

ABSTRACT

A huge amount of government expenditure is channeled through the annual development program (ADP) which normally undertakes numerous construction and other types of procurement activities through the implementation of development programs and projects. Government projects are undertaken through the involvement of a number of ministries, divisions and different implementing agencies with a long and vigorous approval process. During project preparation and implementation, procurement has a huge implication. The procurement system adopted by the government has also played a significant role on the efficiency and effectiveness of the project implementation. The reforms initiatives undertaken by the government in order to bring efficiency, economy and effectiveness in the public procurement system started in the year 2003 through the introduction of Public Procurement Regulations (PPR“2003). To reinforce the improvement measures in the public procurement system, the House of the Nation enacted the much desired law, the Public Procurement Act „2006. Under the Act of 2006, the Public Procurement Rules 2008 was framed and issued which is now widely observed in all government purchase. The main issue of this study is to compare the efficiency and effectiveness of the project implementation for the government projects that follow PPR with projects that are funded by international development partners that follow specific guidelines of the donor partners. To that end this study concentrates on a single project namely, “Construction of Server Stations for Electoral Database (CSSED)” project implemented by Bangladesh Election Commission (EC). The construction of the project is implemented by Local Government Engineering Department (LGED) and Public Works Department (PWD). To conduct the study, mainly analysis of the implementation of PWD part of the project has been done.

Project efficiency can be measured by assessing the performance of the project on some key measurable parameters. These parameters are – the cost of the project, the time of project implementation and construction quality. Since there is no way of measuring efficiency and effectiveness of the project directly, these three project parameters have been measured by conducting survey among the implementers of the project and interviewing the key informants. Those parameters then have been used to evaluate the efficiency and effectiveness of the project implementation and compared with other GoB projects. Also to have an in depth knowledge of the project characteristics interview with the „key informants“ of the project was also conducted who provided valuable information about the project concerned and also the characteristic features of other government projects.

To assess the efficiency and effectiveness of the project survey questionnaire has been developed focusing on the key performance indicators of the project namely, the cost, time and quality of the project construction. The Likert Scale model has been used and a rating scale of 1 to 5 has been chosen which could easily be used in the quantitative statistical analysis like calculation of mean, median, mode and subsequent hypothesis testing viz. the student t-test.

The study reveals that the efficiency of the project in terms of quality and cost is more than other GoB projects. But in terms of implementation time the project does not perform any better than other GoB projects. The inconsistency in following some of the provisions of PPR has added complexity in contract approval and management of the project which resulted in delayed project implementation. As a result, in spite of its better quality and cost achievement, the delay in implementation had adversely affected the effectiveness of the project.

The lessons learnt from this project shall be applied in further projects. For example, the formulation of DPP for any future projects involving civil construction shall be done in consultation with Public Works Department (PWD) since they have the expertise of project implementation and knowledge of procurement of works. The provision of rule 12 of the PPR“2008 stipulates that procurement process and contract administration procedures of those departments/agencies which do not have sufficient expertise can be delegated to the agencies that have expertise in these fields. To that end construction projects of BEC or other organizations that do not have expertise in construction matters can be delegated to PWD. This provision will not conflict in case of donor funded projects also.