against tender procedures. A decline in fraud and corruption cases related to tenders.

Further, in order to maintain the accountability and transparency in public procurement to achieve value for money, LGED should adhere to its good governance and procurement governance.

Chapter : 4

Challenges

If we conduct a SWOT analysis of LGED, it shows the Strengths, Weaknesses, Opportunities and Threats as follows:

Strengths:

- LGED has substantial experience of working with GoB and Development Partner funded projects, like ADB, JICA etc.
- They have qualified and experienced pool of engineers and professionals for the project.
- Built-in Engineering section engaged in procurement functions will be supportive of smooth implementation of the project.

Opportunities:

- LGED may leverage from the experience gained through implementation of the previous GoB and DP financed projects.
- They will work with the international consultants (e.g. PMC, supervision consultant) which will strengthen their capacity in project management and supervision in future.



Weaknesses:

- There is potential lack of due diligence during the bid/ proposal evaluation process and contract implementation.
- Although complaint handling mechanism is clearly elaborated in the country procurement system, the system needs improvement in terms of practice.

Threats:

- Unavailability of suitable and qualified staff in the project (Possibility of transfer, retirement etc.)
- Force majeure situations like pandemic, bad weather, excessive rainfall may affect the contract

Bangladeshi procurement acts, rules and guidelines have sought to achieve the objective of accountability, competition, and fair dealing regarding public contracts.

Parliament has at its hand a monitoring system to control public expenses and financial irregularities in public offices. Through its public accounts committee and the standing committee on public undertakings, Parliament can potentially control financial corruptions or corruptions through public procurements.

There is only one centralized technical unit at the disposal of the government, which, although it has so far trained a good number of people, cannot simply effectively provide technical support to an increasingly greater member of staff and entities engaged in public procurements. This has an impact, undoubtedly, on the efficiency and accountability of the system.

The existing review and appeal processes are exceedingly bureaucratic, and multi-layered, discouraging an aggrieved tenderer/applicant to seek legal remedies. In order to achieve greater accountability and efficiency in the existing procurement system, there should be installed a systematic mechanism for administrative reviews and appeals. The current Bangladeshi procurement regime provides for the possibility of electronic government procurement (e-GP), which has been made mandatory but not for international works and services. One does not need to press hard to make the point that, by making e-Procurement including the payment through electronic devices compulsory, the state of administrative accountability could have been strengthened to a significant degree from procurement decisions.

For the sake of ‘accountability, these leverages need reconsideration.

Risk category	Description	Examples
Financial	Risk associated with financial loss.	Reputational damage leading to lost sales. Negative exchange rate impacts. Liquidated damages payable under a contract.
Strategic	Risks associated with organisational strategy or affecting the organisation at a strategic level.	Lack of sales in a new market. Poor uptake of a new product. Competitor activity limiting growth. Lack of investment in new technology.
Operational	Risks that impede or affect the organisation's operations.	Machinery breakdown. Excessive employee sickness or attrition. Failed external audits.
Hazard	Risks which must be actively avoided or mitigated.	Lone workers in unsafe conditions. Working at height. Poor housekeeping.

The challenges related to ensuring accountability and efficiency in the Local Government Engineering Department (LGED)'s procurement process using the PESTLE framework:

1. Political Challenges:

Policy Implementation: Political will and commitment are crucial for enforcing transparent and accountable procurement policies. Inconsistent policy implementation can hinder efficiency.

2. Economic Challenges:

Resource Constraints: Limited budget allocations can impact procurement efficiency.

Value for Money: Balancing cost-effectiveness with quality and performance is challenging.

3. Social Challenges:

Social Inclusion: Ensuring that marginalized groups have equal access to procurement opportunities promotes social equity.

4. Technical Challenges:

Capacity Building: Training staff on digital procurement tools and processes is essential for efficient implementation.

