

Report On

Risks & Challenges of International Procurement: A Study on International
Competitive Bidding for Procurement of Road Roller under Khulna Division
Rural Infrastructure Development Project

By

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A report submitted to BRAC Institute of Governance & Development (BIGD), BRAC
University in partial fulfillment of the requirements for the degree of
Masters in Procurement & Supply Management

BRAC Institute of Governance & Development

BRAC University

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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.

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Letter of Transmittal

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Subject: Submission of PSM-665: Supply Chain Management in Practice-Report/Practicum.

Dear Sir,

This is my pleasure to submit you the report on **“Risks & Challenges of International Procurement: A Study on International Competitive Bidding for Procurement of Road Roller under Khulna Division Rural Infrastructure Development Project”** as a mandatory requirement to accomplish Masters in Procurement and Supply Management at BIGD, BRAC University.

I have provided my best effort to build this report with the essential information and suggested proposition in an extremely vital compact and comprehensive manner as possible. I wish this report will meet the standard of academic performance in the best possible system.

Sincerely yours,

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Date:

Non-Disclosure Agreement

This agreement has made and entered into by and between Local Government Engineering Department (LGED) as the First Party and the undersigned student at BRAC Institute of Governance and Development, BRAC University as the Second Party. The First Party has allowed the Second Party to prepare a report on **“Risks & Challenges of International Procurement: A Study on International Competitive Bidding for Procurement of Road Roller under Khulna Division Rural Infrastructure Development Project”** as partial requirement for fulfillment of the degree of Masters in Procurement and Supply Management. The Second Party will have the opportunity to work closely with the officials of the organization and have access to official data and information. Based on the work experience, data, and information collected the Second Party will prepare a report. The Second Party will use all sorts of data and information for academic purposes and will not disclose to any party against the interests of the First Party.

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Acknowledgement

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On behalf of the Procurement Unit of LGED, especially Mr. Golam Yazdani, Executive Engineer deserves special thanks for allowing me in discussion with and access to important necessary data collection. The existing project officials such as Ms. Nazma Khanom, Sr. Assistant Engineer, Mr. Akhtar Hossain, Sub Assistant Engineer should also be thanked for their valuable and altruistic support in collection of accurate data from remote areas.

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Executive Summary

Public Procurement has become an important element, objective and function of any development project or activities as well as of any government organization. Risk assessment and management is a very important element to ensure successful performance of any type of procurement. Between the two types of procurements, various types of risks and uncertain events are associated with International Procurement. Before undertaking ICB, procuring entities should consider the terms and conditions with the possibilities of risks and identify the ways to meet the upcoming challenges to successfully implement international procurement.

Comparing to NCB, there are various different rules and procedures that are to be maintained such as application of appropriate Incoterm, opening of LC, Pre shipment inspection, selection of appropriate C&F agent, payment of CD VAT etc. Incoterm is the key player to assign the risk owner of the international procurement. Based on the case study the risks and challenges that were associated with the procurement are developing a widely acceptable technical specification, possibilities of currency rate fluctuation, checking accuracy of documents submitted by bidders, availability of necessary shipping documents and fund for payment of CD VAT on time etc.

Providing trainings to the stakeholders, developing technical specification with help of expert team, keeping important market data would facilitate to overcome any kind of challenges and risks in International Procurement.

Based on the case study and analyzing the result, it could be determined that the procuring entity of KDRIDP achieved competitive advantage with cost and quality benefit performing the international procurement.

Keywords: International Procurement; Risk; Challenges; Incoterm

List of Acronyms

BDT	Bangladeshi Taka
BPGIP	BRAC Procurement Guidelines and Implementation Procedures
C&F	Clearing and Forwarding
CD	Customs Duty
CFR	Cost and Freight
CIF	Cost, Insurance and Freight
CIP	Carriage and Insurance Paid To
CPT	Carriage Paid To
CPTU	Central Procurement Technical Unit
DAP	Delivered at Place
DDP	Delivered Duty Paid
dgMarket	Development Gateway Market
DPP	Development Project Proposal
DPU	Delivered at Place Unloaded
EXW	Ex-Works
FAS	Free Alongside Ship
FCA	Free Carrier
FGD	Focus Group Discussion
FOB	Free on Board
FY	Financial Year
GoB	Government of Bangladesh
HDI	Human Development Index
HS Code	Harmonized System Code
ICB	International Competitive Bidding
IFT	Invitation for Tender
KBS-RIDP	Khulna, Bagerhat, Satkhira Rural Infrastructure Development Project
KDRIDP	Khulna Division Rural Infrastructure Development Project
KII	Key Informant Interview
LC	Letter of Credit
LGED	Local Government Engineering Department
LGRD & C	Local Government, Rural Development and Co-operatives
LoU	Letter of Undertaking

List of Acronyms

MDB	Multilateral Development Bank
NCB	National Competitive Bidding
O&M	Operation and Maintenance
PE	Procuring Entity
PMU	Project Management Unit
PIU	Project Implementation Unit
PPA	Public Procurement Act
PPR	Public Procurement Rules
PSI	Pre-Shipment Inspection
RFQ	Request for Quotation
SDG	Sustainable Development Goal
SPP	Sustainable Procurement Policy
TEC	Tender Evaluation Committee
TIAC	Technical Inspection and Acceptance Committee
TOC	Tender Opening Committee
UNDB	United Nations Development Business
VAT	Value Added Tax
WCO	World Customs Organization
XEN	Executive Engineer

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Chapter 1: Introduction

1.1 Background of the Study

On the way of reaching the vision of overall development of the country, Government of Bangladesh has been undertaking and executing numerous development projects. Most of the development projects have been executed by LGED under the Ministry of LGRD & C with a view to ensure comprehensive development of socio-economic condition of the country through rural infrastructure development.

All these development works are being performed by implementing development projects through the usage of public fund. Public Procurement Management is a key function of any government organization through which development projects are successfully implemented by ensuring efficient use of public fund in the way of economies of scale, transparency, accountability, fairness and better value for money. Between the two types of procurements, procedures of ICB are comparatively complex and different from NCB and these complexities and different features come with various unusual uncertainties and challenges.

Khulna Division Rural Infrastructure Development Project was prepared by LGED in line with the strategy of the socio-economic development of the rural people. Purpose of the development works is to improve connectivity through providing more convenient and uninterrupted road network towards the rural area, ensure marketing facility for agricultural products and boost rural economy by creating commercial and employment opportunities which in turn will directly benefit the poor and reduce poverty. Improvement and Maintenance works of rural Roads within 10 districts of Khulna Division is the largest by volume among 10 components of this project.

In this modern era of infrastructure development, most of the private and government organizations prefer to use modern technologies and equipment for construction works to be benefited with the ease of timely completion of construction works with desired quality and without wasting money and construction raw materials which ensures better value for money. LGED is no exception of using most of the modern technologies and equipment for all of its government funded projects. LGED's major field of development is Road Construction sector which can be operated by Road Roller more conveniently. 23 Nos. Road Roller was procured by KDRIDP which has ultimately enriched LGED as well as the road construction works within the area of Khulna Division for a significant period.

Procurement of 23 Nos. Road Roller under KDRIDP is the first ever international procurement by LGED which was fully funded by GoB. So, it was challenging for all the stakeholders to successfully complete the procurement.

1.2 Objective of the Study

The key objective of this case study is to highlight the possible risks and challenges that may arise during performing International Procurement through detail discussion on distinguished rules, features, challenges, risks, advantages and drawbacks of international procurement from different aspects of stakeholders. Ultimate purpose of this study is based on paying attention to and discussion on the following integral topics and circumstances of International Competitive Bidding:

- Rules and regulations of ICB according to various national and global procurement guidelines;
- Challenges and risks during preparation of suitable and all-embracing technical specifications which must be compatible to international commercial rules and also procurement guidelines;
- Selection of appropriate Incoterms to assign risk owners and other responsibilities which leads to combat most of the uncertainties;
- Impact of currency exchange rate fluctuations on tender evaluation;
- Port formalities with assessment of clearing and forwarding services;
- Pre-shipment and post shipment inspection procedures.

1.3 Research Questions

With the increasing usage of modern technology and equipment in infrastructure construction sector all over the world, both government and private sectors of Bangladesh need to import numerous and varieties of construction equipment. Cost for procurement of these construction equipment is relatively expensive considering the overall economic status of Bangladesh. In addition, efficient in terms of well qualified and experienced enough manpower to handle the manufacturing of these equipment as well as factory establishment facilities are not available in this country. To be benefited with desired

quality with reduced expenditure, purchasers may need to go for global sourcing. As discussed earlier, due to inadequate knowledge and previous experience, the purchasers need to be well educated and aware of the possible risks and challenges for ensuring smooth operation and performance of international procurement.

This case study would be an example of substantive experience for those who used to work on or to be involved in international procurement. The focus of this study is to identify the potential risks and challenges of international procurement which would ultimately help to establish a risk mitigation framework. Structure of this study is based on 3 (three) research questions which are outlined as follows:

- a. Is it always a wise decision to prefer ICB over NCB?
- b. What are the Key Risks and complications of International Procurement comparing to that of National Procurement?
- c. What could be the ways to deal with the potential risks raised in international procurement and how to overcome them?

1.4 Limitations of the Study

Success of any study depends on capability of appropriate data collections. Availability of appropriate data is the main limitation of the study. The case study is about an International Procurement which was performed in the year 2017~2018. So, there may be possibilities of some data missing due to transfer of concerned personnel. Specific limitations of the study might be as follows:

- ❑ Availability of Project Records: Availability of existing project records and records of that time of performing the procurement is a key element of the structure of the case study. The procurement work was performed in between 2017~2018. So, the possibility of the having appropriate data depends on the office management procedures that the project office operates.
- ❑ Availability of Key Informants: Frequent changes of working stations due to transfer of officers is a common tradition at government organizations. Moreover, some key personnel might remain abstinent from duty station due to have joined scheduled residential trainings, some might be on study leave or some personnel may have been

promoted to new roles and responsibilities with new designation. So, the collection of key information from those contributors who were directly involved with the procurement work might be interrupted as some or all of them might remain detached from the working station.

- ❑ Assurance of Data Accuracy: Due to poor management of project data as well as project procurement data might cause unavailability of accurate information. In addition, collection of data from some important documents related to this procurement which could be crucial elements for this study might be hindered due to technological failure.
- ❑ Common Group Members: Opportunities of obtaining diversified information from beneficiaries and key informants might be reduced if some information providers relevant to this procurement and case study belong to multiple groups.
- ❑ Time Limitation: Allocated time to complete this case study is limited to a certain deadline. That's why raw data collection from the deepest root level of source and conducting more research to an extent of best satisfactory level in support of erection of this study might not be possible.

Chapter 2: Literature Review

2.1 Introduction

During conducting the case study, a comprehensive literature review was undertaken. The key topics which are deeply related to the case study are:

- Definitions (Procurement, Public Procurement, International Procurement);
- Core Principles of Public Procurement;
- Terms, Conditions and Special Considerations while undertaking International Procurement;
- Incoterm, LC, HS Code;
- Project information in brief.

Concepts taken from the literature review are objectives of the case study, research questionnaire and methodology of the study. Methodology of the study contains questionnaire and their responses taken from primary and secondary sources including qualitative and quantitative data. The findings and concluding discussions has been incorporated with important recommendations for future endeavors in the last chapter of this practicum.

