

**Evaluating Suppliers/Consultants and Procuring Entities in the landscape of  
Public Procurement in Bangladesh**

Dissertation submitted in partial fulfillment of the  
requirements for the Degree of  
Masters in Procurement and Supply Management

Submitted by  
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MPSM, Batch IV  
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Masters in Procurement and Supply Management

**April, 2015**



**BRAC Institute of Governance and Development  
BRAC University**

**Evaluating Suppliers/Consultants and Procuring Entities in the landscape of  
Public Procurement in Bangladesh**

A DISSERTATION  
BY

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MPSM, Batch IV  
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Approved as to Style and Contents  
By

**Dr. Helaluzzaman Ahmed**  
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**BRAC Institute of Governance and Development  
BRAC University**

## LETTER OF TRANSMITTAL

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April 07, 2015

Dr. Helaluzzaman Ahmed  
Dissertation Supervisor  
&  
Senior Procurement Specialist  
Second Local Governance Support Project(LGSP-II)  
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Ministry of Local Government, Rural Development & Cooperatives

Sub: Submission of Dissertation Report.

Dear Sir,

I am grateful to submit herewith my dissertation report on “Evaluating Suppliers/Consultants and Procuring Entities in the landscape of Public Procurement in Bangladesh” as a partial requirement for achieving the degree Masters in Procurement and Supply Management. It is a great opportunity for me to work under your active supervision, care and guidance.

I have collected data from the different Procuring Entities, Suppliers and Consultants for preparing the report. I concentrated my efforts to prepare this report in the most realistic and proficient way. If there is any mistake please take it in the eye of forgiveness. I will be available enthusiastically at any clarification when you require. I believe and hope that you would be kind enough to accept my report for assessment and oblige thereby.

Sincerely yours

Md. Shahidul Islam  
ID No. 13282003  
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## SUPERVISOR CERTIFICATION

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This is my pleasure to certify that Md. Shahidul Islam, ID No. 13282003, Batch No. IV, Masters in Procurement and Supply Management, BRAC Institute of Governance and Development (BIGD), BRAC University has prepared the dissertation entitled “Evaluating Suppliers/Consultants and Procuring Entities in the landscape of Public Procurement in Bangladesh”. He was under my supervision to prepare this report. His effort to the report is praiseworthy.

I wish him every success in life.

Dr. Helaluzzaman Ahmed  
Dissertation Supervisor  
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Senior Procurement Specialist  
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## DECLARATION

It is hereby declared that the dissertation titled “**Evaluating Suppliers/Consultants and Procuring Entities in the landscape of Public Procurement in Bangladesh**” has been performed by me and neither this dissertation nor any part thereof has been submitted elsewhere for the award of any degree.

**(Md. Shahidul Islam)**  
Student ID: 13282003  
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## ACKNOWLEDGEMENT

The novelist wishes to convey his earnest admiration to his respectful supervisor Dr. Helaluzzaman Ahmed, Supervisor & Senior Procurement Specialist, Second Local Governance Support Project (LGSP-II), Local Government Division, Ministry of Local Government, Rural Development & Cooperatives, for his continuous support, unremitting guidance and strong-willed encouragement during the research work. It is his valuable observations, analysis & practical suggestions that contributed to the preparation of this dissertation paper.

The novelist also intends to convey his deep gratitude to Mohammad Yah-Ya Bhuiyan, Deputy Project Director, LGSP-II, Local Government Division, Ministry of Local Government, Rural Development & Cooperatives for his heartfelt co-operation by providing proper guidance and advice during the MPSM course of the study. The novelist is also thankful to Mr. Arjun Kumar Sutradhar of LGSP-II for his continuous support during the course of the study.

The novelist is thankful to the colleagues and course mates for their companionship and sincere co-operation extended to him during this study. The author is also thankful to Mridha Fuhad Ahmed and Tanzina Mizan of BIGD for their continuous support during the course of the study.

