

Report on
Improving transparency in public procurement: A case on Civil
Aviation Authority of Bangladesh (CAAB)

By
Md. Mehedi-Al-Mijan
22382024

A practicum 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),
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Declaration

It is hereby declared that the report submitted is my own original work while completing degree at BRAC University. 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. The report does not contain material that has been accepted, or submitted, for any other degree or diploma at a university or other institution. I have acknowledged all main sources of help.

Student's Full Name and Signature:



Md. Mehedi-Al-Mijan

22382024

Academic Supervisor's Full Name and Signature:



Mohammad Sirajul Islam

Sr. Academic Coordinator

BIGD, BRAC University

Letter of Transmittal

Mohammad Sirajul Islam
Sr. Academic Coordinator
BIGD, BRAC University

Subject: Submission of practicum report titled “Improving transparency in public procurement: A case on Civil Aviation Authority of Bangladesh (CAAB)”

Dear Sir,

I am grateful to submit herewith my report on “Improving transparency in public procurement: A case on Civil Aviation Authority of Bangladesh (CAAB)”, as a partial requirement to achieve the degree of Masters in Procurement and Supply Chain Management. It is my proud privilege to work under your active supervision and guidance.

I have attempted my best to finish the report with the essential data from senior officers of directorate of Primary Education, student and teacher in prevent dropout.

I hope that the report will meet the desires.

Sincerely yours,



Md. Mehedi-Al-Mijan

Student ID: 22382024

BIGD, BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by the undersigned Md. Mehedi-Al-Mijan at BRAC University and the Civil Aviation Authority of Bangladesh (CAAB). As I am currently working at the organization, I have access to the Organization's information. I agree that I will keep all the information strictly confidential and will not share it with anyone outside of the organization.

Student's Full Name and Signature:



Md. Mehedi-Al-Mijan

22382024

Workplace Supervisor's Full Name and Signature:



Md. Moazzem Hossain

Director (Procurement, Stores & Supply)

Civil Aviation Authority of Bangladesh (CAAB)

Acknowledgement

I would like to thank the greatest Almighty Allah for all the immense blessings and to let me and help me all the way through to prepare this report.

Firstly, I want to sincerely thank my course (Sourcing and Procurement, PSM 501) faculty Shah Yameen sir and Emily MARR Advisor G&I Netherland to give such a learning so that I am able to do my Practicum/report in this issue. Afterward, big thanks to my Academic supervisor Mohammad Sirajul Islam, Sr. Academic Coordinator BIGD, BRAC University, for giving me the opportunity to do my practicum under his observation, and also for his everlasting support and providing the necessary help for the completion of this report. I want to express my sincere gratitude to my departmental supervisor, Mr. Md. Moazzem Hossain, Director (Procurement, Stores and Supply), Central Procurement, Engineering and Store Unit (CEMSU), CAAB, Kurmitola, Dhaka-1229, for giving me the chance to complete this practicum and for his important advice throughout the period. Working and studying under his direction was a great privilege and pleasure. His professionalism, industry experience, knowledge, dynamism, genuineness, and motivation have all tremendously impressed me.

I would like to thank Tanzina Mizan Senior Academic coordination officer for her cordial coordination with the faculty and Time concern.

Special thanks to my course mate Abdur Rahman for his continuous unconditional support.

I would convey my sincere gratitude to my parents, whose endless reassurance and inspirations have enabled me to give my best effort on and for being a leader at every other aspect of my life. My apologies for any omitted name whose involvement was also harmonizing for any conceivable feature.

Executive Summary

The Civil Aviation Authority of Bangladesh (CAAB) is committed to improving transparency in its procurement process to ensure accountability and prevent corruption. By implementing measures such as centralized disclosure platforms, strengthened policies, fair competition promotion, standardized evaluation procedures, enhanced monitoring, stakeholder engagement, and capacity building, CAAB aims to foster a culture of integrity and trust. These efforts will not only uphold transparency but also enhance efficiency and public confidence in CAAB's procurement activities, ultimately supporting its mission of safe and sustainable civil aviation services in Bangladesh.

This practicum in first chapter has covered the overview of organization and scope of practicum, where the organizational structure, supply chain summary activities, basis and background of the practicum topic, some theoretical concept on ethics, procurement process, practicum methodology, key objectives of the study, sources of the information and the period of practicum.

The second chapter contains the supply chain management specific for spare parts of ARFF vehicle of CAAB includes its procurement and supplies, processes from spare requisition to parts issue.

Chapter three covers the most important part of the practicum, where actual practicum works and findings are presented. Firstly, I focus on procedures of procurement process from need identification to spare parts utilization including tendering and supplier selection. Secondly, I find out the key area of corruption in CAAB for example official involvement in the procurement process for financial interest in practical, Nontransparent procurement process by disclosed the information of Tender etc. Finally establish different criteria- Clear Policies and Procedures, provide training and capacity building etc. for making transparent in procurement process.

Finally, the report concludes in chapter four reaffirming as conclusion and recommendations where key messages as Transparency through the practicum are summarized and a few recommendations are outlined to cultivate the Transparency and accountability on procurement process successfully.

Keywords: Integrity, accountability, Transparency, Conflict of Interest, Fair Competition

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List of Acronyms

ARFF	Airport Rescue and Fire Fighting Vehicle
CAAB	Civil Aviation Authority of Bangladesh
CEMSU	Central Engineering, Maintenance and Store Unit
CNS	Communication, Navigation and Surveillance
CPTU	Central Procurement and Tendering Unit
e-GP	Electronic Government Procurement
HOPE	Head of Procuring Entity
ICAO	International Civil Aviation Organization
ILS	Instrument landing system
LTM	Limited Tendering Method
MOCAT	Ministry of Civil Aviation and Tourism
MPSM	Masters in Procurement & Supply Management
NoA	Notification of Award
NOTAM	Notice to the Air Man
OSTETM	One Stage Two Envelop Tendering Method
OTM	Open Tendering Method
PPA	Public Procurement Act
PPR	Public Procurement Regulation
SCM	Supply Chain Management
STD	Standard Tender Document
TDS	Tender Data Sheet

Chapter 1

Overview of Civil Aviation Authority and Scope of Practicum

1.1 Overview of Civil Aviation Authority

The Civil Aviation Authority of Bangladesh (CAAB) is the regulatory body responsible for overseeing civil aviation activities within Bangladesh. Here is an overview of its role, functions, and responsibilities:

Regulatory Oversight: CAAB is tasked with regulating and supervising all civil aviation activities in Bangladesh. This includes ensuring compliance with national and international aviation regulations, standards, and procedures.

Safety Regulation: CAAB is primarily focused on ensuring the safety and security of civil aviation operations in the country. It establishes safety standards, conducts inspections, and licenses aviation personnel, airlines, airports, and aviation-related service providers to ensure adherence to safety protocols.

Air Navigation Services: CAAB provides air navigation services, including air traffic control, navigation aids, and communication services, to facilitate the safe and efficient movement of aircraft within Bangladeshi airspace.

Airport Management: CAAB manages and operates several airports across Bangladesh, including major international airports such as Hazrat Shahjalal International Airport in Dhaka, Shah Amanat International Airport in Chittagong, and Osmani International Airport in Sylhet.

Infrastructure Development: CAAB is responsible for the planning, development, and maintenance of airport infrastructure, including runways, taxiways, terminals, aprons, and other facilities necessary for aviation operations.

Air Transport Policy: CAAB formulates and implements air transport policies and regulations to promote the growth and development of the aviation industry in Bangladesh. This includes licensing of airlines, route approvals, and tariff regulation.

Aviation Security: CAAB plays a crucial role in ensuring aviation security by implementing measures to prevent unlawful interference with civil aviation, including terrorism, hijacking, sabotage, and other security threats.

International Cooperation: CAAB represents Bangladesh in international aviation organizations and forums, such as the International Civil Aviation Organization (ICAO), and collaborates with other countries and regulatory bodies to harmonize aviation standards and promote global aviation safety and security.

Emergency Response: CAAB coordinates emergency response and disaster management efforts in the event of aviation accidents, incidents, or other emergencies to ensure the safety of passengers, crew, and the public.

Overall, CAAB plays a pivotal role in regulating, managing, and developing civil aviation infrastructure and operations in Bangladesh, with a primary focus on ensuring safety, security, and efficiency in air transportation.

1.1.1 Mission and Vision

The mission and vision of the Civil Aviation Authority of Bangladesh (CAAB) guide its objectives, actions, and strategic direction in overseeing civil aviation activities within the country. While specific statements may vary over time, here's a generalized representation of CAAB's mission and vision:

Mission: "To ensure safe, secure, and efficient civil aviation operations in Bangladesh, while

fostering sustainable growth and development of the aviation industry."