2.2 Definition of Procurement and Public Procurement

Procurement refers to as the procedures of acquisition of assets such as purchasing or hiring of Goods, execution of Works and satisfactory performance of Services through contractual documentary obligations (PPA, 2006 and PPR, 2008).

Public Procurement is performing procurement with the usage of public funds (PPA, 2006 and PPR, 2008). Public funds are the government's earning through tax collections from taxpayers.

2.3 The Core Principles of Public Procurement

The core principles of any type of procurement are as follows (Robert A. K., 2016):

(a) Transparency

Transparency refers to the fundamental tenet of contemporary procurement systems, which provides clear and uninterrupted information about and access to the laws,

regulations, rules, and practices governing procurement by procuring entities to the general public and the bidder community in particular.

(b) Accountability

A good procurement system should have clear lines of responsibility in decision making and officials responsible for procurement should be made accountable for their decisions and activities. Therefore, accountability can be defined as the quality or state of being accountable, especially an obligation or willingness to accept responsibility or to account for one's actions.

(c) Fairness

An efficient procurement system should give all participants an equal chance to compete and by avoiding discrimination among potential bidders. Potential suppliers should be given equal treatment and with the highest level of fairness throughout the contract award process.

(d) Competition

Competition refers to a provision through which bidders compete with one another for procurement contract under identical terms and conditions. Generally, Procurement should be carried out by competition unless there are convincing reasons to the contrary.

(e) Economy and Efficiency

Efficiency is the process of obtaining the intended results while utilizing the least expensive and most accessible resources. Economy is the administration and management of public resources to save and maximize value for money. In this sense, the results of public procurement are evaluated in relation to the expenses incurred (manpower and time), the degree of competition attained (number of bids, participation from international bidders), and the perception of transparency.

(f) Value for Money (VfM)

Even while the cost of obtaining the essential components should determine value for money, the procurement process should endeavor to obtain the right items at the right time and at the right price to support initiatives of procuring entities. Value for Money is an essential criterion that a procuring entity must use to support a procurement

decision. Value for money, as perceived by the user or the intended audience, is the value (output) associated with some defined cost (input). Value for money is restricted to the idea of resource allocation in relation to the achievement of some expected output values. The end user or customer makes an effort to assign a value to the goods or services they receive and evaluates them against the resources they have used.

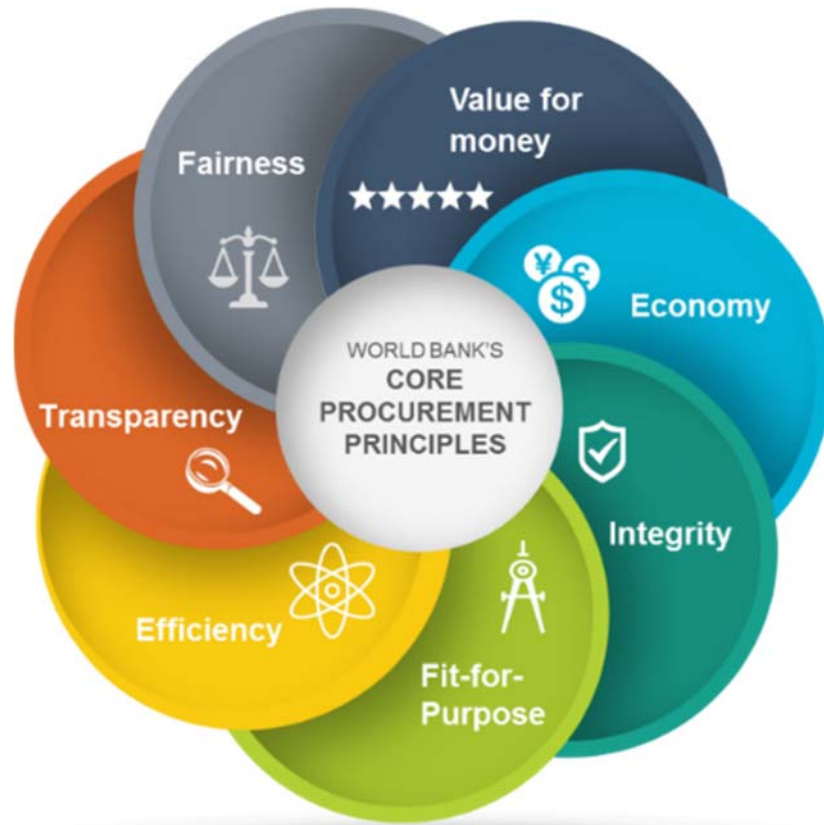


Figure 2.1: World Bank's Core Procurement Principles

2.4 International Procurement

International Procurement which might also be termed as Global Procurement refers to as an arrangement of open competitive bidding where participation in the bidding process is open for any potential bidder around the world. International Competitive Bidding is a sourcing opportunity through which products or services of international standard and unique quality which are not available in the local market might be acquired from global market which leads to facilitate with reduced cost, shared risk and also confirmation of desired quality. Procuring entities need to follow some specific guidelines, terms and conditions and also need to consider the possible upcoming uncertainties while choosing

ICB instead of NCB. Among various widely used procurement rules and guidelines, the instructions provided in Public Procurement Act, 2006 and Public Procurement Rules, 2008 are comparatively more constructive and specific.

2.5 Special Considerations

Procuring entities or purchasers might need to consider the following special circumstances while undertaking International Competitive Bidding:

- Fair competition is not ensured if supplier or contractor at national level is not abundant;
- Technical Specifications which express the desired quality standard are based on international standards or those widely used in international trade and such standards are compatible with those in use in Bangladesh;
- Product that is to be procured is considered as unique and that are not manufactured in the country of purchaser or procuring entities;
- Cost of purchasing of product is identified and considered to be much higher in the local market rather than that in international market.

2.6 Terms and Conditions

Following the country procurement rules of Bangladesh, prominent non-government procurement guidelines and various MDB procurement guidelines that are widely used in the public sector project management, terms and conditions that are mandatory part for undertaking International Competitive Bidding may be summarized as follows (PPA, 2006; PPR, 2008; BPGIP, 2007):

- Language used in IFT and Tender Documents must be in English for the ease of understanding of potential interested bidders from all over the world;
- Advertisement of IFT to be published at prominent international newspapers or publications, UNDB or dgMarket for ensuring wide circulation;
- Time allowed for submission of bids shall be sufficient to ensure the invitation to be reached to potential interested bidders and to enable them to prepare and submit bids within the stipulated time;

- ❑ Technical specifications shall be based on international standards or those widely used in international trade. Such standards shall be compatible with those in use in Bangladesh;
- ❑ Bidders shall be permitted to express their Tenders, as well as any bid and/or performance securities to be presented by them, in any widely used currencies;
- ❑ Domestic preference might be allowed to provide local manufacturers, suppliers and contractors with a price advantage over their international competitors for the purpose of promoting domestic products or industries;
- ❑ Application of Incoterms applicable to the particular case should be mentioned.

2.7 Incoterm

Incoterms are referred to as the International Commercial Terms which are used for procurement of Goods through ICB. These terms are defined by International Chamber of Commerce and are used to assign the risk owners of the international procurement of Goods. The latest version of Incoterms is the Incoterm 2020 (ICC, 2020). List of 11 incoterms are as follows:

- a) Any mode or modes of transport- EXW, FCA, CPT, CIP, DAP, DPU, DDP
- b) Sea and Inland waterway transport- FAS, FOB, CFR, CIF

2.8 Letter of Credit

In international trade, a Letter of Credit (LC), sometimes referred to as a documentary credit or banker's commercial credit or letter of undertaking (LoU), is a payment mechanism that gives an exporter of goods an economic guarantee from a creditworthy bank. When it is difficult to assess the dependability of contracting parties, Letters of Credit are frequently utilized in the financing of international trade. The way it works economically is that a bank is brought in as an underwriter, taking on the counterparty risk of the buyer paying the seller for the goods.

Blue indicates seller's Gold indicates buyer's
 Green indicates mixed or shared

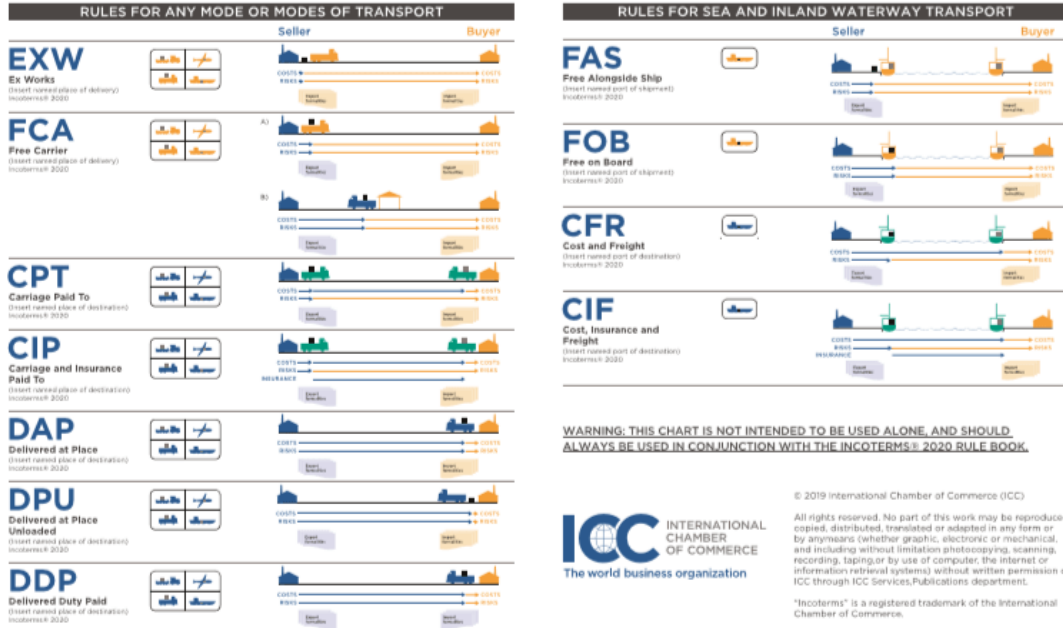


Figure 2.2: Incoterm 2020

2.9 Harmonized System Code

HS Code refers to as Harmonized System. This is the Harmonized Commodity Description and Coding System of tariff nomenclature which is a globally standardized system of names and numbers used to categorize traded goods. Since its implementation in 1988, it has been created and administered by the World Customs Organization (WCO) (formerly the Customs Co-operation Council), a free-standing intergovernmental organization based in Brussels, Belgium (Wikipedia).

More than 200 WCO member countries and economies use it for a variety of reasons, including the development of their customs tariffs, the gathering of information on global trade as well as many other purposes.

Application of HS Code is a crucial and essential part of estimating cost for procurement of goods using ICB method. This is also an integral term which is related to take the decision of the selection of most convenient Incoterm. As a part of port formalities and

legislations, assessment of Customs Duty, import taxes and cost for other levies is performed by the clearing and forwarding agents with the usage of HS Codes.