Md. Shahidul Islam  
Dhaka,  
April 2015

## **ABSTRACT**

Promoting good corporate governance to the business community (suppliers/consultants) and procuring entities in order to build professionalism about procurement issues is a latest challenge in the field of Public Procurement in Bangladesh. This paper discusses on application of Public Procurement Rules to develop a transparent, accountable and efficient procurement for better overall value for money and sustainable development of all sectors of the Government of Bangladesh. The purpose of this study is to identify various implementation bottlenecks to the Public Procurement in Bangladesh.

**KEY WORDS:** Public Procurement Rules, Public Procurement ACT, Procuring Entities, Suppliers, Consultants, Challenges, best value for money, transparency, accountability and quality.

## **ABBREVIATIONS USED HERE**

MPSM= Masters in Procurement and Supply Management  
IMED = Implementation, Monitoring and Evaluation Division  
CPTU = Central Procurement Technical Unit  
CSR = Corporate Social Responsibility  
e-GP = e-Government Procurement  
GoB = Government of Bangladesh  
BIGD = BRAC Institute of Governance and Development  
LGED = Local Government Engineering Department  
OTM = Open Tendering Method  
PE = Procuring Entity  
PPA 2006 = Public Procurement Act, 2006  
PPR 2008 = Public Procurement Rules, 2008  
RFQ = Request for Quotation  
RFP = Request for Proposal  
LGSP-II= Second Local Governance Support Project  
LGD= Local Government Division  
DPE= Directorate of Primary Education  
STEP= Skills and Training Enhancement Project  
STD = Standard Tender Document  
BADC = Bangladesh Agricultural Development Corporation  
BIM= Bangladesh Institute of Management



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## **1. INTRODUCTION**

Public procurement is one of a number of activities within the operations of the Government of the People's Republic of Bangladesh that requires special attention in promoting good corporate governance and better overall value for money.

Measuring the Effect of capacity of Suppliers/Consultants and the procuring entity in successful implementation of Public Procurement Rules has always been an interesting topic for organizations and corporations. Increasing the effectiveness, efficiency and transparency of public procurement systems is an on-going concern of governments in Developing Countries and the international development community. Moreover, in most Developing Countries public procurement of goods, services and works accounts for a significant proportion of GDP, so improved public procurement capacity results in greater value for money and increased public service delivery.

Strong procurement management in the public sector is a tool for achieving political, economic and social goals. In the area of diminishing resources and increased demand for accountability and transparency in government, the "stakeholders / shareholders" of the public sector are demanding more effective and efficient use of public resources. Present study is aimed to conduct a systematic study and evaluation of existing public procurement process of Government of Bangladesh and to develop considerable suggestions for sustainable development about public procurement in Bangladesh

## **2. OBJECTIVE**

The objective of this research is to gain effective implementation and ensure an open, transparent and compliant process in Public Procurement within the suppliers/consultants and procuring entities. Effort will also be made to analyze the possibilities of continuous improvement on all categories of expenditure, work in partnership with the private sector and other organizations i.e., suppliers/consultants to achieve value for money, quality and effective service delivery, promote innovation and equal opportunity for all businesses through a transparent and fair public sector procurement process.

## **3. RESEARCH QUESTIONS AND HYPOTHESES**

This research will closely look into what value for money is. And how we can achieve it. In addition we will also look why suppliers/consultants and procuring entities should work in partnership and how they can work together in the context of public procurement. Finally it is expected to work on how we can build professionalism among the suppliers/consultants and procuring entities.

## **4. METHODOLOGY**

Contributor's observation, case study and paper based questionnaires technique of Survey Method have been used to collect primary data from Procurement personnel of Procuring Entities like Local Government Engineering Department(LGED), Bangladesh Institute of Management, Local Governance Support Project, Department of Agriculture Extension, Directorate of Primary Education, Bangladesh Agricultural Research Institute, Bangladesh Agricultural Development Corporation, Bangabandhu Sheikh Mujibur Rahman Agricultural University, Bangladesh Rice Research Institute, Department of Social Services, Directorate of Secondary and Higher Education, Directorate of Primary Education and Directorate of Technical Education etc. Suppliers and Consultants related with the public procurement process were surveyed by individual questionnaires. Qualitative outcomes, from this long study were incorporated in developing of questionnaires.