5. Legal Challenges:

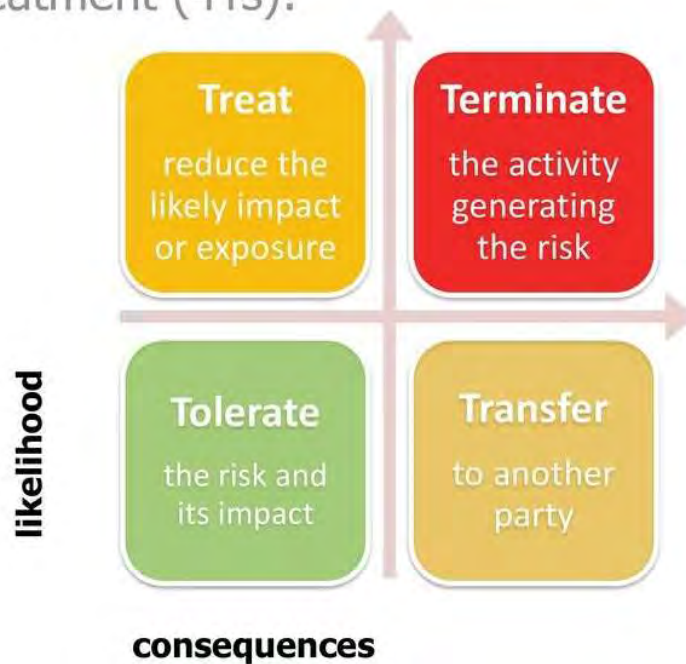
Regulatory Compliance: Non-compliance can lead to inefficiencies and legal repercussions.

6. Environmental Challenges:

Considering climate risks in procurement processes ensures infrastructure resilience and efficient resource allocation.

Addressing these challenges requires a holistic approach, involving stakeholders, technology, and policy reforms.

Risk treatment (4Ts):



There is responsible person to take care of the risks as follows.

R	Responsible <ul style="list-style-type: none">• The person who actually carries out the process or task assignment• Responsible to get the job done
A	Accountable <ul style="list-style-type: none">• The person who is ultimately accountable for process or task being completed appropriately• Responsible person(s) are accountable to this person
C	Consulted <ul style="list-style-type: none">• People who are not directly involved with carrying out the task, but who are consulted• May be stakeholder or subject matter expert
I	Informed <p>Those who receive output from the process or task, or who have a need to say informed</p>

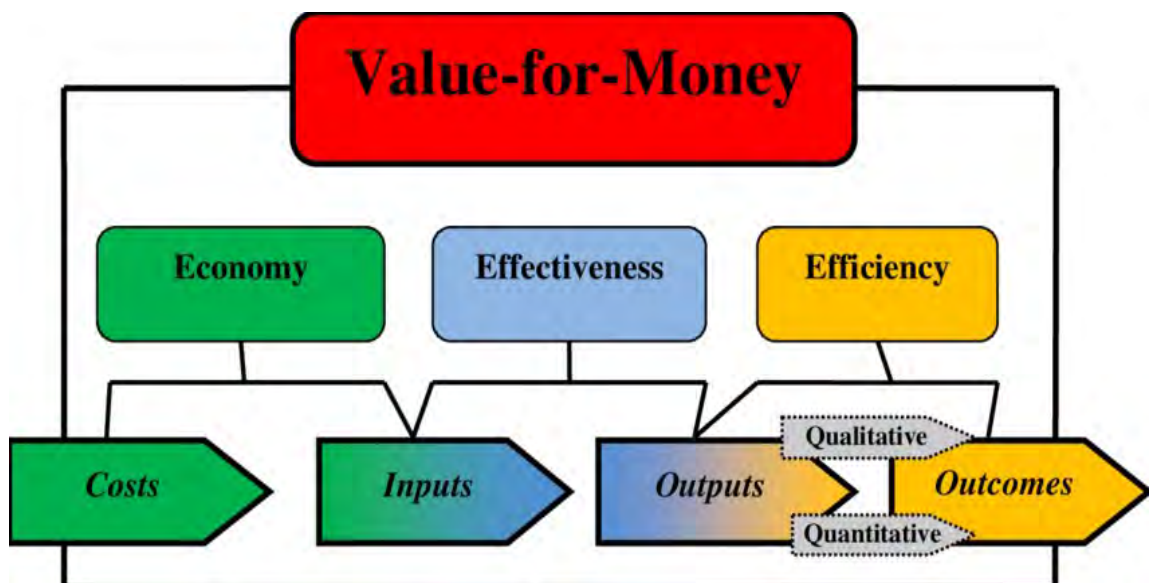
Chapter : 5

Conclusion and Recommendations

5.1 Conclusion:

For Bangladesh's social and economic development there is no alternative to good public governance. This paper has argued that despite a modern procurement law, rule and guideline in Bangladesh, the level of accountability, transparency and efficiency level in public procurements is still not satisfactory.