2.10 The Project in Brief

A synopsis containing key information about the project and also specifically the tendering process is provided as follows:

Name of the Project	: Khulna Division Rural Infrastructure Development Project
Date of Project Approval (ECNEC)	: 31-01-2017
Project Duration	: January, 2017 ~ June, 2024
Project Cost	: BDT. 26.65 billion or 26650 million
Project Area	: 10 Districts and 59 Sub districts under Khulna Division (Khulna, Bagerhat, Satkhira, Jashore, Narail, Magura, Jhenaidah, Kushtia, Chuadanga & Meherpur)
Quantity of Road Construction	: 1816 Nos. (3328.70 km)
IFT Title	: Procurement of Goods (23 Nos. Double Drum Vibratory Road Roller)
Estimated Cost	: BDT. 180 million
Procurement Method	: ICB
Source of Fund	: GoB
Incoterm applied	: CIF
Date of Preparation of Technical Specification	: 24-05-2017
Date of Preparation of Official Cost Estimate	: 23-07-2017
Date of Tender Publication	: 26-07-2017
Date of Tender Closing	: 14-09-2017
Allowed Duration for Tender Submission	: 50 days

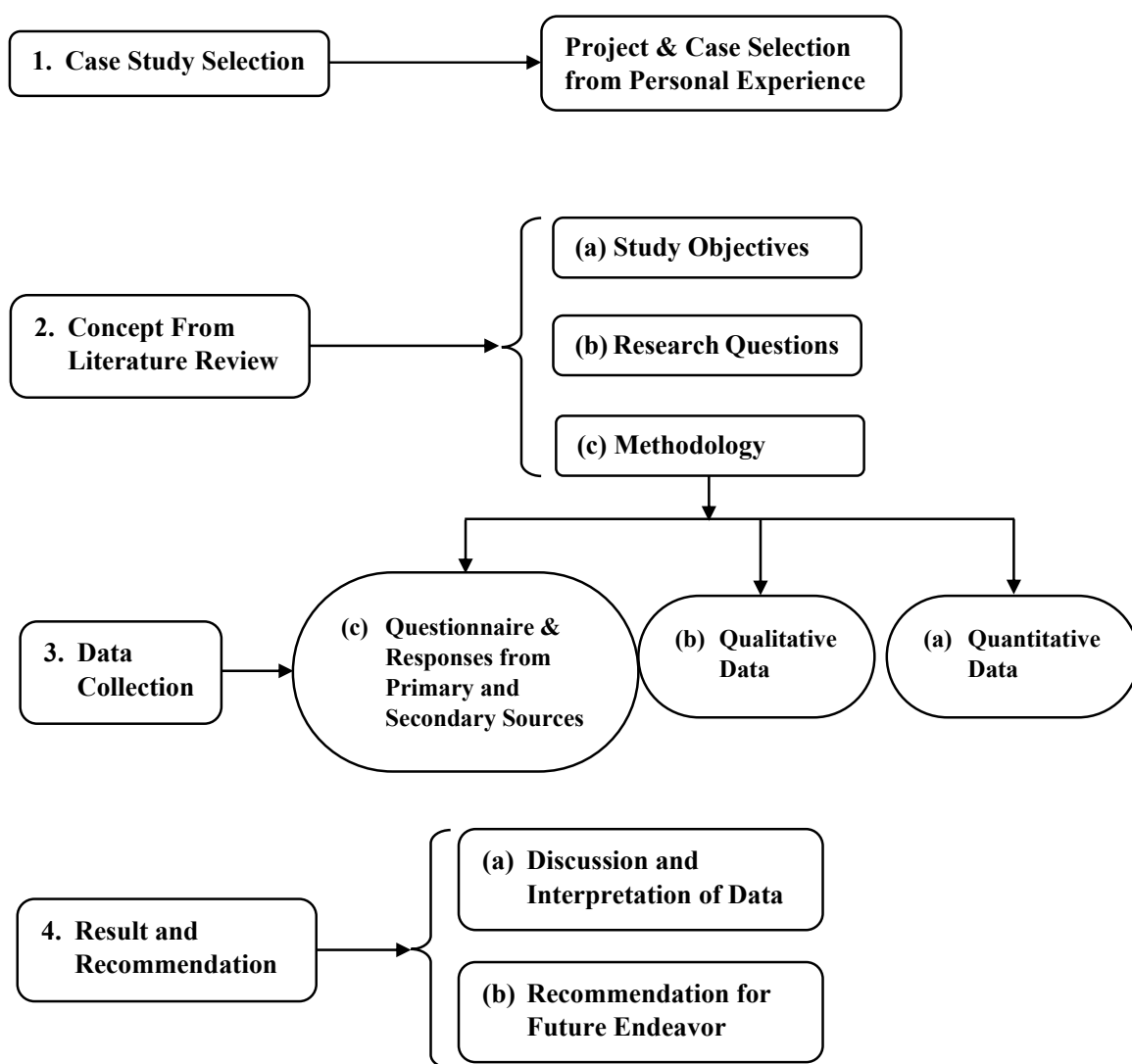
Tender publication medias	: The Daily Star: 27-07-2017 The Daily Prothom Alo: 28-07-2017 LGED web site: 27-07-2017 CPTU web site: 27-07-2017
Number of Tender Document Sold	: 17
Number of Tenderer Participated	: 05
Date of Contract Award	: 25-10-2017
Date of Signing of Contract	: 01-11-2017
Winning bidder	: AMMANN CZECH REPUBLIC AS Address: Nachodska 145, Nove Mesto nad Metuji 54901, Czech Republic Local Agent: M/S S.R.Trading Address: Khan Mansion (3rd Floor) 107, Motijheel C/A, Dhaka, Bangladesh.
Date of opening LC	: 05-11-2017
RFQ issue date for Selection of C&F Agent	: 22-04-2018
RFQ closing and opening date	: 30-04-2018
Date of Signing of Contract	: 14-05-2018
Selected C&F Agent	: Enterprise International C&F Ltd Address: Sakhina Mahbub Mansion (2nd Floor), 304/A, Sk. Mujib Road, Dewanhat, Chattogram.
Completion of Clearing and Forwarding	: 01-07-2018
Date of Pre-delivery Inspection	: 04-07-2018
Date of completion of delivery of products	: 12-07-2018

Table 2.1: Project Brief of KDRIDP

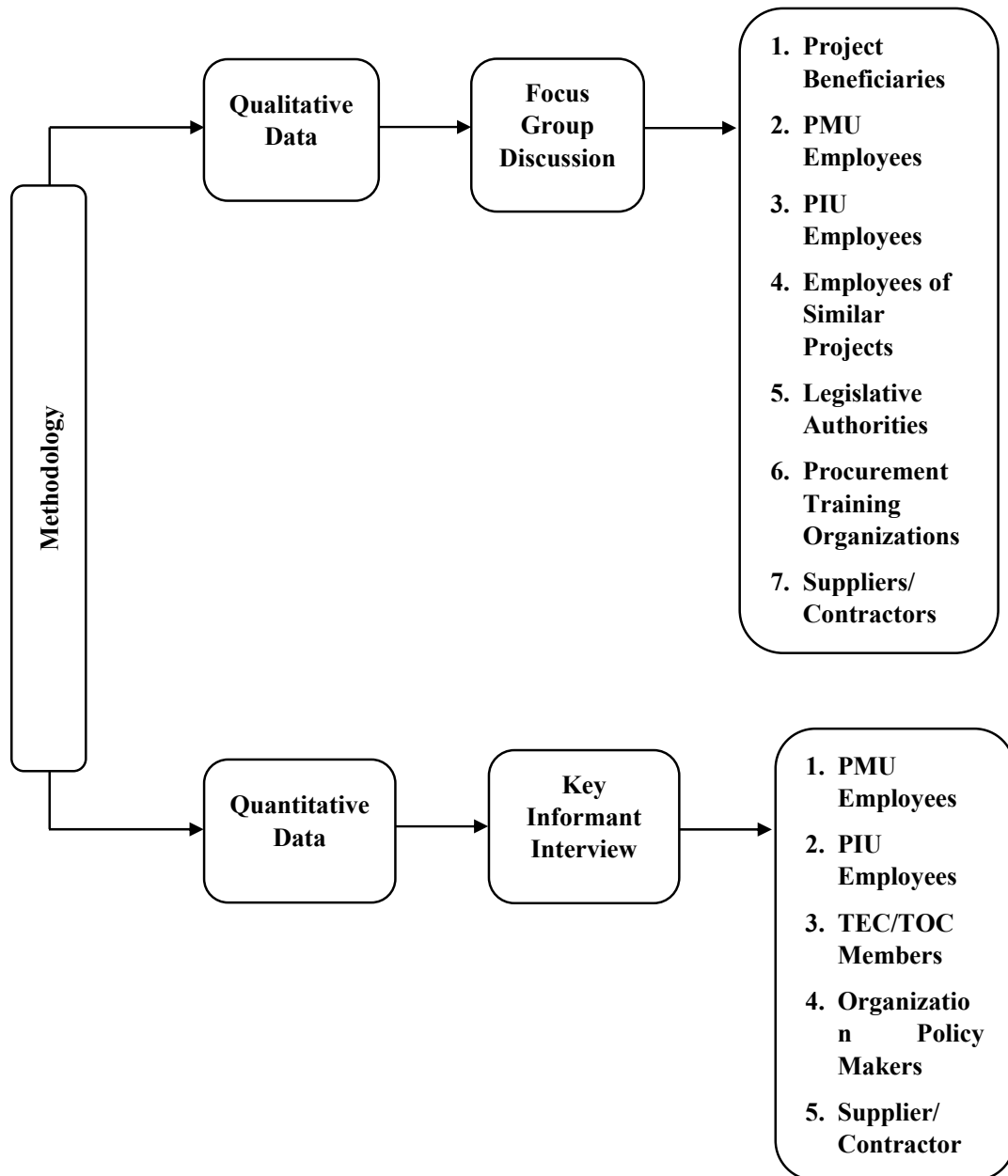
Chapter 3: Methodology

3.1 Structure of the Study

This study report has been produced and organized consisting collection of both primary and secondary data in terms of Qualitative and Quantitative dimension obtained through responses delivered towards some derived questionnaires in the way of Focus Group Discussion and Key Informant Interview. Structure of the study can be described as the flowchart provided as below:



More specifically, the Methodology for design and execution of the study can be briefly described through the following flow chart:



3.2 Focus Group Discussion

Discussion with Focus Group consisting of the concerned communities mentioned in the previous section was conducted through some questionnaires. Applied questionnaires and opinions towards those are briefly described as follows:

(i) What percentage of tenders of LGED are conducted through International Competitive Bidding processes?

- According to the information from the Procurement Unit of LGED, approximately $\pm 1\%$ tenders of LGED are conducted through ICB processes.

(ii) What are the strategies for successful implementation of ICB at LGED?

- Some important strategies that are undertaken by LGED for successful implementation of ICB are:
 - a. Ensuring provision of foreign currency in the DPP which is an inevitable condition for undertaking ICB process;
 - b. Tender Documents are prepared, scrutinized and recommended by Technical Specification and Tender Document Preparation Committee consisting of experienced enough and well qualified officers;
 - c. Tender Evaluation Committee is comprised with highly skilled professionals having vast knowledge and experience over public procurement rules and MDB procurement guidelines;
 - d. If TEC faces any difficulties to effectively evaluate tenders due to unfamiliar technical specifications, a Technical Sub Committee is there to assist TEC to ensure effective tender evaluation;
 - e. During procurement of goods through ICB, a Goods Receiving and Technical Inspection & Acceptance Committee is formed to check the compatibility of delivered goods with the technical specifications provided in the tender document.