These are the following steps that were followed in developing of questionnaires:

- (a) Based on definition of the fact to be investigated, data requirements were fixed and qualitative outcomes from case study and contributor observation were integrated.
- (b) Closed and open ended questionnaires were decided.
- (c) Three sets questions were developed for this study.

- (d) Matter of questionnaires were summarized and questions were written on two areas for each set of question; one general information and another being specific information.
- (e) Questionnaires were pre-tested by the field to know how well to work
- (f) After pretest of questionnaires, final versions were completed to ensure that the questionnaires are ready for application.
- (g) Finally the questionnaires were prepared to complete it dependable and applicable realistic check lists were considered for this study to do an acceptable job.

## 5. QUESTIONNAIRES

Questionnaire technique of survey method was used to collect primary data from the Procurement Personnel of Procuring Entities in Public Sector. Random sampling method was used to select 50 nos. participants (20 nos. from procuring entities, 15 nos. from suppliers and another 15 nos. from consultants) who were engage in public procurement process.

Total 20 queries of each set questions for Procuring Entities and Suppliers and 19 queries were developed only for consultants for assessment of supplier/consultants and procurement personnel of Procuring Entities in the landscape of public procurement.

## 6. STATISTICAL STATUS OF RESPONDENTS

### Question No. 1-8

Demographic data and statistical status of respondents are as below:

Table 1: Educational Qualification of Respondents

Sl. No.	Level of Education	No. of respondent			Percentage (%)			Remarks
		PE	Suppliers	Consultants	PE	Suppliers	Consultants	
1	MPhil/Phd	1	0	0	5	0	0	
2	CA	0	0	1	0	0	6.66	
3	Masters	17	7	13	85	46.67	86.67	
4	Bachelors	2	8	1	10	53.33	6.67	

Table 1 shows that Masters level completed persons as major resource i.e., 85% of Procuring Entities and 86.67% of Consultants involved in the Public Procurement Process, whether only 46.67% suppliers are of Masters level that are involved in this process.

Table 2: Length of Experience of Respondents

Sl. No.	Length of Experience	No. of respondent			Percentage(%)			Remarks
		PE	Suppliers	Consultants	PE	Suppliers	Consultants	
1	1-5 Years	3	1	2	15	6.66	13.33	
2	6-10 Years	7	4	5	35	26.67	33.34	
3	11 and Above Years	10	10	8	50	66.67	53.33	

Table 2 shows that majority of the participants had experience of more than 10 years, from all the three types of organizations, i.e., Procuring Entities, Suppliers and Consultant involved in the public procurement process.

Table 3: Position within the organization of Respondents of suppliers and consultants

Sl. No.	Position	No. of respondent		Percentage(%)		Remarks
		Suppliers	Consultants	Suppliers	Consultants	
1	Proprietor	7	3	46.66	20	
2	Representative	8	12	53.34	80	

Table 3 shows that majority of the participants are representatives of the organizations, 53.34% for the suppliers, and 80% for the consultants.

Table 3.1: Position within the organization of Respondents of Procurement Personnel

Sl. No.	Position	No. of respondent	Percentage(%)	Remarks
1	Government Official	14	70	
2	Consultant	6	30	

Table 3.1 shows that survey was conducted with major participation of Government officials i.e., 70%, the other part being the consultants (30%).