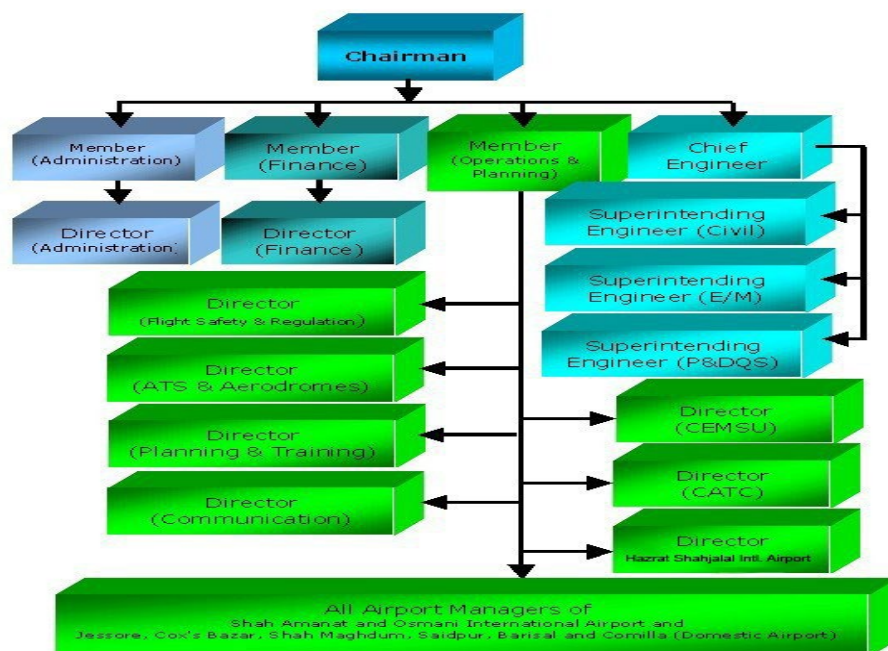
This mission statement encapsulates CAAB's commitment to safety, security, efficiency, and development.

Vision: "To be a leading aviation authority, recognized for excellence in safety, security, and service delivery, contributing to Bangladesh's emergence as a regional aviation hub."

This vision statement articulates CAAB's aspirations to leadership, excellence, hub development and innovation.

These mission and vision statements underscore CAAB's commitment to advancing the interests of civil aviation in Bangladesh while upholding the highest standards of safety, security, and service excellence.

1.1.2 Organizational Structure of CAAB



In the above organogram of CAAB it has been seen that Chairman is the chief executive officer of CAAB and The Member (Administration), Member (Finance), Member (Ops &

Plan) and Chief Engineer are working under the Chairman's supervision. The directorates, the circles and the airports are the real workstations of CAAB. Members have Directorates under them headed by respective Director. Chief Engineer has three Circles headed by respective Superintendent Engineers. Each airport is managed by respective Airport Manager and is responsible to Member (Operation and Planning).

Operation & planning headed by Member and Engineering section headed by Chief Engineer are the main two departments which have significant importance in my practicum and thus detailed a bit here. For every year's budget, annual procurement plan of CAAB is approved by the chairman through Member (ops & plan) and Chief Engineer. As I am working in the engineering department and major procurement has been done by this department so I would like to focus the procurement process of engineering section of CAAB.

1.1.2.1 Operations and Planning of CAAB

The Operations and Planning Directorate handles flight safety and regulations, air traffic services and aerodromes, communication, and planning and training. These tasks are related to national aviation plans, annual development programs and co-ordination with other national and international organizations in relation to planning and development. It also performs all activities regarding plan, program, and implementation of national and foreign training of CAAB personnel.

Under this directorate, central engineering maintenance and store unit is managed by an Executive Director and is assigned with responsibilities of procurement, installation and maintenance of all communication and electro-mechanical equipment and systems, commissioning, and calibration of all operating navigation aids, as well as procuring, storing and supplying of equipment and spares.

The engineering department of CAAB is mainly responsible for the procurement of new goods and spares of different equipment and maintain supply chain. It plays a crucial role in ensuring transparency in the procurement process in the areas of technical expertise, quality assurance, cost estimation and analysis, risk management, technical evaluation of bids, compliance with technical standards, documentation and reporting, and independent verification and validation. The structure of the engineering department is presented in Figure 1.

Engineering department consists of the three sections like, maintenance division, quality division and engineering planning division. Each section is headed by Executive Engineer and has several other assistant engineer and sub-assistant engineer. Assistant engineers are responsible for making annual procurement plan of CAAB, estimate of procurement of goods, works and related services, after approval of estimate it goes to tendering process.

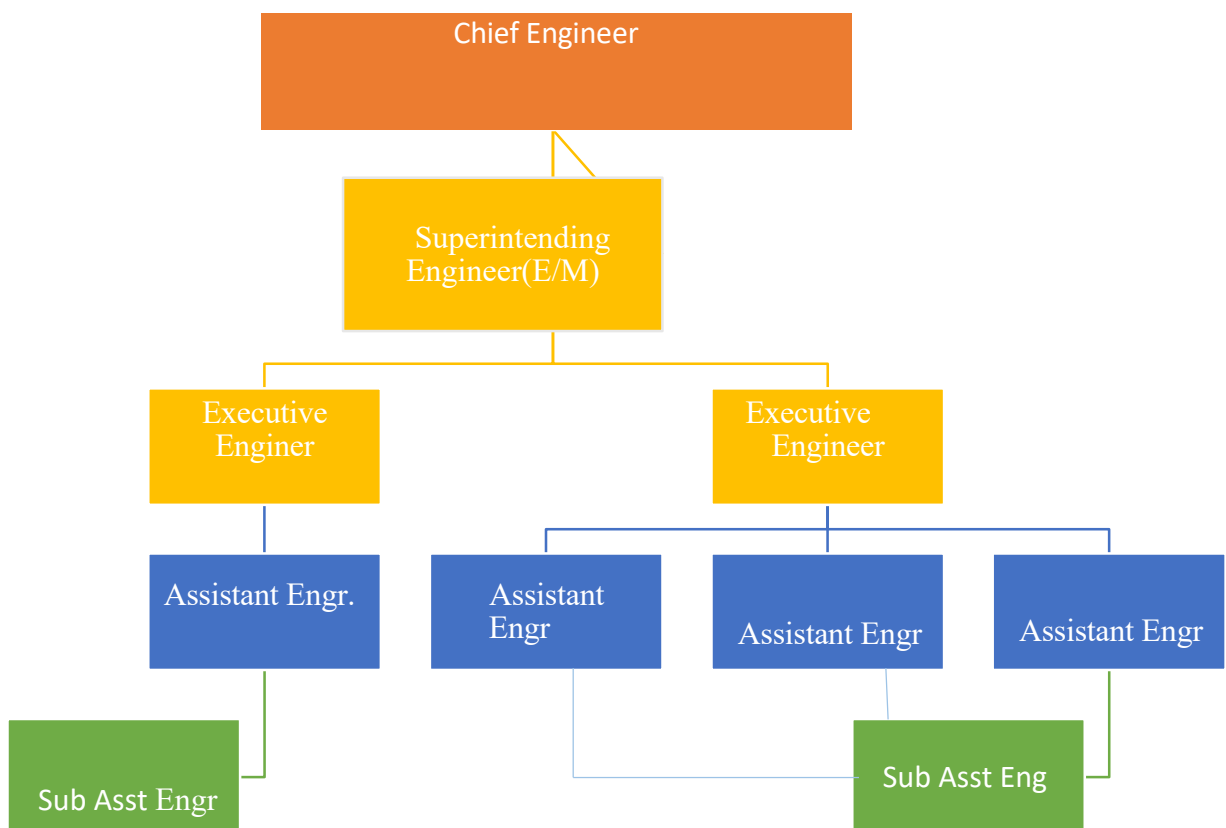


Fig 1: Structure of Engineering Department

1.2 Summary of activities related to the Supply Chain at CAAB

The Civil Aviation Authority of Bangladesh (CAAB) oversees various activities related to the supply chain to ensure the efficient and safe operation of civil aviation in the country. Here's a summary of key supply chain-related activities at CAAB:

Procurement of Equipment and Supplies: CAAB is responsible for procuring equipment, spare parts, and supplies necessary for the operation and maintenance of airports, air navigation services, and other aviation facilities. This includes procurement of aircraft, radar systems, communication equipment, navigation aids, and safety gear.

- i. **Inventory Management:** CAAB manages inventory levels to ensure that adequate supplies are available to support aviation operations. This involves monitoring stock levels, forecasting demand, and implementing inventory control measures to prevent stock outs or excess inventory.
- ii. **Supplier Management:** CAAB maintains relationships with suppliers and vendors to ensure the timely delivery of goods and services. This includes evaluating supplier performance, negotiating contracts, and resolving any issues or disputes that may arise during the procurement process.
- iii. **Quality Assurance and Compliance:** CAAB implements quality assurance measures to ensure that procured goods and services meet the required standards and specifications. This involves conducting inspections, testing, and certification to verify compliance with safety, security, and regulatory requirements.
- iv. **Logistics and Distribution:** CAAB manages logistics and distribution activities to transport goods and supplies to various aviation facilities across the country. This includes coordinating transportation, warehousing, and delivery to ensure that materials are available where and when needed.

- v. **Budgeting and Financial Management:** CAAB develops budgets and financial plans to support procurement activities and ensure that expenditures are aligned with organizational priorities. This involves forecasting expenses, allocating funds, and monitoring budget performance to optimize resource allocation.
- vi. **Risk Management:** CAAB identifies and mitigates risks associated with the supply chain, including supply disruptions, price fluctuations, and regulatory changes. This involves developing contingency plans, diversifying suppliers, and implementing risk mitigation strategies to minimize potential impacts on aviation operations.
- vii. **Technology and Innovation:** CAAB explores opportunities to leverage technology and innovation to enhance supply chain efficiency and effectiveness. This may include the adoption of digital procurement systems, automation of inventory management processes, and implementation of advanced logistics solutions.