(iii) How can LGED achieve competitive advantage through International Procurement?

- Comparing various projects of LGED, achievement of competitive advantage through International Procurement can be ensured if the following steps are taken:
 - a. Sharing of knowledge about international procurement through effective trainings for organization's personnel and regular suppliers;

- b. Ensure healthy competition through sourcing from different countries in the way of efficient formation of technical specifications.
 - c. In addition, political pressure in international procurement is much less than that in national procurement. In that case, LGED can be facilitated with quality product with competitive cost.
- (iv) What can be the drawbacks that may arise during executing ICB?
- Upon discussion with the Procurement Unit of LGED and some TEC members who are regularly involved in tender evaluation of ICB tenders, following drawbacks can be highlighted from their common experiences:
 - a. Sometimes renowned foreign suppliers do not show interest in participating ICB tendering processes for some unknown reasons;
 - b. Often the procedures of opening LC are appeared to be too much complicated for procuring entities. Some banks may not welcome LCs considering the present crisis of foreign currencies;
 - c. In some international tenders, provision of O&M training and PSI in the country of supplier may be compromised due to government decisions. So, there is a risk of receiving defective products or receiving products with no knowledge of operation and maintenance which may even cause early expiration of products due to lack of maintenance;
 - d. The payment module according to the standard tender document of ICB states that 80% of the Contract Price of the Goods shipped shall be paid through irrevocable confirmed letter of credit opened in favor of the Supplier (BPPA, PG-4). This results to ensure 80% payment without the product in hand;
 - e. Inefficient usage of Incoterms may cause reverse competitive advantage for procuring entities through performing ICB.

(v) Is there any provision of Procurement Trainings highlighting ICB features, rules and regulations by LGED's own arrangement?

- LGED is sincerely endeavored about the skill and knowledge development of the organization personnel through providing resourceful trainings. Implementing this objective, LGED has been providing trainings through an individual training unit led by experienced and qualified trainers and resource persons. LGED's internal trainers and other adjunct trainers provide trainings to LGED officers at HQ and upazila level on a regular basis which acts as an added value to their carrier.

3.3 Key Informant Interview

The Key Informant Interview has been conducted through some valuable questionnaire which are directly related to the procurement of this case study.

(i) Did the advertisement procedures of IFT publication was followed according to PPR guidelines?

- The IFT for Procurement of 23 Nos. Road Roller by ICB method was published in a Bengali and an English newspaper following the Rule No. 90 (2) (a) of PPR. Also, the IFT was published in CPTU and LGED website for ensuring wide circulation across the world.

(ii) Did the advertisement was published in any international publications?

- The Procuring Entity was not cognizant enough to feel the importance of IFT publication in any international magazines or dgMarket. He felt that IFT publication at CPTU and LGED website is enough to draw attention of global suppliers.

(iii) Was there any Technical Specification Preparation Committee? If yes, did the committee prepared an international standard technical specification which does not restrict any specific region or group from participating in this tender?

- Yes, a Technical Specification Committee consisting of 7 (seven) members were formed to prepare a constructive and global standard technical specification. During preparation of technical specification, the main focus was on the combination of

competitive cost with reasonable quality of product in terms of durability and serviceability. To ensure this objective, a condition was included in the technical specification which prevented Indian and Chinese suppliers from participation. The condition was that the country of origin of the product to be having HDI above 0.8 according to United Nations HDI list. In spite of applying such condition, competition behind this bid was not inadequate.

(iv) While estimating the cost of procurement, did the OCEC considered life cycle costing of the product?

- No method of estimating life cycle cost yet been prescribed in PPR, 2008. That's why OCEC did not consider the life cycle costing of the product.

(v) How difficult was it to prepare the tender document of an International Procurement?

- The project employees expressed their distress describing the struggling experience they faced during preparation of the tender document of an International Procurement. Due to lack of previous experience, the project team had to study and discuss numerous times with the procurement unit of LGED and other experts to prepare an informative and constructive tender document.

(vi) While preparation of tender document, did the bid document preparation team consider or follow any sustainable procurement policy or Sustainable Development Goal (SDG)?

- A draft Sustainable Procurement Policy has been prepared by CPTU and finalization of SPP is under progress. During that period of tender document preparation, no SPP was there to be followed. But studying the tender document, it should be recognized that the procuring entity had been benefited with a sustainable quality of product which is closely related to SDG no: 12 (target no: 12.7).

(vii) Was there any confidentiality issue regarding the selling of tender document?

- Local political pressure was applied to find out the list of potential tenderers.

- (viii) What queries and issues were raised by the potential bidders regarding tender document in the pre-bid meeting and what were the responses against those queries and issues?
- A remarkable request from an Indian bidder was to consider the HDI bindings in the technical specification to allow them participate in the tender. But the procuring entity informed that this issue cannot be compromised due to some administrative decisions.
- (ix) Was there any security issue on the date of tender opening?
- Deducing political threat, police protection was taken to deal with any kind of unexpected or unwanted situation. That's why bidders felt no fear during submission of their bid.
- (x) During bid evaluation, what was the main challenge?
- To check the technical compliance of all the bidders was the main challenge in the bid evaluation. Tender evaluation committee members took more time than usual in checking, scrutinizing and verifying all the submitted documents upon which they could come to a conclusive decision to determine the lowest evaluated winning bidder considering cost and quality compliance.
- (xi) What were the risks, challenges and issues relevant to shipping process?
- According to the incoterm applied (CIF), selection of C&F agent was the scope of procuring entity. So, it was a huge risk to select an experienced C&F agent who is expected to coordinate effectively and efficiently with the supplier in dealings with port formalities.
 - It is essential to have the original papers of bill of lading, Proforma Invoice, Commercial Invoice and LC documents before the product reach the port to perform the port assessment. Coordinating with multiple stakeholders and arrange all the necessary documents within a limited timeframe intended by port authority to ensure avoiding demurrage was a huge challenge for the project office.

- Due to lack of previous experience of the project management team, a serious issue was raised about the procedure of payment of CD VAT. According to the port formalities, completion of CD VAT payment just after the completion of port assessment is mandatory to avoid port demurrage. As this is a GoB funded project, there is no provision of any advance payment. So, ensuring immediate payment of CD VAT was challenging due to administrative formalities.
- (xii) What were the challenges in clearing and forwarding processes?
- Adverse weather due to rainy season was a serious challenge to work in the port. Other remarkable challenges were to coordinate with inland transportation schedule, liaison with customs officers and staffs, identify appropriate HS Code to determine CD VAT etc.
- (xiii) Did the supplier had to deal with any risky situation regarding warehousing of the product for post-delivery inspection?
- Managing Director of the supplier company informed that due to rainy season it was a challenge to warehouse these equipment and keep those dry until post-delivery inspection and formal delivery.
- (xiv) Was there any committee to perform post-delivery inspection and acceptance? If yes, did they find any discrepancy in the product?
- A Technical Inspection and Acceptance Committee (TIAC) was formed to check the technical compliance of the product according to the requirement as per contract. The committee was comprised consisting 3 (three) members who are experienced, qualified and familiar with the technical nature of the product. It was a crucial responsibility of TIAC to check all the technical features and compatibility of the product according to the technical specification. In spite of adverse weather, TIAC performed the scrutinization of all the technical performance of the product and they didn't find any discrepancy.

(xv) Considering other projects of similar nature, was it a better decision to go for ICB from the point of view of cost benefit?

- Key personnel of KBS-RIDP, another project of similar nature have given the final expenditure report for procurement of Road Roller following NCB. The comparative analysis and detail discussion have been provided in the Chapter 4.

(xvi) According to financial perspective when will the government have the payback of investment?

- A detail financial analysis of return of investment of government in this procurement with necessary mathematical calculations and comparisons have been provided in the Chapter 4.

3.4 Sources of Information

The main sources of the key information which are used as heart to build up the study are:

- Physical meeting and discussion with PMU officers and the employees of similar nature of projects;
- Meeting and discussion with Organization Policy Makers and project beneficiaries;
- Telephonic conversation with TEC & TOC members;
- Telephonic conversation with the representative of winning bidder and other regular prominent bidders in the market;
- Collection of opinions through online conversation;
- Collection of data through tripartite online meeting with PIU and PMU personnel;
- Studying legislative publications, books, guidelines, websites and collect important links, data and information.

Chapter 4: Data Analysis & Results

4.1 Key Findings of the Study

Based on discussions with various stakeholders, some mistakes or deviations occurred in the International Competitive Bidding for Procurement of Road Roller under Khulna Division Rural Infrastructure Development Project may be listed as follows:

Mistakes/Deviations	Mistakes/Deviations done by	Degree of Deviation
1. The IFT was not published in any international newspapers or magazines, UNDB or dgMarket.	Procuring Entity	Minor
2. A vital condition was imposed in the technical specification which restricted specific region or group from participating in this tender	Technical Specification Preparation Committee	Moderate
3. TEC identified that the initial 1 st lowest bidder submitted a perverted brochure which describes false technical information of the product.	1 st lowest bidder	Major

Table 4.1: Key Findings of the Study

4.2 Consequences of the Key Findings

The consequences of the above-mentioned key findings were:

1. According to the Rule No: 90(3) of PPR-2008, the PE shall publish the IFT of any international procurement in any English Newspaper or UNDB or dgMarket. Though PE did not publish the IFT in UNDB or dgMarket, it was published in an English Newspaper. So, the purpose of wide circulation of the IFT was not ultimately restricted.
2. Due to imposing condition of the country of origin of the product to be having HDI above 0.8, Indian and Chinese bidders were not eligible to participate in the tender. If the condition was not imposed, the bid process would be more participatory.

3. During tender evaluation, most of the members of TEC was in a dilemma to determine the lowest evaluated bidder. The reason was that difference of bid price between the initial 1st lowest and 2nd lowest bidder was minor with respect to the budget. But the initial 2nd lowest bidder was technically fully complied. At the final stage of bid evaluation while determining winning bidder, TEC identified that the initial 1st lowest bidder submitted a perverted brochure having false technical information of the goods which helped the TEC to take the decision easily. In view of the circumstance, TEC had the right to debar the bidder but they didn't do it.

4.3 Comparative Analysis

KBS-RIDP, another project of similar nature under LGED procured 3 (three) Nos. Road Roller following NCB method. Expenditure data for each product has been taken from both the KDRIDP and KBS-RIDP projects. The comparative analysis is shown as below:

Name of Project	Budget for each product	Expenditure for each product	Procurement Method
KDRIDP	BDT. 9.00 million	BDT. 6.48 million	ICB
KBS-RIDP	BDT. 9.00 million	BDT. 8.56 million	NCB

Table 4.2: Comparative Analysis with similar nature of project

From the above comparative statement, it is derived that though the budget was same for both projects, there is a significant amount of difference between the cost of procurement due to the choice of Procurement Method. In national procurement, all the responsibilities and risks are fully assigned to the supplier and the VAT and Tax rates are higher than that of ICB. So, suppliers have to bear some additional cost for conducting supply work.