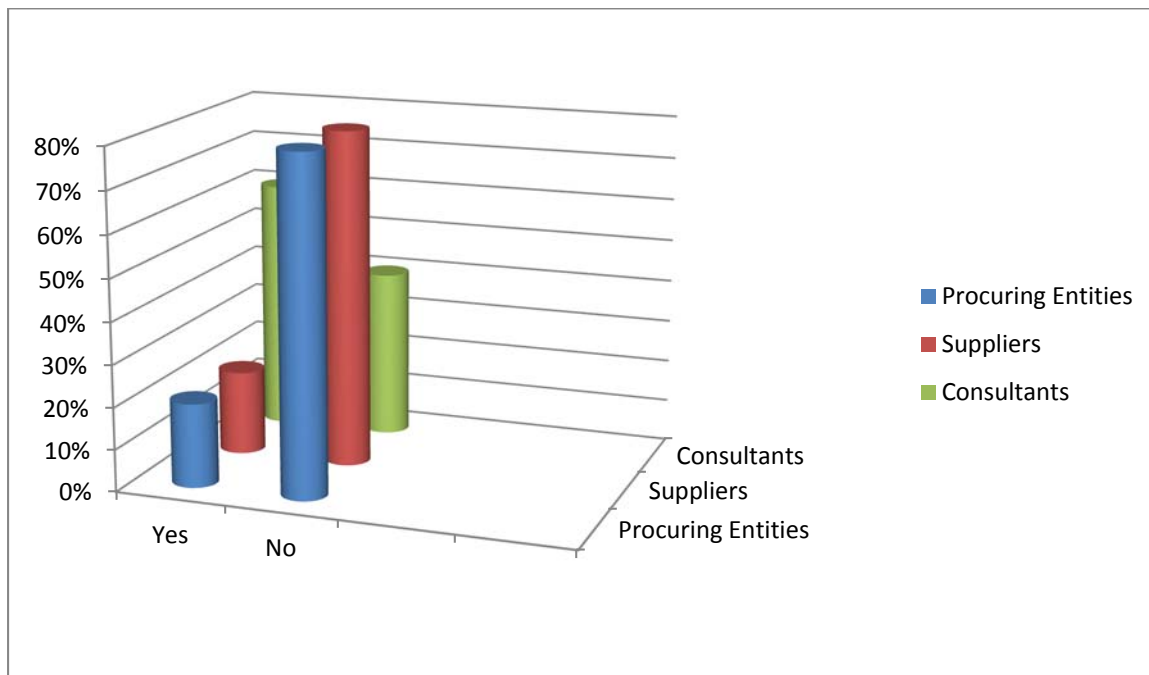
## 7. EXPERIMENTAL OUTCOMES

Experimental outcomes from the questionnaires implemented on selected respondents are presented below:

Q-9 For Procuring Entities-Do you use Electronic Government Procurement (e-GP)?  
And  
For Suppliers/Consultants-Do you have experience in e-tendering process?