Overall, CAAB's supply chain activities are critical for ensuring the reliability, safety, and sustainability of civil aviation operations in Bangladesh. By effectively managing the flow of goods and services, CAAB supports the aviation industry's growth and contributes to the country's economic development.

1.3 Corruption in procurement at global, national, and organizational level

Corruption in the procurement process is a pervasive issue globally, affecting both developed and developing countries.

There are different types of corruption in the procurement process for example bribery, kickbacks, bid rigging, and nepotism. These practices undermine fair competition and lead to inefficiency and inflated costs. It also has significant negative effects on the economy, including reduced competition, higher costs for goods and services, lower quality of products or services procured, and ultimately, reduced public trust in government institutions.

It exists in both developed and developing countries, although the extent and methods may vary. In some countries, corruption is deeply entrenched in the procurement process due to weak legal frameworks, lack of transparency, and ineffective enforcement mechanisms.

Civil society organizations and the media play a crucial role in exposing corrupt practices in procurement and advocating for reforms. Their watchdog role can pressure governments and institutions to address corruption effectively.

Corruption in the procurement process at the national level has been a significant challenge in Bangladesh, impacting various sectors including infrastructure development, public services, and aid-funded projects.

Firstly, political interference and patronage have influenced procurement decisions in Bangladesh. Connections to political parties or individuals often play a crucial role in winning contracts, leading to unfair competition and inflated costs also bribery and kickbacks are common in the procurement process, with contractors and suppliers offering illicit payments to secure contracts or gain favorable treatment. This practice not only distorts competition but also results in substandard quality of goods and services procured. Secondly, Collusion among bidders and bid rigging are prevalent in public procurement in Bangladesh. Cartels or groups of suppliers may collude to manipulate bidding processes, artificially inflate prices, and exclude genuine competitors, thereby undermining the principles of fair competition.

Thirdly, laws and regulations governing public procurement, enforcement mechanisms are often weak, and legal loopholes are exploited. Lack of transparency and accountability in the procurement process contributes to opportunities for corruption to thrive.

lastly, projects funded by international development agencies and donor organizations in Bangladesh. Weak governance structures and limited oversight capacity increase the risk of mismanagement and corruption in aid-funded projects and

civil society organizations and the media play a crucial role in exposing cases of corruption in procurement and advocating for reforms. Their monitoring and advocacy efforts help increase public awareness and pressure the government to take action against corrupt practices.

So, corruption in the procurement process in Bangladesh requires concerted efforts to strengthen legal and regulatory frameworks, enhance transparency and accountability, improve oversight mechanisms, and promote a culture of integrity and ethical conduct among public officials and stakeholders involved in procurement. Additionally, building the capacity of institutions responsible for procurement and fostering public-private partnerships can contribute to combating corruption effectively.

Corruption in procurement within the Civil Aviation Authority of Bangladesh (CAAB) has been a significant concern, with various instances reported over the years like bribery and kickbacks etc. Some specific points regarding corruption in procurement within CAAB are political control for the gain of procurement process, with the using of power of ruling party. Poor advertisement or not circulate properly are the international risk in procurement process. Short bidding periods are another area of concern. Announcing a very tight deadline for submitting bids which makes it impossible to participate without prior informal information. Providing insider information to favored bidders on the tender, the budget and competing bids poor specifications or preparing specifications with unnecessary terms & conditions that provide an unnecessary margin of discretion to the contract awarding committee when it

evaluates the bids not detecting conflicts of interest of the procurement office or public servants who participate directly or indirectly in the procurement process.

The detailed about corruption area has been discussed in chapter Three.

1.4 Ethics and its principles

The principles of ethics provide a framework for guiding moral conduct, decision-making, and behavior in various contexts, including personal, professional, and organizational settings. While specific ethical principles may vary depending on cultural, religious, and philosophical perspectives, there are several universally recognized principles that form the foundation of ethical behavior. Here are some key principles of ethics:

- i. **Integrity:** Acting with honesty, truthfulness, and sincerity in all interactions and endeavors. Integrity involves adhering to moral and ethical principles even in the face of temptation or pressure to compromise one's values.
- ii. **Respect:** Treating others with dignity, fairness, and consideration, regardless of differences in background, beliefs, or status. Respecting the rights, autonomy, and perspectives of others is fundamental to ethical behavior.
- iii. **Justice:** Upholding principles of fairness, equity, and impartiality in decision-making and actions. Justice involves treating individuals and groups fairly, ensuring equal opportunities and access to resources, and holding individuals accountable for their actions.
- iv. **Beneficence:** Acting in ways that promote the well-being and welfare of others. Beneficence entails taking positive actions to help others, alleviate suffering, and promote happiness and fulfillment, while avoiding harm or causing unnecessary distress.

- v. **Nonmaleficence:** Avoiding harm and preventing harm to others to the greatest extent possible. Nonmaleficence requires refraining from actions that may cause harm, injury, or suffering, and taking precautions to minimize risks and mitigate potential adverse consequences.
- vi. **Accountability:** Accepting responsibility for one's actions, decisions, and their consequences. Accountability involves being transparent, honest, and accountable for one's behavior, acknowledging mistakes, and taking appropriate measures to address them.
- vii. **Professionalism:** Demonstrating competence, integrity, and ethical behavior in professional roles and responsibilities. Professionalism encompasses adhering to professional standards, codes of conduct, and ethical guidelines, while upholding the values and principles of one's profession.
- viii. **Confidentiality:** Respecting and safeguarding the privacy and confidentiality of sensitive information shared in confidence. Confidentiality involves maintaining trust and discretion in handling confidential or privileged information and refraining from disclosing it without proper authorization.
- ix. **Autonomy:** Respecting individuals' right to self-determination, freedom of choice, and independence in decision-making. Autonomy entails recognizing and supporting individuals' ability to make informed choices about their own lives, beliefs, and values, while respecting their preferences and autonomy.
- x. **Sustainability:** Acting in ways that promote environmental sustainability, social responsibility, and long-term well-being for current and future generations. Sustainability involves considering the ethical implications of actions on the environment, society, and future generations, and taking proactive measures to mitigate negative impacts.

These principles of ethics provide guidance for individuals and organizations to navigate ethical dilemmas, make ethical decisions, and conduct themselves with integrity, responsibility, and respect for others. Integrating these principles into everyday practices promotes a culture of ethical behavior and contributes to the greater good of society.

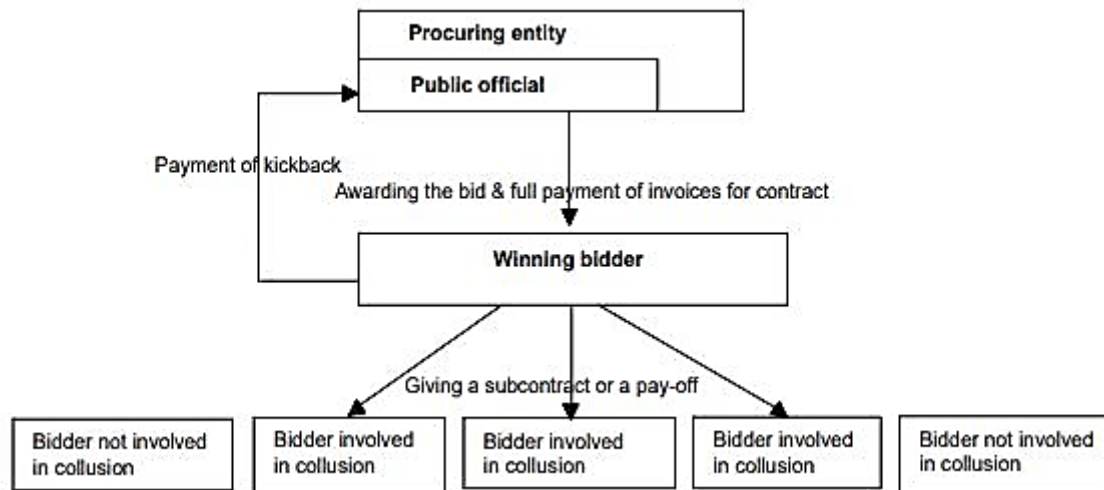


Fig 2: Common kickback scheme in public procurement

In the figure, we have seen that bidder who are doing corruption with the public official to get the work order.

To be fair, one must refrain from favoritism, base choices on objective standards, and provide equal chances for everybody. It promotes equity and justice, creating a setting in which everyone can prosper.