On the contrary, in international procurement, all the responsibilities and risks are shared among different stakeholders based on chosen Incoterm and the VAT and Tax rates are reasonably lower. That's why the cost of procurement is also reasonable.

4.4 Payback Analysis

The ultimate intention of government's investment in this procurement of road roller is to accelerate as well as facilitate the rural development works and also earn revenue. Since

the deployment of road rollers, these products are successfully generating significant amount of revenue for the government. Financial year wise detail revenue income analysis based on information received from 10 districts under Khulna Division has been provided in this section.

(a) Khulna:

Revenue income statement during the last 5 (five) financial years is as follows:

Cost of Roller	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	Total
19.44	4.55	4.42	4.92	5.50	5.98	25.37

Table 4.3: Payback Analysis of Khulna District

3 (three) Road Rollers were delivered to Khulna district. So, procurement cost of the products as well as investment fund allocated for Khulna district is $3 \times 6.48 = 19.44$ million BDT. The total earned revenue amount during last 5 (five) financial years is 25.37 million BDT.

Considering the above data interpretation, it is easily understood that Khulna district has successfully paid back the government’s investment. The revenue generation progress of Khulna district is shown as the following line chart.

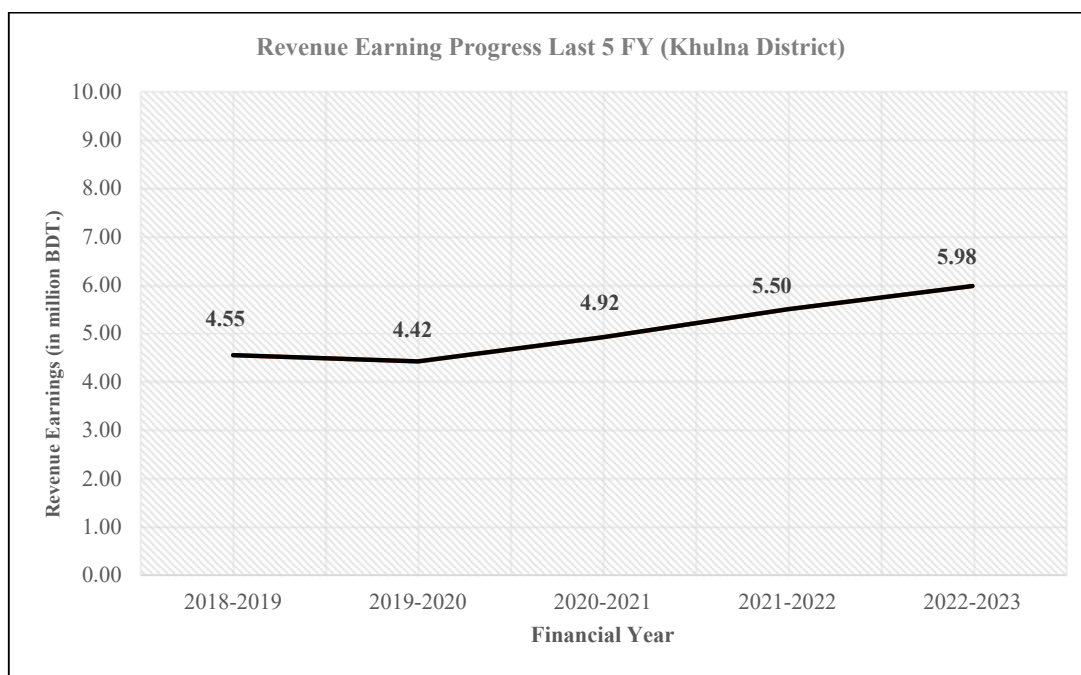


Figure 4.1: Graphical Representation of Revenue Earning Progress of Khulna

(b) Bagerhat:

Revenue income statement during the last 5 (five) financial years is as follows:

Cost of Roller	FY	FY	FY	FY	FY	Total
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
19.44	3.94	3.09	3.41	4.91	5.15	20.49

Table 4.4: Payback Analysis of Bagerhat District

3 (three) Road Rollers were delivered to Bagerhat district. So, fund allocated for Bagerhat district is as same as that of Khulna. The total earned revenue amount during last 5 (five) financial years is 20.49 million BDT.

Considering the above data interpretation, it is easily understood that Bagerhat district has successfully paid back the government's investment. The revenue generation progress of Bagerhat district is shown as the following line chart.

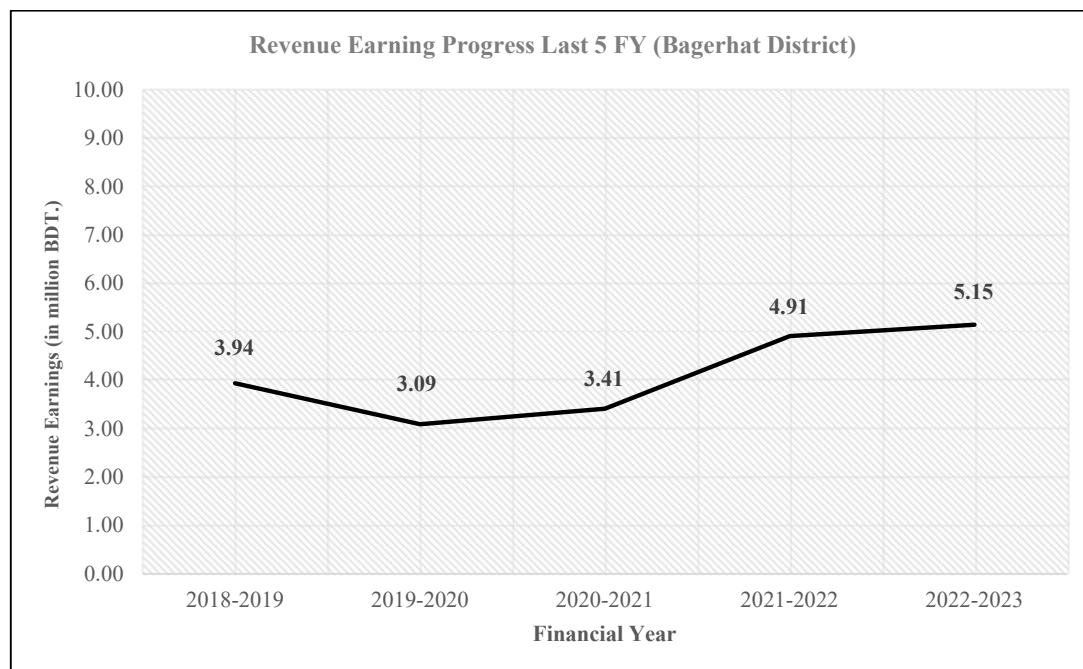


Figure 4.2: Graphical Representation of Revenue Earning Progress of Bagerhat

(c) Satkhira:

Revenue income statement during the last 5 (five) financial years is as follows:

Cost of Roller	FY	FY	FY	FY	FY	Total
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
12.96	4.23	4.49	4.80	4.32	4.91	22.75

Table 4.5: Payback Analysis of Satkhira District

2 (two) Road Rollers were delivered to Satkhira district. So, procurement cost of the products as well as investment fund allocated for Satkhira district is $2 \times 6.48 = 12.96$ million BDT. The total earned revenue amount during last 5 (five) financial years is 22.75 million BDT.

Considering the above data interpretation, it is easily understood that Satkhira district has successfully paid back the government's investment within just 3 (three) consecutive financial years. The revenue generation progress of Satkhira district is shown as the following line chart.

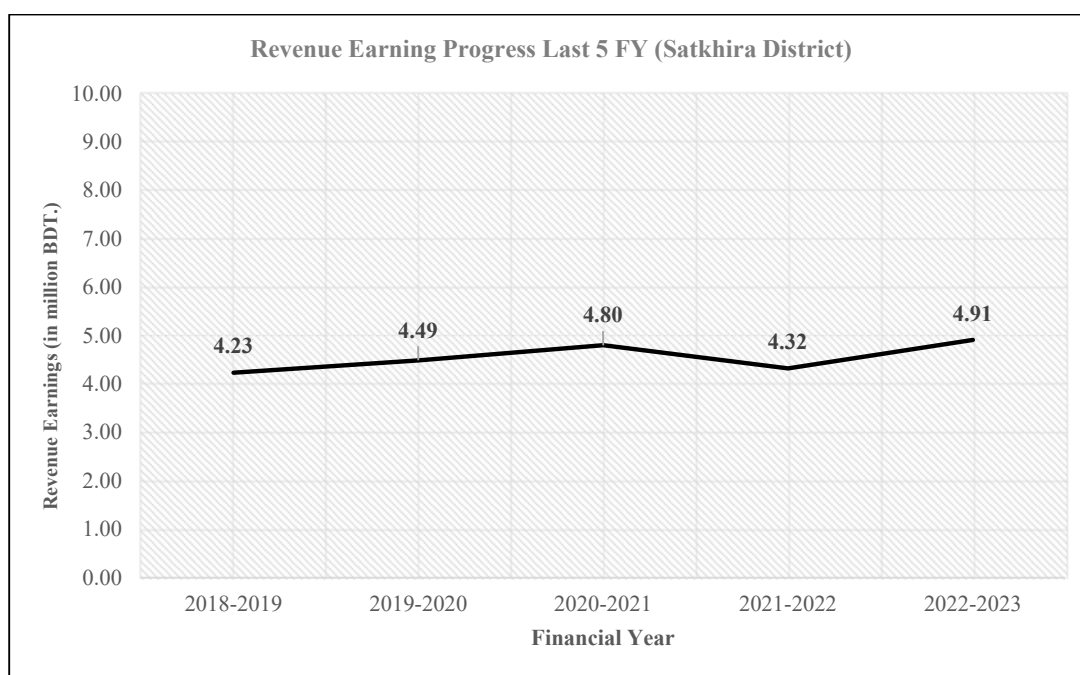


Figure 4.3: Graphical Representation of Revenue Earning Progress of Satkhira

(d) Jashore:

Revenue income statement during the last 5 (five) financial years is as follows:

Cost of Roller	FY	FY	FY	FY	FY	Total
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
19.44	5.95	6.20	5.35	4.41	6.19	28.10

Table 4.6: Payback Analysis of Jashore District

3 (three) Road Rollers were delivered to Jashore district. So, procurement cost of the products as well as investment fund allocated for Jashore district is $3 \times 6.48 = 19.44$ million BDT. The total earned revenue amount during last 5 (five) financial years is 28.10 million BDT.

Considering the above data interpretation, it is easily understood that Jashore district has successfully paid back the government's investment within 4 (four) consecutive financial years. The revenue generation progress of Jashore district is shown as the following line chart.