Ans: Yes/No

Graphical Representation



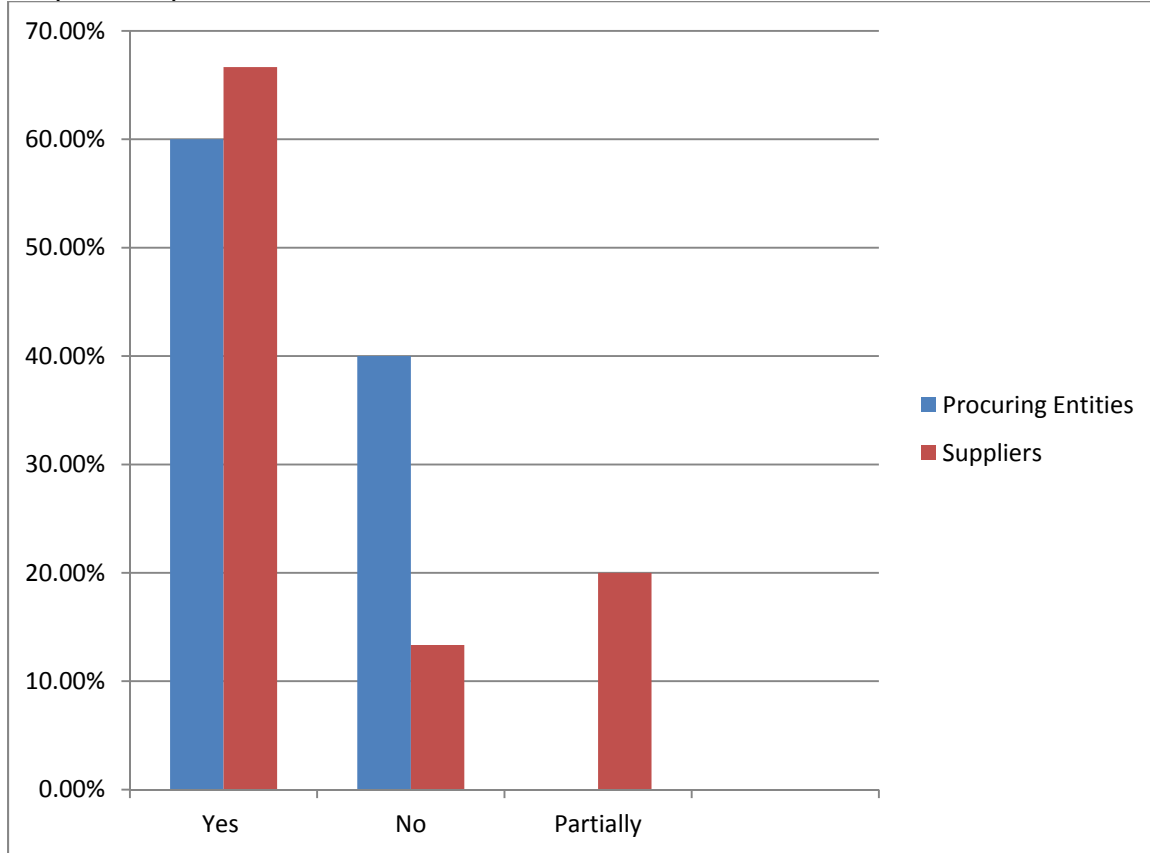
Majority of Procuring Entities do not use e-GP (80%); only 20% uses e-GP, who felt comfort with the training given. On the other hand majority (80%) of the Suppliers did not have experience on e-GP but the majority of Consultants had the experience on e-GP (60%), 77.77% of whom do feel fully comfort about the training given to them on e-GP system.

Astonishingly all of the respondents of Procuring Entities, Suppliers/Consultants were found interested about e-GP.

Q-10 Do you experience obstruction in selling/purchasing and receiving/dropping tenders?