1.5 Transparency in Procurement Process

Transparency is an important element of procurement cycle. It is the quality or state of being open, honest, and easily understood. It involves the disclosure of information, processes, and decisions to relevant stakeholders in a clear and accessible manner. Transparency is essential in various aspects of society, including governance, business, and relationships, as it fosters trust, accountability, and integrity. Here are some key aspects of transparency:

- i. **Openness:** Transparency requires organizations, institutions, and individuals to be open about their actions, decisions, and motives. This openness involves sharing information freely and proactively, rather than withholding or concealing it.
- ii. **Accountability:** Transparent practices hold individuals and organizations accountable for their actions by making it clear who is responsible for decisions and outcomes. When processes are transparent, it is easier to identify and address problems, errors, or misconduct.
- iii. **Information Disclosure:** Transparency involves disclosing relevant information to stakeholders, including data, reports, policies, and procedures. This allows stakeholders to understand the context of decisions and to assess their implications.
- iv. **Public Participation:** Transparent processes often include opportunities for public participation and engagement. This can include seeking input, feedback, or criticism from stakeholders, as well as involving them in decision-making processes.
- v. **Consistency:** Transparent organizations and institutions apply rules, standards, and procedures consistently and fairly. This ensures that decisions are not arbitrary or biased and that everyone is treated equally.
- vi. **Ethical Conduct:** Transparency promotes ethical conduct by making it difficult to hide unethical or corrupt practices. When actions are visible and subject to scrutiny, there is a greater incentive to act in accordance with ethical principles.
- vii. **Trust and Confidence:** Transparency builds trust and confidence among stakeholders, whether they are citizens, customers, employees, or investors. When information is

readily available and processes are open, stakeholders are more likely to trust the integrity of those involved.

Overall, transparency is a fundamental principle that underpins good governance, responsible business practices, and healthy relationships within society. It contributes to the effectiveness, legitimacy, and sustainability of organizations and institutions by promoting openness, accountability, and trust.

1.6 Scope of Practicum and Methodology

In a country like Bangladesh corruption is everywhere with a widespread corrupt practices in procurement. My practicum is to identify the corruption points and explore the ways to address the corruption through transparency in procurement process in a case basis. The detailed objectives of the practicum work is to understand the procedure of supply chain management in CAAB , examine the procedures of procuring spare parts in CAAB and also identify the ways making procurement process transparent for addressing corruption in public procurement.

Main source of information about procurement process of spare parts from Civil Aviation Authority of Bangladesh. I got the data from the review of number procurement of spare parts, different training session and discussions with officials, suppliers, and stakeholders, CAAB website also from my practical work experience.

In the academic period I have taken different course like sourcing and procurement, supply chain operation management etc. I learned about the theory of procurement process and management of supply chain from these courses. Some part of sourcing and procurement courses has been taken by Governance & Integrity Netherlands an organization works on integrity. The vast knowledge about ethics and integrity needed procurement process transparent have been learnt from these organizations. Actually, my inspiration of practicum

work on making transparent in procurement process starts after completion this module.

1.7 Duration of the practicum

The Practicum duration covers two semesters, from October'2023 to April'2024 under the guidance of both workplace supervisor and academic supervisor. Workplace supervisor is related with practical guidance regarding the topic alignment and practice with day-to-day activities on the workplaces, while academic supervisor is related with the guidance regarding the preparation and submission of the report in alignment with the Brac University guidelines.

Chapter 2

Procurement and Supply Chain Management of the CAAB

2.1 Supply Chain of Spare Parts

Supply chain management (SCM) is the management of the flow of goods and services, involving the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption. It encompasses the planning and execution of all activities involved in sourcing, procurement, conversion, and logistics management. Effective supply chain management seeks to streamline operations, reduce costs, and improve customer satisfaction by ensuring that the right product is delivered to the right place at the right time. CAAB supply chain management are mainly relating the supply chain regarding spare part of different vehicle, electromechanical goods, communication item etc.

The supply chain management of spare parts for the CAAB has several key aspects to ensure efficient operations and optimal performance:

- i. **Inventory Management:** Effective inventory management is crucial to ensure that CAAB has the right spare parts available when needed without excessive holding costs. This involves forecasting demand, setting appropriate reorder points, and implementing inventory control measures to minimize stock outs and excess inventory.
- ii. **Supplier Management:** CAAB needs to establish relationships with reliable suppliers and vendors of spare parts. This includes assessing supplier capabilities, negotiating contracts, and monitoring supplier performance to ensure timely delivery, quality products, and competitive pricing.

- iii. Procurement Process: CAAB should have transparent and efficient procurement processes for acquiring spare parts. This involves defining clear specifications, issuing requests for quotations or proposals, evaluating bids, and awarding contracts based on criteria such as price, quality, and delivery lead times.
- iv. Quality Assurance: Ensuring the quality of spare parts is essential to maintain the safety and reliability of aviation equipment and infrastructure. CAAB should implement quality assurance measures, including inspections, testing, and certification, to verify that spare parts meet specified standards and requirements.
- v. Warehousing and Distribution: CAAB needs adequate warehousing and distribution facilities to store and manage spare parts inventory efficiently. This includes organizing inventory, implementing proper storage practices, and optimizing warehouse layout to facilitate easy retrieval and distribution of spare parts.
- vi. Logistics and Transportation: Efficient logistics and transportation are essential to ensure timely delivery of spare parts to maintenance facilities and operational sites. CAAB should establish logistics networks, coordinate transportation services, and track shipments to minimize lead times and optimize supply chain performance.
- vii. Asset Management: CAAB should implement asset management systems to track spare parts inventory, monitor usage and replenishment levels, and optimize asset utilization. This includes using technology solutions such as inventory management software and barcode tracking systems to improve visibility and control over spare parts.
- viii. Risk Management: Identifying and mitigating risks in the supply chain is critical to prevent disruptions to spare parts availability. CAAB should assess potential risks such as supplier failures, lead time variability, and geopolitical factors, and develop contingency plans to manage risks and ensure continuity of spare parts supply.

effectively managing the supply chain for spare parts, CAAB can ensure the availability of critical components to support maintenance and repair activities, minimize downtime of aviation equipment, and maintain safe and reliable operations within the civil aviation sector in Bangladesh.

2.1.1 Procuring spare parts

Before every schedule inspection, maintenance engineers check parts availability in the store in accordance with the inspection package at approximately 3 months ahead. For unscheduled inspection parts required for any defect rectification. In case of technical stock nil, maintenance may demand the require parts/components for restocking. In liaison with planning department, engineering maintenance checks schedule inspection package or unscheduled work sheet. After completion of any maintenance work, engineers ensure all the documents duly filled and properly signed. The engineer hands over the documents to the After satisfactory check by QA, the documents are sent to Planning for record keeping.

2.2 Maintenance Strategy

The maintenance strategy for ARFF (Aircraft Rescue and Firefighting) vehicles within the Civil Aviation Authority of Bangladesh (CAAB) aims to ensure the reliability, safety, and operational readiness of these specialized firefighting vehicles. Here's an overview of the maintenance strategy for ARFF vehicles:

Preventive Maintenance:Scheduled Inspections: ARFF vehicles undergo regular inspections according to predefined schedules to detect potential issues, ensure compliance with safety standards, and prevent breakdowns.

Fluid Checks and Replenishment: Routine checks and servicing of fluids such as engine oil, coolant, hydraulic fluid, and brake fluid are conducted to maintain optimal vehicle performance and prevent component wear.

Component Lubrication: Lubrication of moving parts, such as bearings, joints, and hinges, is performed at specified intervals to minimize friction, reduce wear and tear, and extend component lifespan.

Filter Replacement: Air, oil, fuel, and hydraulic filters are replaced as per manufacturer recommendations to maintain engine efficiency, prevent contamination, and ensure proper fluid flow.

Corrective Maintenance:Reactive Repairs: ARFF vehicles receive prompt attention and repairs in response to identified faults, malfunctions, or breakdowns to minimize downtime and ensure rapid restoration of operational capability.

Troubleshooting: Skilled technicians diagnose and troubleshoot issues using diagnostic tools, equipment, and technical manuals to identify root causes and implement effective corrective actions.

Emergency Response: In the event of emergencies or critical failures, ARFF vehicles are prioritized for immediate repairs and service to ensure their availability for firefighting and rescue operations.

Predictive Maintenance:Condition Monitoring: Advanced monitoring systems and sensors are utilized to continuously monitor the condition of critical components, such as engines, transmissions, brakes, and electrical systems, to detect abnormalities and predict potential failures before they occur.

Predictive Analytics: Data collected from condition monitoring systems are analyzed using predictive analytics techniques to identify trends, patterns, and indicators of impending failures, enabling proactive maintenance interventions to be scheduled and executed.

Reliability-Centered Maintenance (RCM):RCM principles are applied to prioritize maintenance tasks based on criticality, risk, and impact on safety and operational

performance. High-risk components and systems undergo more frequent and rigorous maintenance, while lower-risk items receive less frequent attention.

Failure Mode and Effects Analysis (FMEA): FMEA methodology is employed to systematically identify potential failure modes, their causes, and the consequences of failure, enabling targeted maintenance strategies to be developed to mitigate risks and ensure system reliability.

Spare Parts Management: Comprehensive spare parts inventory is maintained to support maintenance and repair activities for ARFF vehicles. Critical spare parts are stocked onsite to minimize downtime, while non-critical items may be sourced externally on an as-needed basis. Just-in-Time Procurement: Spare parts are procured based on demand forecasts, lead times, and usage patterns to optimize inventory levels, minimize carrying costs, and ensure timely availability of parts when needed.

The component of the ARFF vehicle, standard parts (nut, bolt, and washer) and materials (Oil, grease, and adhesive) which are required to maintain operation of ARFF Vehicle the aircraft. Primarily spare parts are divided into two categories these are:

Consumables: ARFF Vehicle consumables are those which is required to change most frequently, and this are of one time use type materials like lubricants, chemicals, grease, cleaners, adhesive, sealant, hardware, hydraulic, tire, igniter plug, seals etc. Minimum stocks of the consumables are required for smooth operation of ARFF Vehicle.