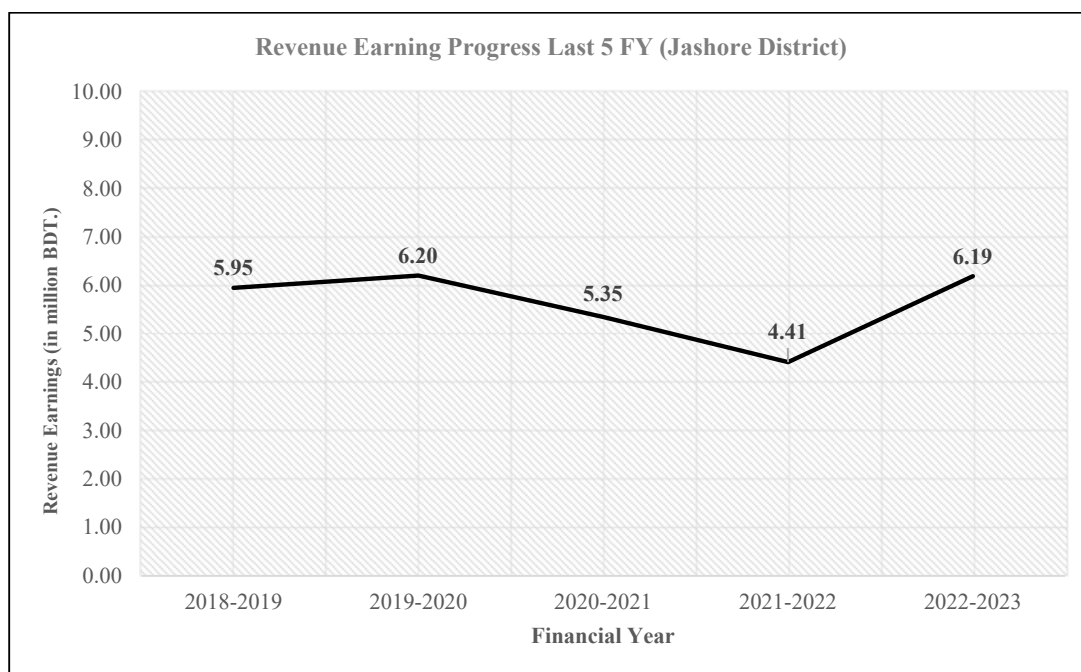


Figure 4.4: Graphical Representation of Revenue Earning Progress of Jashore

(e) Narail:

Revenue income statement during the last 5 (five) financial years is as follows:

Cost of Roller	FY	FY	FY	FY	FY	Total
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
12.96	3.01	2.85	2.67	2.55	3.29	14.37

Table 4.7: Payback Analysis of Narail District

2 (two) Road Rollers were delivered to Narail district. So, procurement cost of the products as well as investment fund allocated for Narail district is $2 \times 6.48 = 12.96$ million BDT. The total earned revenue amount during last 5 (five) financial years is 14.37 million BDT.

Considering the above data interpretation, it is easily understood that Narail district has successfully paid back the government's investment. The revenue generation progress of Narail district is shown as the following line chart.

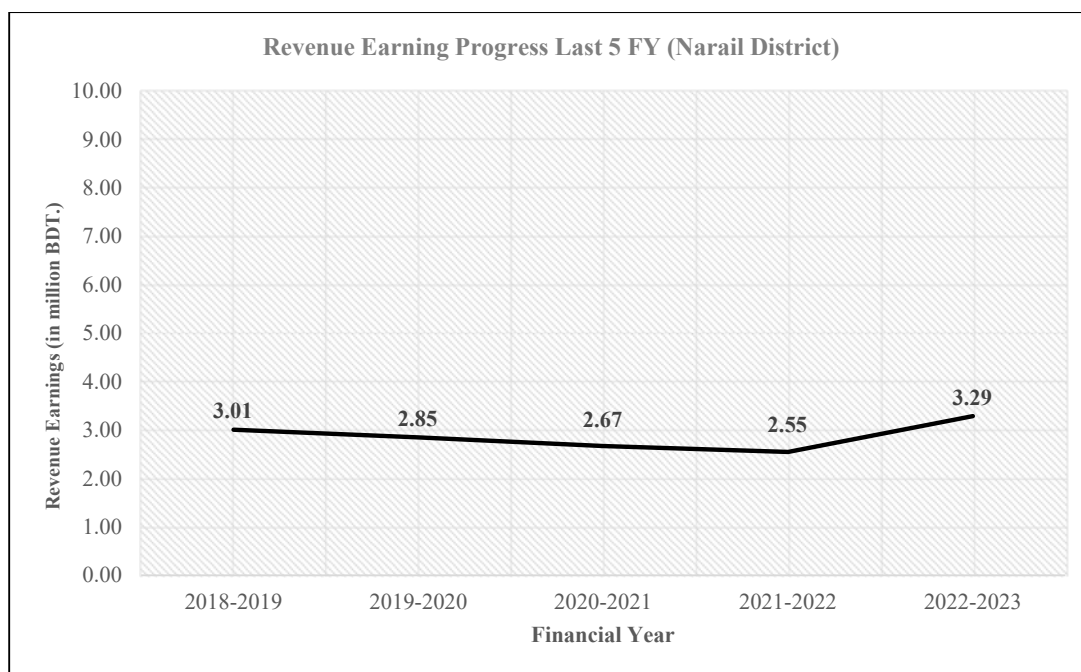


Figure 4.5: Graphical Representation of Revenue Earning Progress of Narail

(f) Magura:

Revenue income statement during the last 5 (five) financial years is as follows:

Cost of Roller	FY	FY	FY	FY	FY	Total
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
12.96	2.80	2.79	2.40	2.39	2.80	14.37

Table 4.8: Payback Analysis of Magura District

2 (two) Road Rollers were delivered to Magura district. So, procurement cost of the products as well as investment fund allocated for Magura district is $2 \times 6.48 = 12.96$ million BDT. The total earned revenue amount during last 5 (five) financial years is 14.37 million BDT.

Considering the above data interpretation, it is easily understood that Magura district has successfully paid back the government's investment. The revenue generation progress of Magura district is shown as the following line chart.

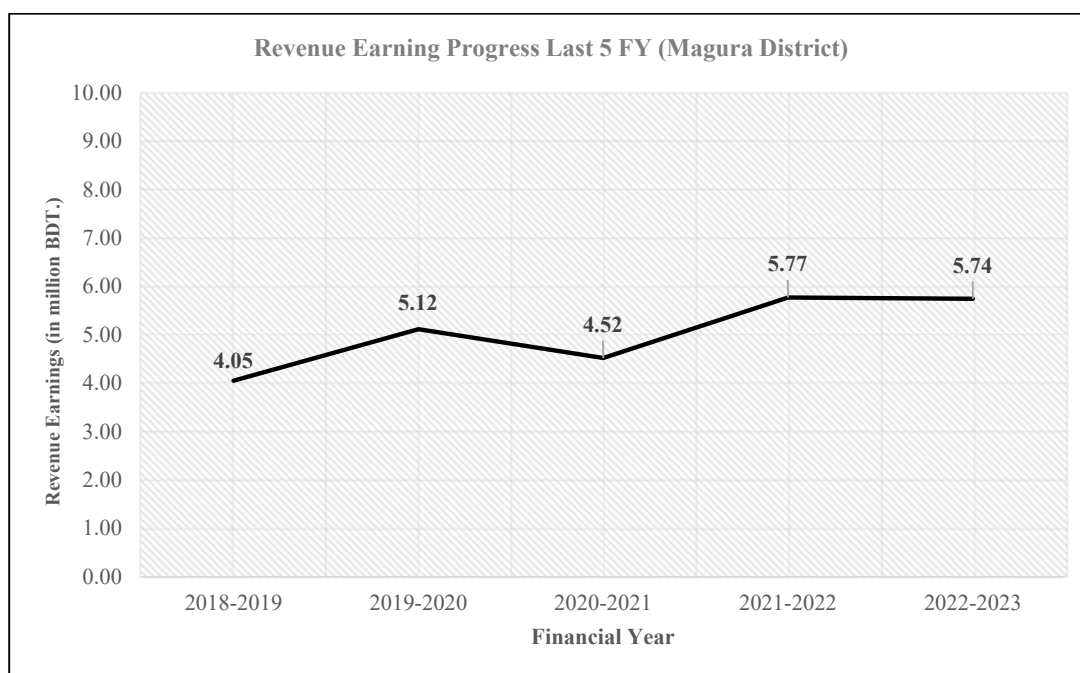


Figure 4.6: Graphical Representation of Revenue Earning Progress of Magura

(g) Jhenaidah:

Revenue income statement during the last 5 (five) financial years is as follows:

Cost of Roller	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	Total
	4.05	5.12	4.52	5.77	5.74	25.20

Table 4.9: Payback Analysis of Jhenaidah District

3 (three) Road Rollers were delivered to Jhenaidah district. So, procurement cost of the products as well as investment fund allocated for Jhenaidah district is $3 \times 6.48 = 19.44$ million BDT. The total earned revenue amount during last 5 (five) financial years is 25.20 million BDT.

Considering the above data interpretation, it is easily understood that Jhenaidah district has successfully paid back the government's investment. The revenue generation progress of Magura district is shown as the following line chart.

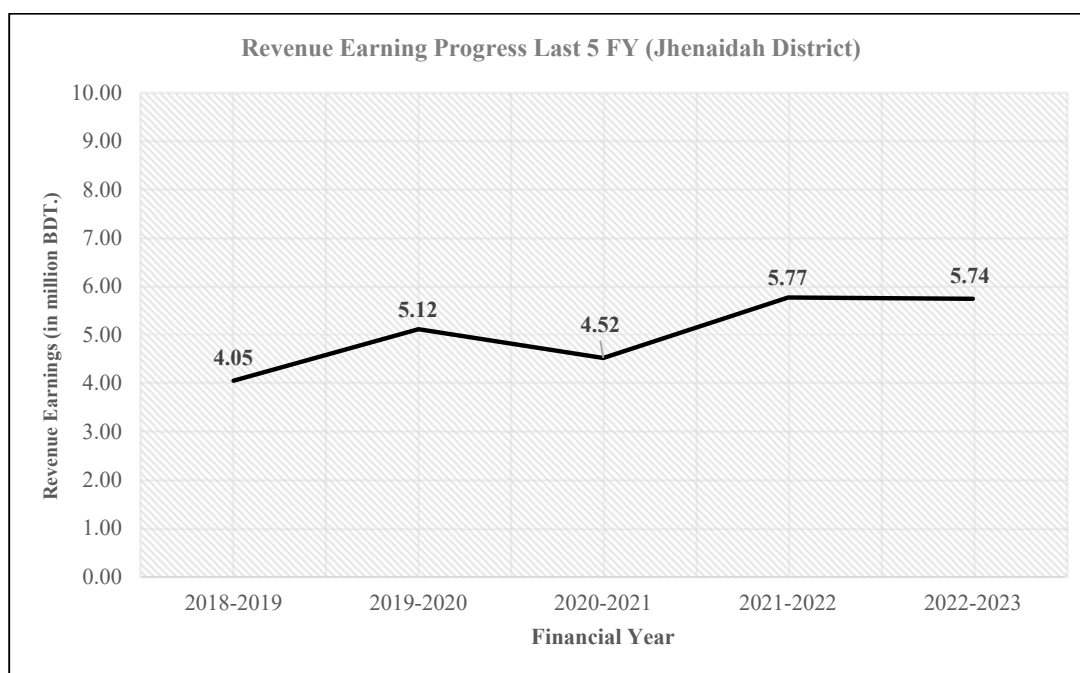


Figure 4.7: Graphical Representation of Revenue Earning Progress of Jhenaidah

(h) Kushtia:

Revenue income statement during the last 5 (five) financial years is as follows:

Cost of Roller	FY	FY	FY	FY	FY	Total
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
19.44	9.57	6.29	5.62	8.00	7.03	36.51

Table 4.10: Payback Analysis of Kushtia District

3 (three) Road Rollers were delivered to Kushtia district. So, procurement cost of the products as well as investment fund allocated for Kushtia district is $3 \times 6.48 = 19.44$ million BDT. The total earned revenue amount during last 5 (five) financial years is 36.51 million BDT.