Ans: Yes/No/Partially

Graphical representation

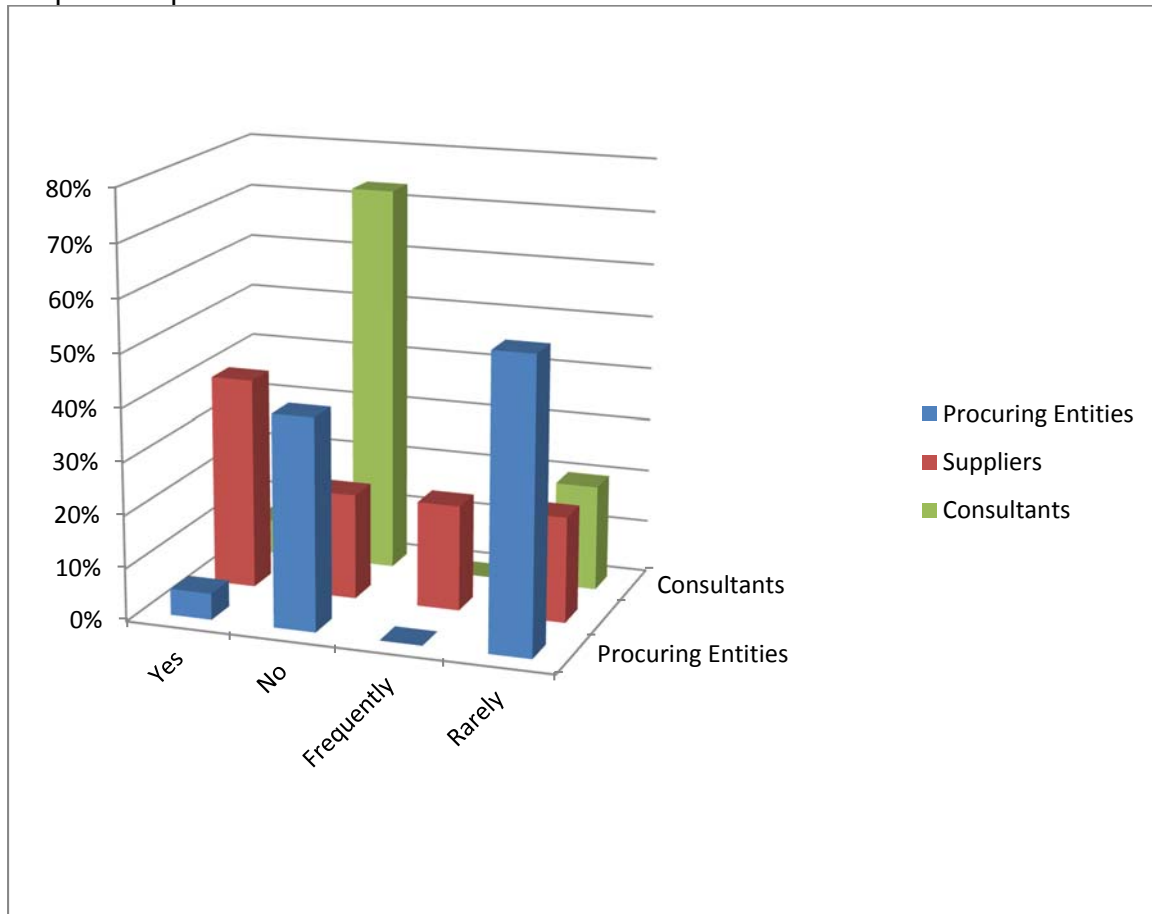


The Procuring Entities should take more care and appropriate arrangements to handle the obstruction in tendering process.

Q-11. Do you experience any Corrupt/Coercive/Fraudulent/Collusive Practice by Procuring Entities/Suppliers/Consultants?

Ans: Yes/No/Frequently/Rarely

Graphical representation



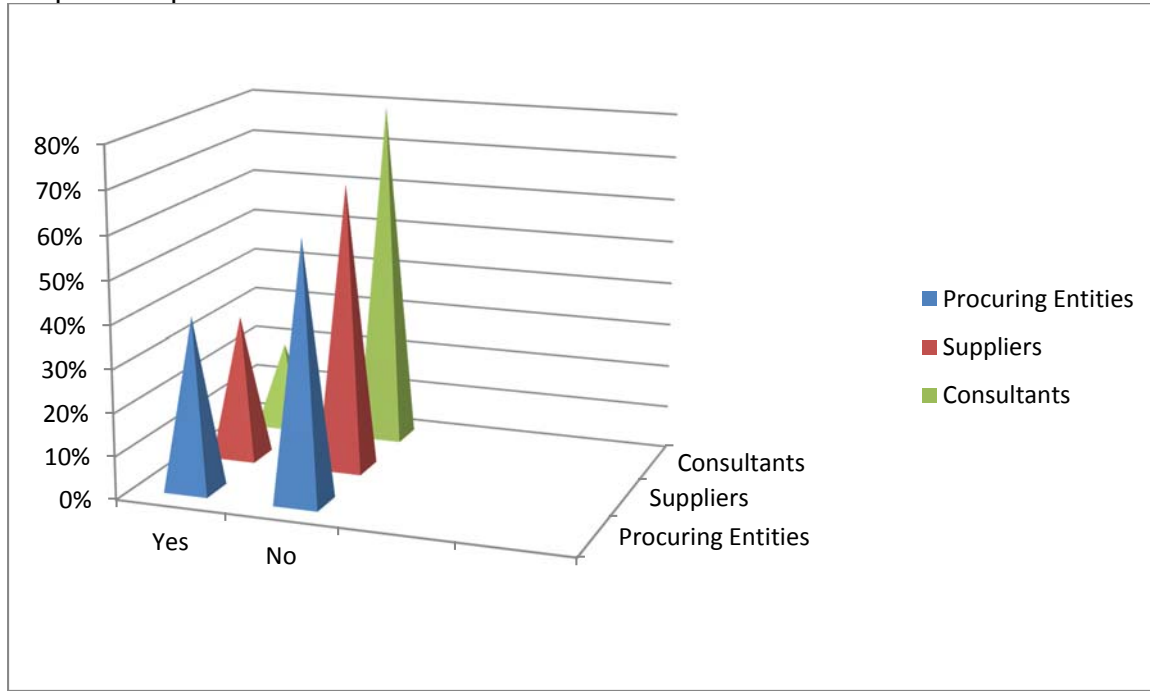
The response and perception varied considerably. It needs close & appropriate attention.