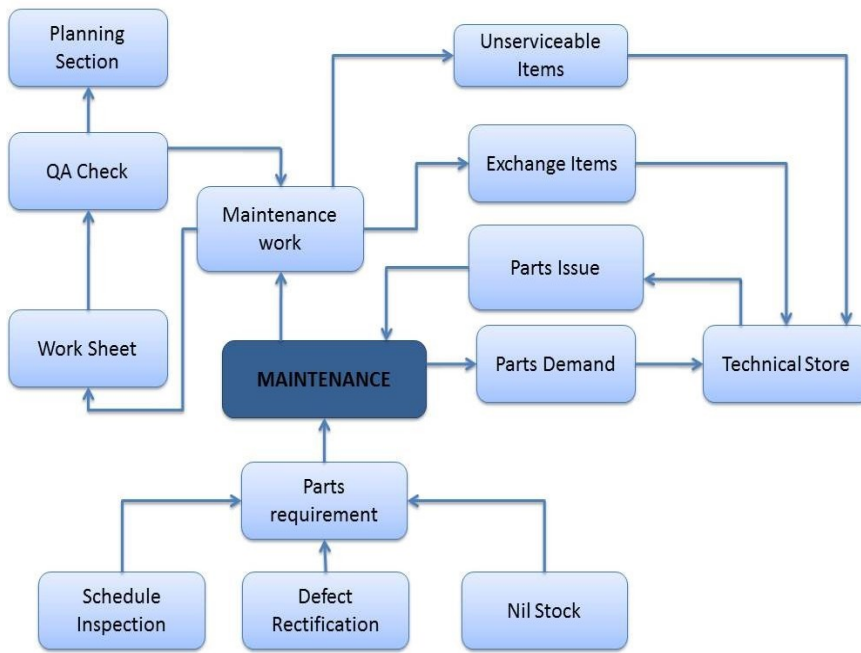


Fig 3: Maintenance Procedure

Rotating parts/components are the heavy components of the ARFF Vehicle which may be used again after overhauling or repairing. Basically, these components are replaced if any malfunction is detected or after specific life limit as stated by manufacturer to prevent system degradation. Example is engine, generator, motors, electronic computers, display, actuators etc.

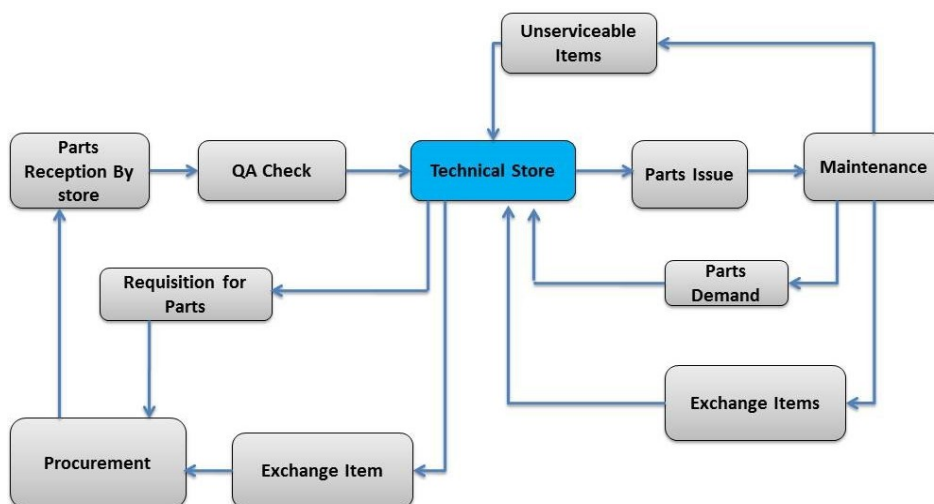
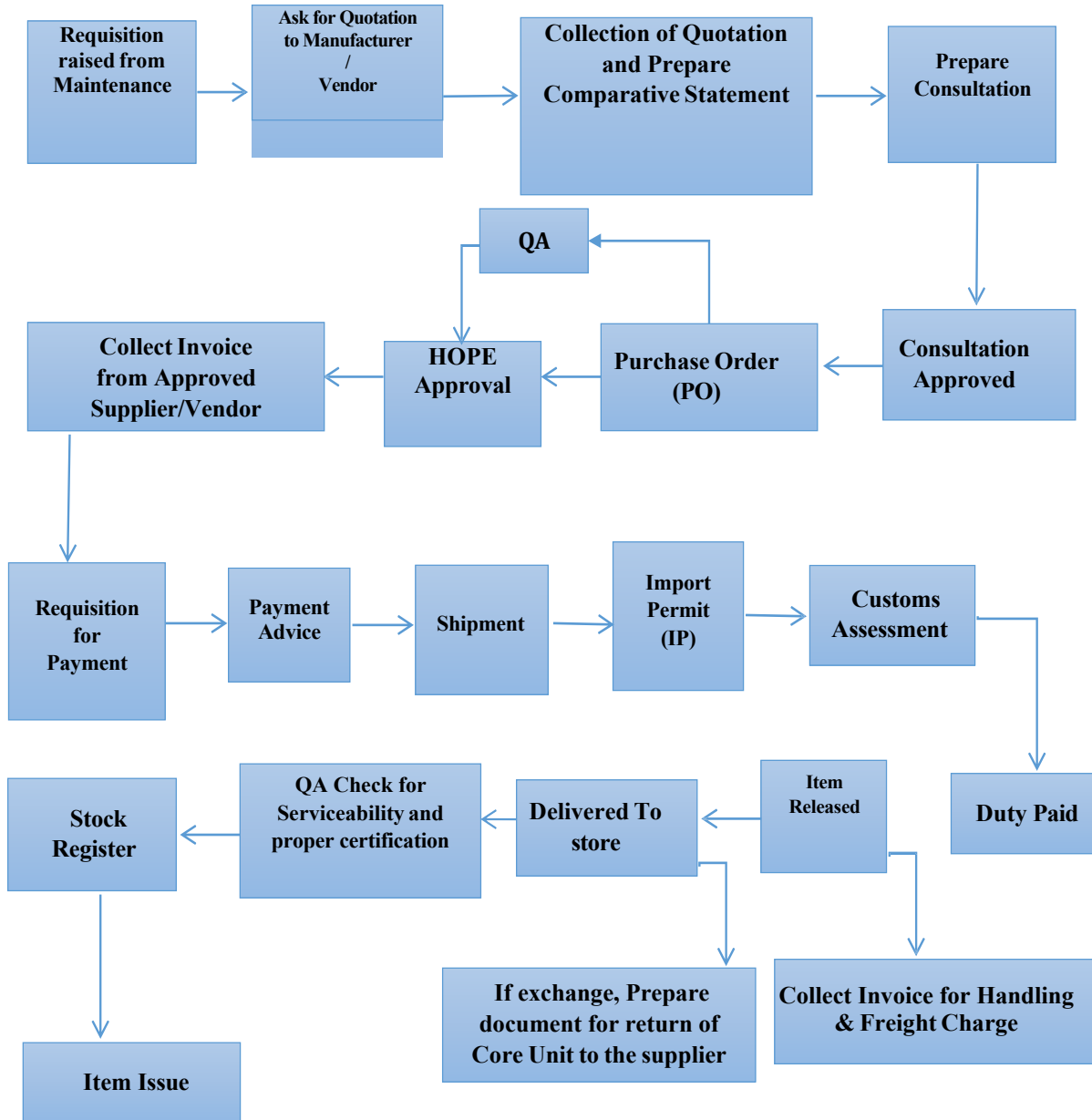


Fig 4: Spare parts flow in between Maintenance, Store Department & Procurement

2.3 Supply Chain Procedure of Spare Parts

In the below block diagram we have seen the from the Requisition to parts use via