Considering the above data interpretation, it is easily understood that Kushtia district has successfully paid back the government's investment within just 3 (three) consecutive financial years. The revenue generation progress of Kushtia district is shown as the following line chart.

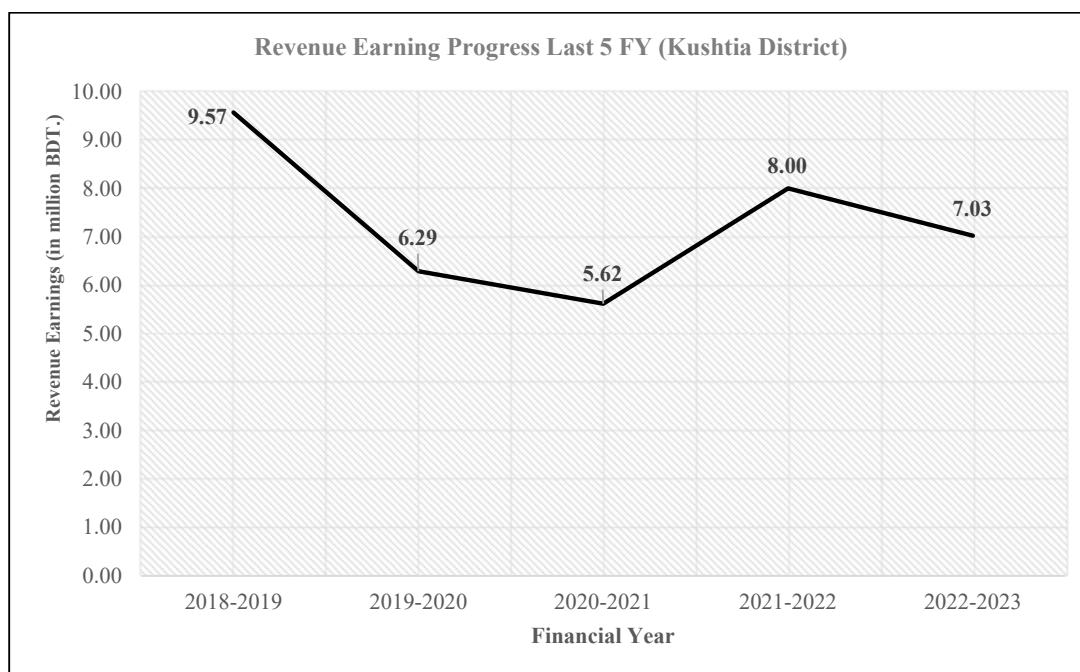


Figure 4.8: Graphical Representation of Revenue Earning Progress of Kushtia

(i) Chuadanga:

Revenue income statement during the last 5 (five) financial years is as follows:

Cost of Roller	FY	FY	FY	FY	FY	Total
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
6.48	4.01	4.63	4.21	4.01	4.27	21.14

Table 4.11: Payback Analysis of Chuadanga District

1 (One) Road Roller was delivered to Chuadanga district. So, procurement cost of the products as well as investment fund allocated for Chuadanga district is $1 \times 6.48 = 6.48$ million BDT. The total earned revenue amount during last 5 (five) financial years is 21.14 million BDT.

Considering the above data interpretation, it is easily understood that Chuadanga district has successfully paid back the government's investment within just 2 (two) consecutive financial years. The revenue generation progress of Chuadanga district is shown as the following line chart.

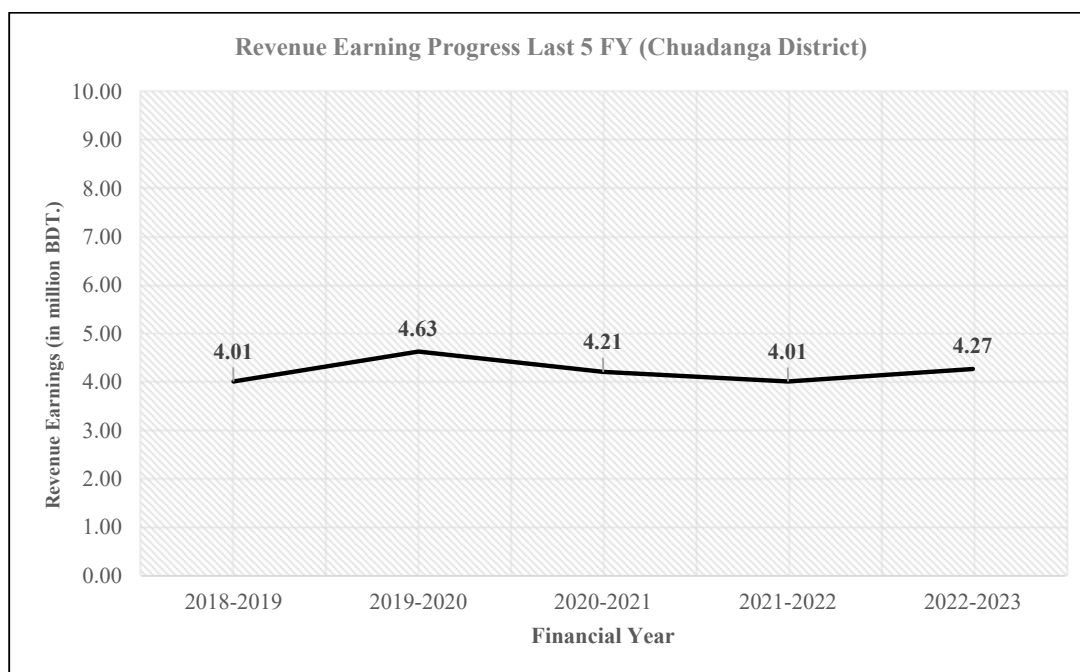


Figure 4.9: Graphical Representation of Revenue Earning Progress of Chuadanga

(j) Meherpur:

Revenue income statement during the last 5 (five) financial years is as follows:

Cost of Roller	FY	FY	FY	FY	FY	Total
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
6.48	4.01	4.63	4.21	4.01	4.27	21.14

Table 4.12: Payback Analysis of Meherpur District

1 (One) Road Roller was delivered to Meherpur district. So, procurement cost of the products as well as investment fund allocated for Meherpur district is $1 \times 6.48 = 6.48$ million BDT. The total earned revenue amount during last 5 (five) financial years is 21.14 million BDT.

Considering the above data interpretation, it is easily understood that Meherpur district has successfully paid back the government's investment within 4 (four) consecutive financial years. The revenue generation progress of Meherpur district is shown as the following line chart.

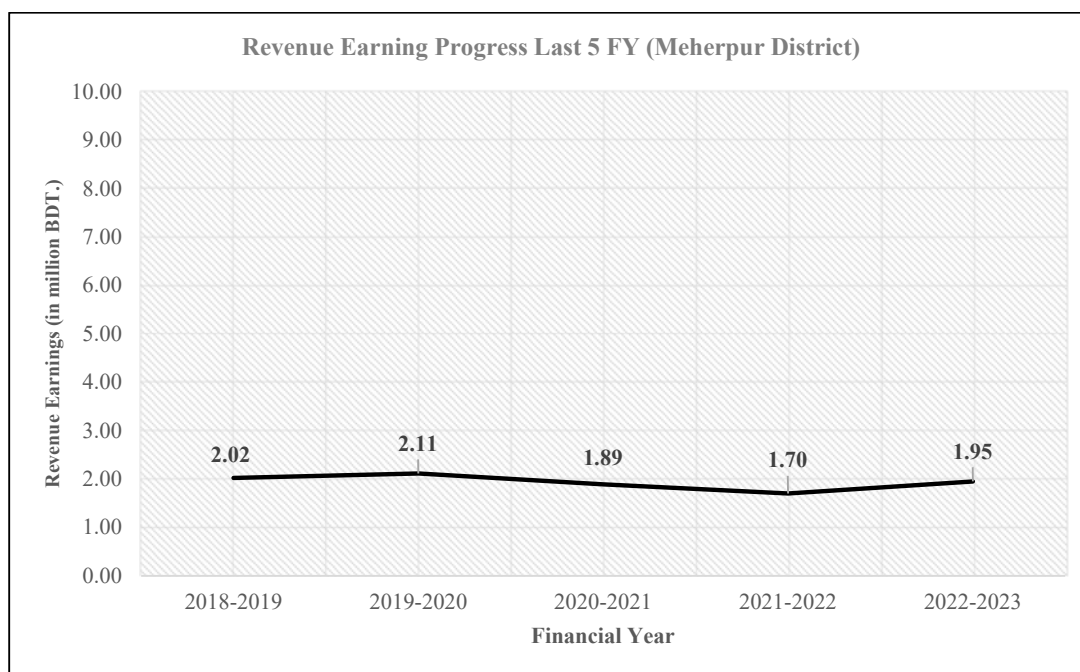


Figure 4.10: Graphical Representation of Revenue Earning Progress of Meherpur

4.5 Summary of Discussion

From the above analysis the summary of the payback analysis data could be organized as follows:

District	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
Khulna	4.55	4.42	4.92	5.50	5.98
Bagerhat	3.94	3.09	3.41	4.91	5.15
Satkhira	4.23	4.49	4.80	4.32	4.91
Jashore	5.95	6.20	5.35	4.41	6.19
Narail	3.01	2.85	2.67	2.55	3.29
Magura	2.80	2.79	2.40	2.39	2.80
Jhenaidah	4.05	5.12	4.52	5.77	5.74
Kushtia	9.57	6.29	5.62	8.00	7.03
Chuadanga	4.01	4.63	4.21	4.01	4.27
Meherpur	2.02	2.11	1.89	1.70	1.95
Total	44.13	41.99	39.79	43.56	47.31

Table 4.13: Summarized Payback Analysis of Khulna Division

Total Revenue generated over the last 5 (five) financial years since the commencement of usage of the road rollers is 216.78 million BDT. Total investment was $23 \times 6.48 = 149.04$ million BDT. So, we can see that total investment has been recovered within just 4 (four) financial years. The gross revenue generation progress of all the districts under Khulna division over the last 5 (five) financial years is shown as the following line chart.