Q-12 Are you trained in public procurement?

Ans: Yes/No

Graphical representation

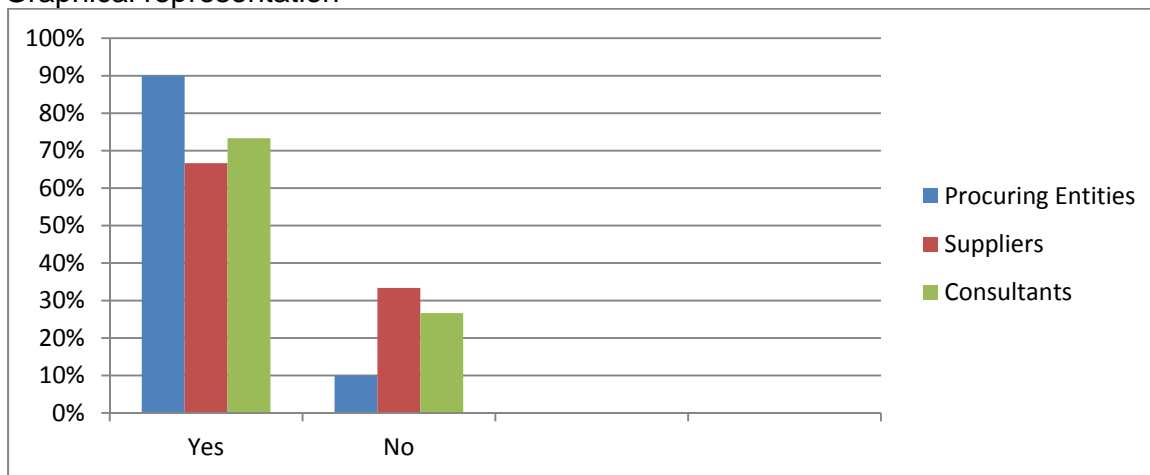


The graph shows the requirement of both basic & refreshers training on public procurement for all concerned.

Q-13 Was ever assessed capacity for those who are involved in the Procurement Process?