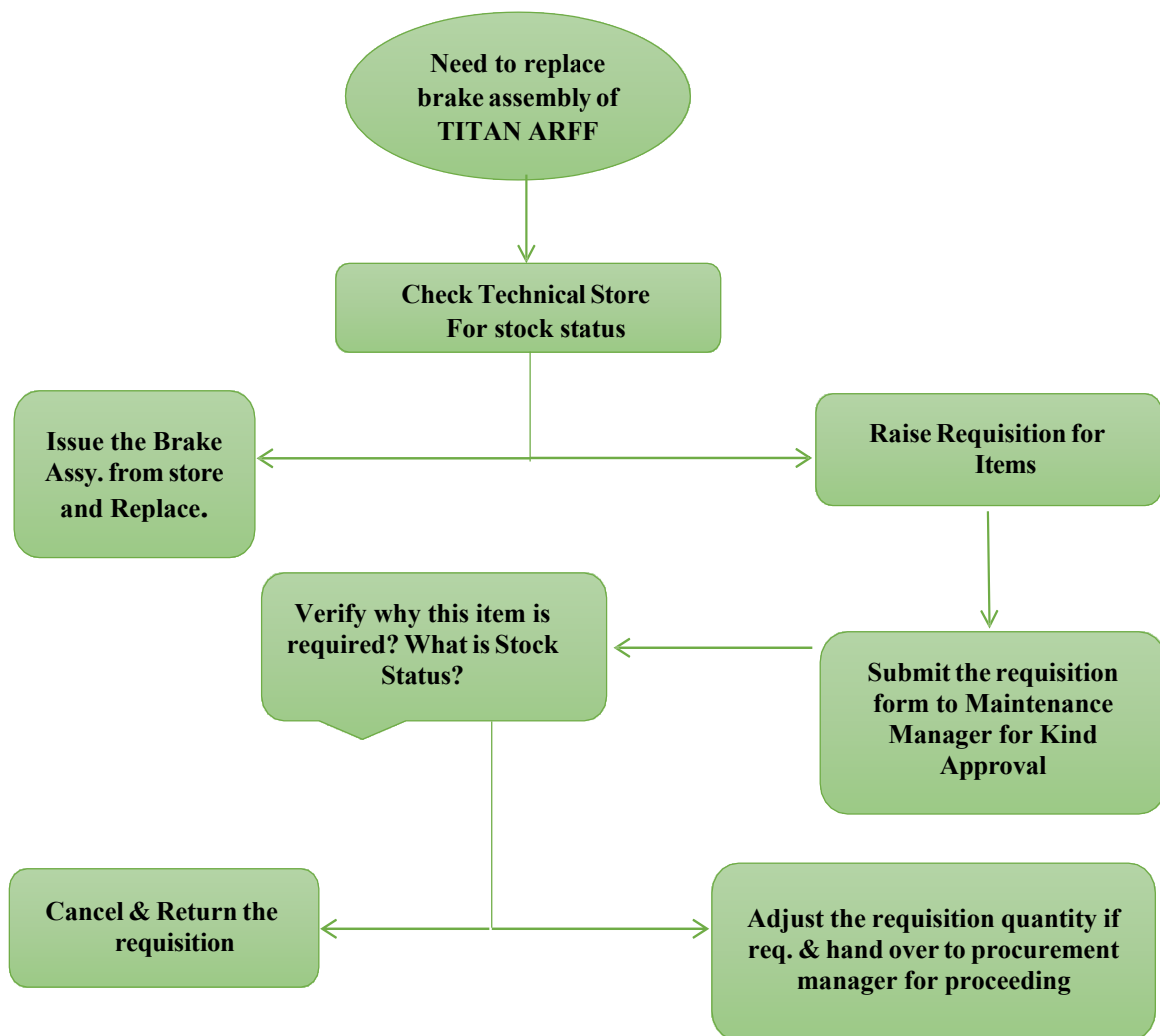


procurement process of CAAB. Supply chain starts with need identification. So, from the below diagram it has been seen that before procurement process starting requirements came from the maintenance department. Then it goes to the procurement process. Before going procurement process a committee has been formed comprised of three official for collecting the quotation and justification of rate. Then it goes to the procurement process. After approval from the HOPE, the procuring entity issued the NoA to the lowest responsive

tenderer. Agreement has been done by the accepted tenderer. The selected Tenderer taking all initiatives for supply the spares from shipment to deliver the goods into designated store. Quality has been checked by the responsible engineer then it goes to stock register. Now the goods will be ready for issue and use.

2.4 Requisition for Spare Parts

If spare part is required to service the aircraft due to any of the reasons like schedule, unscheduled, existing defects rectification and maintaining minimum stock, then concerned personnel (fleet in-charge/engineer/store in-charge) raise a requisition for spares in a prescribed form after confirming the stock status in the technical store. The requisition form is then submitted to Manager, Maintenance for his kind consent. After sufficient verification, Manager, Maintenance approves the requisition and hands over the requisition form to Manager, Procurement for further proceeding. The total process is shown on the following flow chart with considering a case sample:



Chapter 3

Practicum Work, Findings, and Observations

The problem in procurement process regarding ethics, accountability and transparency has been briefly described in article 1.3 where major focus on national and organizational level. To make the transparent in procurement process, I intended to practice the ethics, accountability as transparency improvements as the tools and techniques briefly described in article 1.4 & 1.5 in this practicum especially in my organizational procurement to reach the outlined objectives captured on article 1.6. As part of the practicum target, I have initiated visiting the ARFF vehicles, discussing with specific requirement of spares to the officer, colleagues, clients and other supporting department managers and colleagues, primarily to explore the specific problems, issues and difficulties those are currently having direct impact on Transparency, in depth what problems, what types of problems are raising, why those are raising and how those problems are getting mitigated at procurement process.

Firstly, I will elaborate the procedures of procuring spare parts in CAAB means how they procure, which regulation they follow etc. secondly, find out the corruption point of each segment of the procurement process then will see a practical case on procurement of spare parts findings and observations. Finally, I shall try to write about how the procurement process will be transparent and accountable. In this way the practicum objectives shall be fulfilled.

3.1 Procedures of procuring spare parts of ARFF vehicle in CAAB

The procurement procedures for spare parts of ARFF vehicle within the CAAB should be designed to ensure transparency, efficiency, and compliance with relevant regulations. Supply chain procedure mainly procurement to issuing parts has been briefly described in chapter two of this report. Planning to procure spare parts for ARFF vehicle is very much

important early in the financial year. ARFF vehicle is important for an airport because it is a specialized vehicle designed for use in aircraft rescue and firefighting operations at airports. These vehicles are crucial for swiftly responding to emergencies such as aircraft fires, fuel spills, and other incidents that may occur on or near airport grounds. As an international regulation from ICAO an international airport needs to be operational at least they have 24000 ltr carrying capable of ARFF vehicle. Without this the category of the airport will be down and operation of airport would be stopped. For procuring the spare parts first identify the work name related to the needed spare parts included in budget. After budget approval make a annual procurement plan (APP) for going to tendering process. After approval of APP, then starts to create original cost estimate of proposing work as in APP. Then getting administrative approval of estimate starts to go for tendering process which is call on e-GP. All procedure of tendering except payment has done on e-GP. After completion of works the payment procedure will be done manually. The procurement process includes the following procedures:

- i. Identification of Spare Parts Needs: Identify the specific spare parts required based on maintenance schedules, equipment specifications, and repair needs of Aircraft rescue and fire fighting vehicle for example injector, Engine overhauling kit, different type of oil, lubricants etc. all are written in requirement list and send to this list to the procurement section for estimation and tendering process.
- ii. Technical Specification Development: Develop detailed specifications for each spare part, including part numbers, descriptions, dimensions, material requirements, and quality standards of ARFF vehicle. Collect the justified rate of the item procured.
- iii. Market Research and Supplier Identification: Conduct market research to identify potential suppliers or vendors capable of providing the required spare parts.

- iv. Evaluate suppliers based on factors such as reputation, experience, reliability, and product quality. In case of ARFF vehicle manufacturers have local agent in Bangladesh. All required items supplied by the local agent in favor of manufacturers of ARFF vehicles namely Titan, Protector, Morita, etc.
- v. Tender call on e- GP: Tender document plot on e-GP Portal to solicit bids from qualified suppliers maintain the PPR-2008 and Standard Tender document (STD).
- vi. Include detailed specifications, terms and conditions, delivery requirements, and evaluation criteria in the STD of ePG3 STD/ ePW3 STD. These STD has been selected by e GP on the administrative approval of estimated cost.
- vii. Bid Evaluation and Selection: Evaluate bids received from suppliers based on predetermined criteria such as price, quality, delivery lead times, and compliance with specifications. Select the lowest responsive Tenderer based on the evaluation results on e-GP.
- viii. Contract Negotiation: Enter negotiations with selected suppliers to finalize contract terms, pricing, delivery schedules, and other relevant details.
- ix. Ensure that negotiated terms are mutually beneficial and comply with procurement regulations.
- x. Notification of Awards: Award contracts to lowest responsive suppliers based on the outcome of negotiations and compliance with procurement rules and regulations. Issue purchase orders or contracts to formalize the agreement with selected suppliers. Acceptance by the selected tenderer: After issuance of of NoA acceptance has been given by the selected tenderer regarding order acceptance, delivery schedules, and any other relevant details.
- xi. Spare Parts Delivery: Receive and accept delivery of spare parts from suppliers. Ensure that delivered spare parts meet specified requirements and quality standards.

- xii. Receipt and Inspection: Inspect received spare parts to verify compliance with specifications, quality standards, and contractual requirements. Document and report any discrepancies or non-conformities identified during inspection.
- xiii. Inventory Management: Update inventory records to reflect receipt of spare parts and adjust inventory levels accordingly.
- xiv. Store spare parts in designated inventory locations using appropriate storage practices and procedures.
- xv. Spare Parts Utilization: Utilize spare parts as needed for maintenance, repairs, or replacement of components in equipment and vehicles.
- xvi. Ensure proper documentation of spare parts usage and track inventory levels to facilitate timely replenishment.

Following these procedures, CAAB can effectively procure spare parts to support maintenance and repair activities, ensuring the continued reliability and availability of equipment and vehicles within the organization.

3.2 Scope of corrupt practices in procuring spare parts of CAAB

The scope of corrupt practices in procuring spare parts within the Civil Aviation Authority of Bangladesh (CAAB) can encompass various aspects of the procurement process. Here's an overview of potential areas where corrupt practices may occur:

- i. Supplier Selection: Corruption may occur during the selection of suppliers, with officials accepting bribes or kickbacks from vendors in exchange for awarding contracts or giving preferential treatment to certain suppliers.
- ii. Bid Rigging: Collusion among suppliers to manipulate the bidding process and inflate prices, leading to unfair competition and higher procurement costs for CAAB.