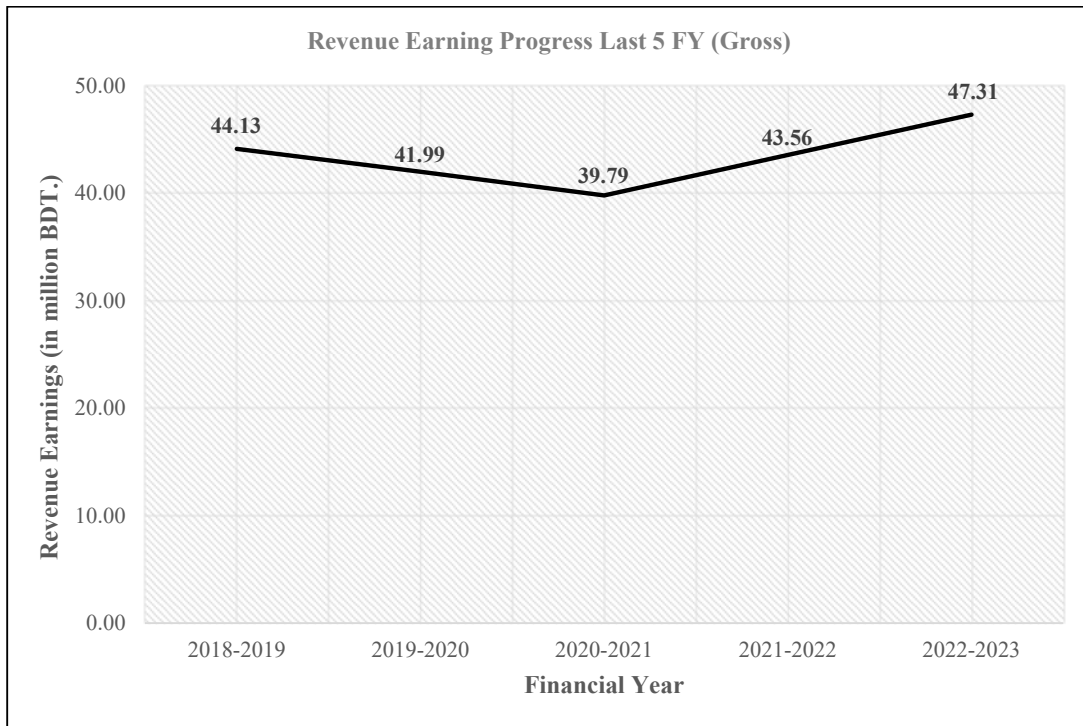


Figure 4.11: Graphical Representation of Total Revenue Earning Progress of Khulna Division

Percentage of contribution of all the districts in revenue generation is presented as the following Pie chart.

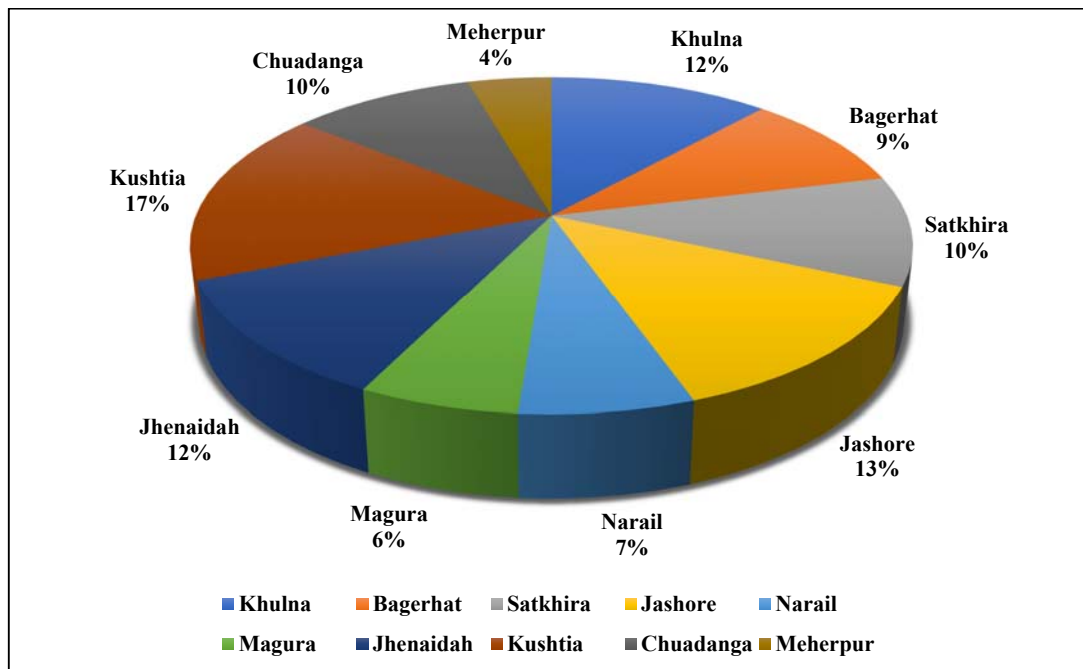


Figure 4.12: District wise Contributory Percentage of Revenue Earnings of Khulna Division

Chapter 5: Conclusions & Recommendations

5.1 Conclusions

Two main challenges that the project KDRIDP faced during conducting the International Procurement of Goods (23 Nos. Double Drum Vibratory Road Roller) were:

- ❑ Being unable to participate in the tender due to special condition imposed in the technical specification, an Indian bidder filed a complaint to the ministry of foreign affairs. This situation created a risk of tendering process to be obstructed;
- ❑ Though the initially 1st lowest bidder submitted a manipulated brochure which contains false information, they tried to apply tremendous political pressure on the procuring entity to consider their bid for further evaluation.

The Procuring Entity of KDRIDP as well as LGED was able to deal with these challenging situations efficiently and could successfully conducted the procurement. A constructive and reasonable explanation was sent against the complaint from the Indian bidder which was considered as satisfactory by the ministry of LGRD&C and also by the ministry of foreign affairs.

On the other hand, during tender evaluation while taking decisions, the TEC did not compromise with their ethics and was not influenced by any political pressure which resulted the initially 1st lowest bidder to be considered as technically non responsive due to submitting manipulated brochure containing false technical information.

Based on the case study, this could be determined that successful and effective implementation of International Procurement depends on performing various complicated documentation processes and considerations which might create possibilities of facing inconceivable situations. There is no definite or specific list of risks or challenges that may come forward while performing ICB. According to various procurement cases, some conventional unwanted consequences that might occur as possible key risks and challenges which are to be considered before undertaking ICB. Some of those distinctive key risks and challenges that are need to be specially managed comparing to National Procurement might be as follows:

- ❑ Without clear understanding of the distinctive rules and regulations, it is not possible for procuring entities or purchasers to perform International Procurement. Various

international commercial rules are aligned with the entire process of international procurement such as opening of LC, selection of C&F agent, payment procedure of CD VAT etc. The difference is that national procurement is performed following only the country procurement rules or locally enacted procurement guidelines and does not necessarily require to follow any international commercial terms or guidelines.;

- ❑ In most cases, purpose of undertaking global sourcing is to achieve competitive cost benefit with better quality comparing to local sourcing. But before going for international procurement, procuring entities should study the real and most recent market data of the required product such as potential price, shipping cost, product availability in the international market, technical compatibility as per requirement, import tax rules, customs formalities etc. Preferring international procurement without proper assessment of market data and other parameters may be detrimental for purchasers in the way of cost burden and quality deficiency.;
- ❑ Possibilities of currency rate fluctuations in one of the most important considerations which could result cost benefit or cost burden at the same time in any international procurement. Also, the risk of owning inadequate foreign currency due to crisis in the central bank reserve might play a very important role in the global procurement.;
- ❑ Sudden or unexpected change of global political conditions and poor or degraded diplomatic relation with supplier country highly influences an international procurement.;
- ❑ International Procurement procedures require more time than as usual for national procurement. If there is any demand to have the product or service available asap, the purchaser should not go for global sourcing. So, there is a risk of time expense in exchange of cost and quality benefit which may or may not result aggregated competitive advantage.;
- ❑ Incoterm is a key player of risks in international business as well as international procurement. Selection of Incoterm might favor or oppose the procuring entity in the way of assigning risk owner. In addition, with respect to the conditions of selected Incoterm the procuring entity might have some responsibilities regarding customs and port formalities such as make payment of Customs Duty immediately after completion of product assessment by C&F agent. If procuring entity or the supplier whoever responsible for payment of CD VAT, does not pay within the stipulated time, may have

the risk to pay a significant amount of demurrage charges determined by the port authority.

5.2 Recommendations

While taking decisions for undertaking appropriate procurement method, procuring entities should obviously consider the following factors which would facilitate them with competitive advantage:

- Nature of product to be procured;
- Product availability in the market;
- Compatibility with required technical specification;
- Allocated fund or estimated budget;
- Type of fund and project;
- Availability of required qualified and experienced procurement professionals;
- Availability of adequate foreign currency;
- Legislative matters as VAT and Tax deduction rules;
- Allocated time for procurement etc.

In addition, some techniques that are recommended to be applied in dealing with the potential uncertainties which would ultimately aid to overcome the risks such as:

- As the procedures of the International Procurement are comparatively unconventional, the team members for performing ICB must be well qualified and experienced enough to deal with any unexpected or uncertain situations. Selection of Incoterm is very much crucial to deal with the potential risks. Incoterms are used to assign the risk owner which may favor any party to transfer the risk to the other party. So, the key personnel and other team members involved in the procurement process should be well known about the usage of Incoterms and procedures for opening of LC, payment of CD VAT, definitions and details about HS Codes etc.;
- Technical Specifications should be prepared by a team of some expert personnel who have adequate knowledge and experience on both the technical aspects of the product and also the International Procurement rules. A team of expert panel would be able to

prepare a constructive technical specification to facilitate the procuring entity with various alternatives which would ultimately aid to choose the best evaluated quality and cost-effective product.;

- ❑ A constructive technical specification would also be beneficial for procuring entities with having alternatives to source from countries of stable political conditions.;
- ❑ Procuring entities should provide a provision of a pre bid meeting to discuss with potential bidders and respond to any queries which would ensure spontaneous participation in the bidding process.;
- ❑ Procuring entities should prepare the tender document keeping provisions of multiple widely used foreign currencies to mitigate the risk of any possibilities of currency rate fluctuations or crisis for reserved foreign currency.

Finally, some important recommendations for procuring entities that need to be envisaged and managed before undertaking international procurement are as follows:

- ❑ Procuring entities should have accurate data about product availability in the market;
- ❑ Should have appropriate knowledge about the latest VAT and Tax rules;
- ❑ Technical Specifications to be prepared in compliance with considerations of quality, cost, availability and procurement principles;
- ❑ Tender document should be prepared by trained team of experienced and qualified personnel. Selection of Incoterm should be decided wisely;
- ❑ Formation of TEC consisting of experienced and qualified members;
- ❑ Ensure availability and provision of adequate foreign currency and CD VAT allocation in advance;
- ❑ Formation of an efficient TIAC consisting of experienced and qualified members.

References

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6. SDG no: 12 (target no: 12.7): <https://sdgs.un.org/goals/goal12>

Appendices

Focus Group Discussion Photographs



Discussion with Mr. Golam Yazdani, XEN (Procurement Unit), LGED.



Discussion with Mr. Partha Pradip Sarkar, TEC Member Secretary and Former Sr. Mechanical Engineer (Electro Mechanical Unit), LGED.



Discussion with Mr. Temer Kumar Mondal, Sr. Assistant Engineer (KBS-RIDP), LGED.

Key Informant Interview Photographs



Discussion with Ms. Nazma Khanom, Sr. Assistant Engineer (KDRIDP), LGED.



Discussion with Mr. Md. Akhtar Hossain, Sub Assistant Engineer (KDRIDP), LGED.

Technical Inspection Photographs



**Detail Inspection of Technical Features of the product
by Electro Mechanical Engineers of LGED.**



Product stored in the warehouse for Technical Inspection and Delivery