The Local Government Engineering Department (LGED) plays a pivotal role in Bangladesh, particularly in the realm of infrastructure development. LGED ensures Value for Money (VfM) in its procurement processes and development initiatives, focusing on the three pillars: **Economy**, **Efficiency**, and **Effectiveness**.



1. Economy:

Cost Minimization: LGED meticulously evaluates costs associated with procurement.

Optimized Resource Allocation: LGED allocates resources judiciously, ensuring that every expenditure contributes directly to project objectives.

2. Efficiency:

Maximizing Output: LGED emphasizes efficient utilization of resources. This includes streamlining processes, minimizing delays, and ensuring timely project completion.

Performance Monitoring: LGED closely monitors project progress, assessing whether milestones are achieved within stipulated timeframes.

3. Effectiveness:

Results-Oriented Approach: LGED focuses on achieving intended outcomes. They align procurement decisions with project goals, emphasizing quality and impact.

Beneficiary Satisfaction: LGED actively seeks feedback from project beneficiaries.

Basically the Local Government Engineering Department (LGED), one of the largest engineering agencies in Bangladesh, who has taken significant strides toward ensuring sustainable procurement in their development projects. By aligning with the **Sustainable Procurement Policy (SPP)** introduced by the Bangladesh Public Procurement Authority (BPPA), LGED focuses on three critical pillars: **Economy**, **Environment**, and **Social** aspects, while also giving due importance to **Governance**.

1. **Economy:** LGED meticulously seek competitive bids, negotiate favorable terms, and optimize resource allocation to achieve efficient utilization of public funds.
2. **Environment:** LGED promote the use of sustainable materials, energy-efficient technologies, and eco-friendly construction methods.
3. **Social Aspects:** LGED prioritize social inclusion, fair labor practices, and community engagement. By involving local stakeholders, they ensure that development projects benefit the people they serve.
4. **Governance:** Transparency, accountability, and ethical conduct are at the core of LGED's procurement practices. They adhere to legal frameworks, maintain clear records, and foster a culture of integrity.

LGED’s commitment to **sustainable procurement** reflects their dedication to holistic development, where economic progress, environmental stewardship, social well-being, and good governance converge for the betterment of Bangladesh.

5.2 Recommendations:

5.2.1	Make continuous dialogue to Bangladesh Public Procurement Authority (BPPA) to integrate the Rate Schedule and Estimate Preparation Software (RSEPS) of LGED to e-GP system;
5.2.2	BPPA should make a database for storing contractors’ previous work experience as well as payment certificate so that today’s e-GP semi-manual tender evaluation can be done online.
5.2.3	Government should make software for impact analysis where changing a factor (i.e. investing fund for certain type of road of a certain Upazila) will show the overall economic scenario change of the country.
5.2.4	Formation of procurement investigating body separately for all the government departments so that the head of the department may know the status, risks, appetite and take necessary measure.
5.2.5	Implement real-time monitoring mechanisms within the e-GP system to track the progress of tender evaluations, contract approvals, and project timelines, enabling prompt intervention in case of delays or discrepancies.
5.2.6	Introduce performance-based incentives for contractors and suppliers who consistently deliver high-quality work within agreed-upon timelines, fostering competition and rewarding excellence in project execution.
5.2.7	Foster collaboration between LGED and relevant stakeholders, including local communities, civil society organizations, and industry associations, to solicit feedback, address grievances, and incorporate diverse perspectives into the procurement decision-making process, ultimately enhancing public trust and satisfactions.

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