- iii. Contract Negotiation: Corruption may occur during contract negotiations, with officials demanding illicit payments or favors from suppliers in exchange for favorable contract terms, pricing, or conditions.
- iv. Substandard Spare Parts: Suppliers may engage in corrupt practices by supplying substandard or counterfeit spare parts at inflated prices, compromising the safety, reliability, and performance of equipment and vehicles.
- v. Invoice Fraud: Fraudulent invoicing practices, such as overbilling or invoicing for goods or services not provided, may occur, leading to financial losses and misappropriation of funds within CAAB.
- vi. Conflict of Interest: Officials involved in the procurement process may have conflicts of interest, such as personal relationships with suppliers or financial interests in companies bidding for contracts, leading to biased decision-making and favoritism.
- vii. Non-transparent Procurement Process: Lack of transparency in the procurement process, including limited competition, undisclosed selection criteria, and closed-door negotiations, can create opportunities for corruption and undermine accountability and integrity.
- viii. Fraudulent Documentation: Falsification of procurement documents, such as bid documents, delivery receipts, or inspection reports, may occur to conceal corrupt practices or misrepresent the quality and authenticity of spare parts.
- ix. Bribery and Extortion: Suppliers may resort to bribery or extortion to secure contracts or gain favorable treatment, while CAAB officials may demand bribes or kickbacks in exchange for awarding contracts or expediting procurement processes.
- x. Lack of Oversight and Enforcement: Weak internal controls, inadequate oversight mechanisms, and ineffective enforcement of anti-corruption policies and regulations

can create an environment conducive to corrupt practices within CAAB's procurement activities.

Corrupt practices in the procurement of spare parts within CAAB requires robust measures to enhance transparency, accountability, and integrity throughout the procurement process. This includes strengthening procurement regulations, implementing anti-corruption measures, enhancing oversight, and monitoring mechanisms, and fostering a culture of integrity and ethical conduct within the organization.

3.2.1 Practical work findings and observation of ARFF spare procurement in CAAB

I have examined the scope of corruption in a particular procurement in CAAB. The work name is Providing, fitting / fixing of Spare Parts for Morita- 1 Fire Vehicle at HSIA, Dhaka i/c. repairing works such as dismantling, welding, fitting / fixing the necessary spare parts as required etc.

First work is this work name put on the budget with given estimated cost say 50 lacs. After budget approval then this name is written on annual procurement plan has seen in the Fig :5

S/L	Package No.	Priority	Code	Fin code	Description of Procurement Package Goods/Equipment	Unit	Qty	Procurement Method	Contract Approving Authority	Source of Fund	Estimated Cost (Lakh Tk.)	Budget Allocation (Lakh Tk.)	Time Code for Process	Advertiser Pre	Invet	Advertis	Tender Opening	Tender Evaluation	Approval to Award	Notification of Award	Signing of Contract	Total Time to Completion
1	1.1	1	1.3	1.4	2	3	4	5	6	7	8	8.1	9	10	11	12	13	14	15	16	17	18
17	ATM	P3	100		Providing & Installation of 20 KVA Online UPS & other items at Civil Aviation Academy, Dhaka.	Each	1	OTM e-GP	CAAB	CAAB own fund	50.00	0.00	PIDates PIDays Ac.Date	10 Aug 2023	10 Sep 2023	10 Oct 2023	25 Oct 2023	10 Nov 2023	17 Nov 2023	15 Dec 2023	120	
18	ATM	P3	100		Providing and Installation of Electric Insects Killer (Electric Grill), Best Quality (Foreign made) at different Airports of CAAB.	Each	1	OTM e-GP	CAAB	Own Fund	50.00	0.00	PIDates PIDays Ac.Date	1 Sep 2023	1 Oct 2023	1 Nov 2023	15 Nov 2023	1 Dec 2023	7 Dec 2023	5 Jan 2023	120	
19	Fire SL-03	P2	100	102	Providing, fitting / fixing of Spare Parts for Runway Sweeper for Osmani Int'l Airport, Sylhet.	Each	1	OTM e-GP	CAAB	CAAB own fund	160.00	100.00	PIDates PIDays Ac.Date	1 Aug 2023	1 Sep 2023	1 Oct 2023	15 Oct 2023	1 Nov 2023	7 Nov 2023	5 Dec 2023	120	
20	Fire SL-08	P3	100	107	Supply of Spare parts and other related works for Natfco 6 X 6 at SAIA, CTG.	Each	1	OTM e-GP	CAAB	CAAB own fund	25.00	25.00	PIDates PIDays Ac.Date	10 Sep 2023	10 Oct 2023	10 Nov 2023	25 Nov 2023	10 Dec 2023	17 Dec 2023	15 Jan 2023	120	
21	Fire SL-14	P2	100	113	Repairing works such as dismantling, welding & providing, fitting / fixing necessary spare parts for using at Morita- 2 Fire Vehicle at HSIA, Dhaka.	Each	1	OTM e-GP	CAAB	CAAB own fund	50.00	50.00	PIDates PIDays Ac.Date	1 Aug 2023	1 Sep 2023	1 Oct 2023	15 Oct 2023	1 Nov 2023	7 Nov 2023	5 Dec 2023	120	

Fig 5: Annual procurement plan of financial year 2023-2024 of CAAB

According to APP, details of cost estimate are going to be prepared. Before cost estimation need to know how much spare parts needed to repair/ procure. Sometimes ARFF vehicle is

operational but making false estimate for getting illegal financial benefit saying not serviceable. In this case whole team are engaged this unethical works. Another option is really some faults have occurred in ARFF vehicle and responsible officer calls to the technical team for checking to be operational. After getting information technical team goes to check the unserviceable ARFF vehicle. After observation practically needed 5 items but requisition given for 10 items. In the below process diagram, it must be seen the practical corruption point in the procurement process and its illustration given afterwards.

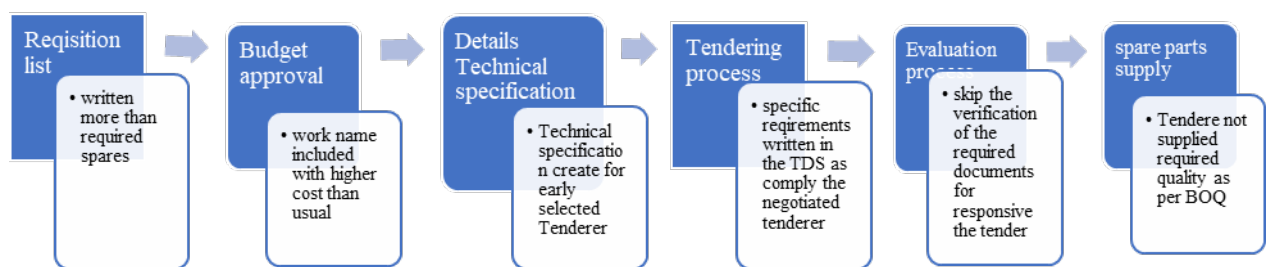


Fig6: point of corruption in the procurement process of CAAB

These requisition goes to responsible engineer who is going to be prepare details cost estimate. By saying that this ARFF vehicle has only one local agent the offer price has become 3 to 4 times higher than the real. It must be done by experts of CAAB. So here is lack of integrity and need identification. Officer must be ethically and honest in his responsibility. Then the problem will be solved.

In the Technical specification and official cost estimation officer are trying to be favoritism to their selected supplier i.e. local agent of ARFF vehicle. There is no scope to collect spare without the nominated local agent given by the manufacturer. There may be scope to collect from the other sourcing in this case official cost estimate will be less 3 times than unethical estimation. In case of equity and justice everyone should be provided equal chances.

Now on a day's tenders have been done through on e-GP Portal. When the officer is trying preparation for tender in the specific criteria they fixed for manufacturer/local agent criteria so that only they can participate the Tender. Some time it going to ready for limited

Tendering Method so that only enlisted contractor of designated office of CAAB will participate. Manufacturers are not manufacturing all the spares of ARFF vehicles for example Tyre. Manufacturer sourcing the tyre from third party tyre manufacturer. Some tenderers negotiate to the direct manufacturer of tyre so that local agent has blocked to play monopoly. The profit goes to third party tenderer and responsible engineer official of procurement side. It has to be open for all meaning open Tendering Method so that all can know the information about the Tender. And relax in the general condition of contract so that all call participates.

During the Evaluation Stage due to conflict-of-interest officer of tender evaluation committee trying to skip some missing document or not to verify the all the papers related to justification of Tenderer pricing service level agreements, quality delivery, capability etc. Ensure engagement all civil society and interest tenderer to participate pre bid tender must be held on the Procuring entity premises.

On e-GP portal PPR must be implemented on each standard Tender Document (STDs) either Goods, Works or Services. In practical in high technical tender, it has to be needed Technical Sub-committee, but the work area of this committee has not to be clearly defined on PPR or on e-GP STDs also. So, there should be clear procurement Rules and procedures.

Another work name providing fitting fixing of Insect killer machine at different Airport of CAAB have found significant corruption. For this work there is no need at that time but as political issue this work has been made. Quality of goods is much less but for the political reason it has to be accepted. So, it is to be ensure and Transparent that no political issue should be involved in procurement process.

3.3 Making procurement process transparent in CAAB

To make the procurement process transparent in the Civil Aviation Authority of Bangladesh (CAAB), several steps can be taken to promote openness, accountability, and integrity against the discussion in Section 3.2.



Fig 7: process model of making procurement process transparent.

In the above figure a model shown about transparency process.

Here's a detailed guide on how CAAB can achieve transparency in its procurement process has shown in fig 7:

- a) Establish Clear Policies and Procedures: Develop and document clear procurement policies, guidelines, and procedures that outline the standards and requirements for transparent procurement practices. Necessary steps should be taken by the CPTU to make the new policy clear and acceptable.
- b) Publish Procurement Guidelines and Regulations: Make procurement guidelines and regulations publicly available on CAAB's website or through other accessible channels to ensure that stakeholders understand the rules and expectations governing procurement activities. The PPA-2006 and PPR-2008 regulation has some limitation because last 20 years not massive change has been taken. Now procurement process is going to be online, so upgradation needed to the old regulation.

- c) **Provide Training and Capacity Building:** Conduct training programs and workshops for CAAB staff involved in the procurement process to ensure they understand the importance of transparency, ethics, accountability, integrity and are equipped with the knowledge and skills to implement transparent procurement practices effectively.
- d) **Standardize Procurement Documents:** Standardize procurement documents such as requests for proposals (RFPs), invitations to tender (ITTs), bid evaluation criteria, and contract templates to ensure consistency and transparency in the procurement process.
- e) **Open and Competitive Bidding:** Conduct open and competitive bidding processes to ensure equal opportunities for all qualified vendors to participate in procurement opportunities. Advertise procurement opportunities widely and provide sufficient time for vendors to prepare and submit bids. Prebid meeting must be confirmed by the procuring entity.
- f) **Use Transparent Evaluation Criteria:** Clearly define and communicate evaluation criteria to all bidders in advance. Ensure that evaluation criteria are objective, non-discriminatory, and based on factors such as price, quality, technical capabilities, and compliance with specifications. All submitted important documents for example authorization letter, liquid asset, specific experience certificate must be verified.
- g) **Establish Bid Opening Procedures:** Some tender has call paper based on limited/open tendering method in this case conduct bid opening sessions in a transparent manner, allowing bidders or their representatives to attend and witness the opening of bids. Document the bid opening process and maintain records of all bids received.
- h) **Implement Vendor Registration and Prequalification:** Establish a transparent process for vendor registration and prequalification to ensure that only qualified and reputable vendors are eligible to participate in procurement opportunities.

- i) **Maintain Procurement Records:** Keep accurate and complete records of all procurement activities, including bid documents, correspondence with vendors, evaluation reports, and contract awards. Ensure that procurement records are easily accessible for review and audit purposes. Though the all documents found on e-GP portal. Therefore, one file for one tender must be strictly maintain by the Procuring office.
- j) **Promote Stakeholder Engagement:** Encourage stakeholder engagement and participation in the procurement process by soliciting feedback, responding to inquiries, and addressing concerns in a transparent and timely manner.
- k) **Establish Oversight Mechanisms:** Implement mechanisms for independent oversight, review, and audit of procurement processes to ensure compliance with transparency requirements and identify areas for improvement.
- l) **Enforce Anti-Corruption Measures:** Implement strict anti-corruption measures and zero-tolerance policies to prevent and deter corrupt practices in the procurement process. Encourage whistleblowing and provide protection for whistleblowers who report instances of corruption.

By implementing these measures, CAAB can enhance transparency in its procurement process, build trust with stakeholders, and ensure the effective and efficient use of resources in acquiring goods, services, and works to support its operations and objectives within the civil aviation sector in Bangladesh.

Chapter 4

Conclusion and Recommendations

4.1 Conclusion

Improving transparency in public procurement within the Civil Aviation Authority of Bangladesh (CAAB) is essential for promoting accountability, preventing corruption, and maximizing the value of taxpayer funds. By implementing measures to enhance transparency in its procurement process, CAAB can achieve the following benefits:

Enhanced Accountability: Transparent procurement practices allow stakeholders to monitor and scrutinize the procurement process, ensuring that decisions are made impartially and in accordance with established rules and regulations. This accountability helps to mitigate the risk of fraud, favoritism, and mismanagement of public resources.

Fair Competition: Transparent procurement processes promote fair competition by providing equal opportunities for all qualified vendors to participate in procurement opportunities. This fosters a competitive marketplace, encourages innovation, and drives down costs, ultimately benefiting CAAB and taxpayers.

Improved Integrity: Transparency in procurement builds trust and confidence among stakeholders, including vendors, government agencies, and the public. By demonstrating a commitment to integrity and ethical conduct, CAAB can enhance its reputation and credibility as a responsible steward of public funds.

Effective Resource Allocation: Transparent procurement practices enable CAAB to make informed decisions about the allocation of resources, ensuring that goods, services, and works are procured efficiently and effectively to meet organizational needs and objectives.

Reduced Risk of Corruption: Transparency acts as a deterrent to corrupt practices such as bribery, bid rigging, and fraud. By making procurement processes more transparent and

accountable, CAAB can reduce the risk of corruption and strengthen the integrity of its operations.

Optimized Value for Money: Transparent procurement practices help CAAB obtain the best value for money in its procurement activities by promoting competition, encouraging cost-effective solutions, and ensuring that goods and services meet quality standards and specifications.

In conclusion, improving transparency in public procurement is critical for CAAB to uphold its commitment to accountability, integrity, and efficiency in the management of public resources. By embracing transparency and implementing measures to enhance openness and fairness in its procurement process, CAAB can strengthen governance, build trust with stakeholders, and achieve better outcomes for the civil aviation sector and the people of Bangladesh.

4.2 Recommendations

Improving transparency in the public procurement process of the Civil Aviation Authority of Bangladesh (CAAB) requires a comprehensive approach that addresses various aspects of the procurement life cycle. Here are some recommendations to enhance transparency in CAAB's procurement process:

Enhance Disclosure and Communication: For paper-based Tender, all procurement-related information, including tender notices, bid evaluations, contract awards, and performance reports, is publicly accessible also in case of e-Tender, corrigendum has been given on e-GP portal. Sometimes it has not published in the Daily newspaper. So, this addendum noticed not only to the enlisted tenderer on e-GP portal but also to the procuring authorities, stakeholders, and public as well. It should provide clear and comprehensive information about procurement opportunities, evaluation criteria, and contract terms to potential bidders and stakeholders

through multiple communication channels, including CAAB's website, social media, and public notices.

Strengthen Procurement Policies and Regulations: Review and update with Government procurement policies, guidelines, and regulations to align with CAAB procurement process international best practices and standards for transparency, fairness, and accountability.

Establish clear guidelines and thresholds for procurement methods (e.g., open tendering, competitive bidding, or direct procurement) based on the value and complexity of contracts.

There are different procurement methods such as Limited Tendering Method (LTM), Open Tendering Method (OTM), One stage Two Envelop Tendering Method (OSTETM) etc. As PPR, LTM method for procurement of goods, works and related services apply for emergency need so that time need will be less and specific purpose of procurement of goods for example Boarding Bridge, conveyor belt, AFFF vehicle etc. But the bad practice is for goods purchase under twenty-five lacs taka and for works purchase under three crore taka are always applied for LTM method. So, there is no competitive bidding must be seen. Therefore, it must be justified and applied the related procurement method for goods, works and service procurement.

Promote Competition and Fairness: Encourage competition among suppliers by actively soliciting bids from a diverse pool of qualified vendors and ensuring equal access to procurement opportunities. For example, runway light procurement, the procuring entity set a condition that site visit needed for clarification of work will be done by the tenderer but in this case there is not needed for site visit survey. So, for giving this condition early negotiated tenderer will accept for the site visit and the other tenderer application for site visit has not been received by the procurement entity, in this way the work will get the biased tenderer without any competition. Necessary steps should be taken for setting easy conditions for better competition and fairness in the procurement process. Also implement measures to

prevent bid rigging, collusion, and favoritism, such as conducting regular market assessments, rotating procurement staff, and enhancing oversight mechanisms.

Enhance Monitoring and Oversight Mechanisms: Strengthen internal controls and oversight mechanisms to detect and prevent irregularities, conflicts of interest, and fraudulent practices in the procurement process. CAAB authority may set a team not related to the procurement process to strictly monitor bad practices by the official or tenderer. If irregularities found, then strong punishment must be implemented also.

conduct regular audits and reviews of procurement activities to evaluate compliance with transparency requirements, identify areas for improvement, and address any instances of non-compliance.

Provide Training and Capacity Building: Offer training programs and capacity-building initiatives for procurement staff, vendors, and stakeholders to enhance their understanding of procurement regulations, processes, and ethical standards.

Foster a culture of transparency, integrity, and accountability within CAAB through ongoing awareness campaigns, workshops, and ethics training sessions.

Encourage Stakeholder Engagement and Feedback: Establish channels for stakeholders, including vendors, civil society organizations, and the public, to provide feedback, raise concerns, and report instances of misconduct or non-compliance related to the procurement process.

Actively engage with stakeholders through consultation meetings, focus groups, and feedback mechanisms to solicit input on procurement policies, practices, and performance.

By implementing these recommendations, CAAB can strengthen transparency, accountability, and integrity in its public procurement process, fostering public trust and confidence in the organization's management of public funds and resources.