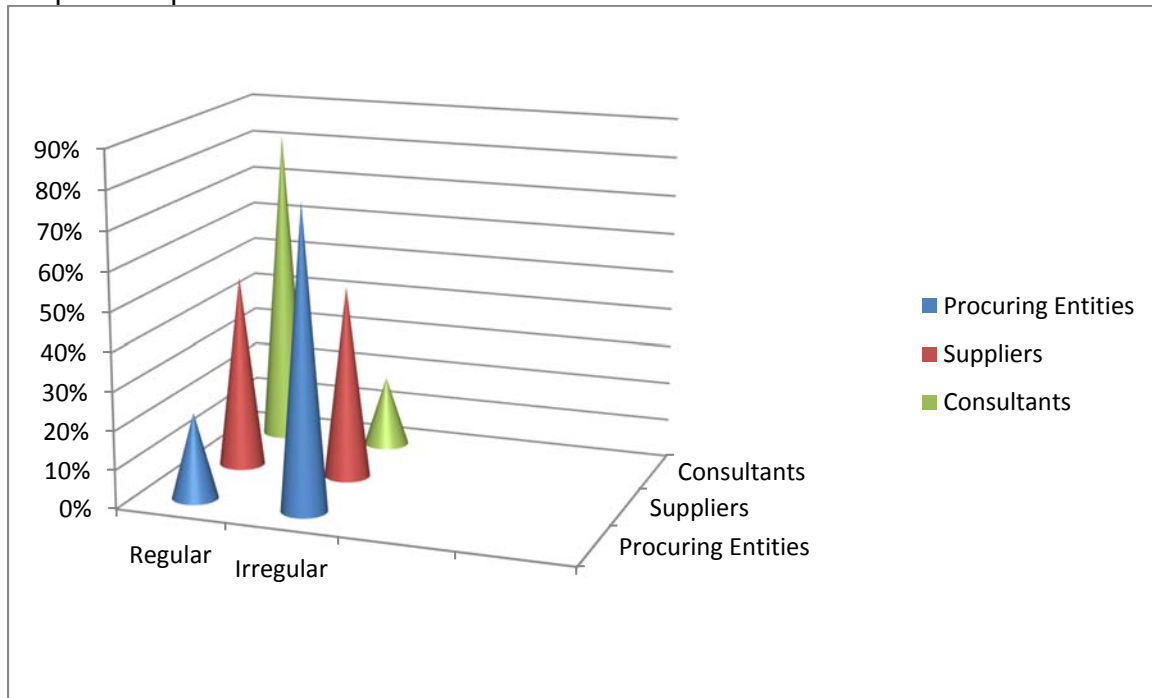
Ans: Yes/No

Graphical representation



Q-13.1: When you assessed capacity?

Graphical representation

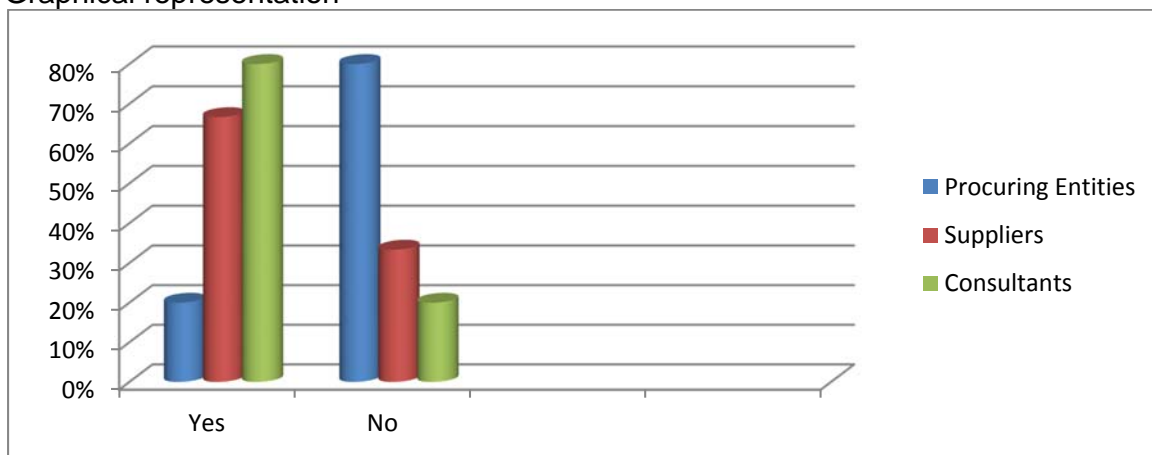


Graph 13 and 13.1 shows that Procuring entities are irregular in doing assessment whereas the consultants are reverse but the suppliers are equivocal.

Q-14 Is performance measured of concern personnel of your organization in public procurement process?

Ans: Yes/No

Graphical representation

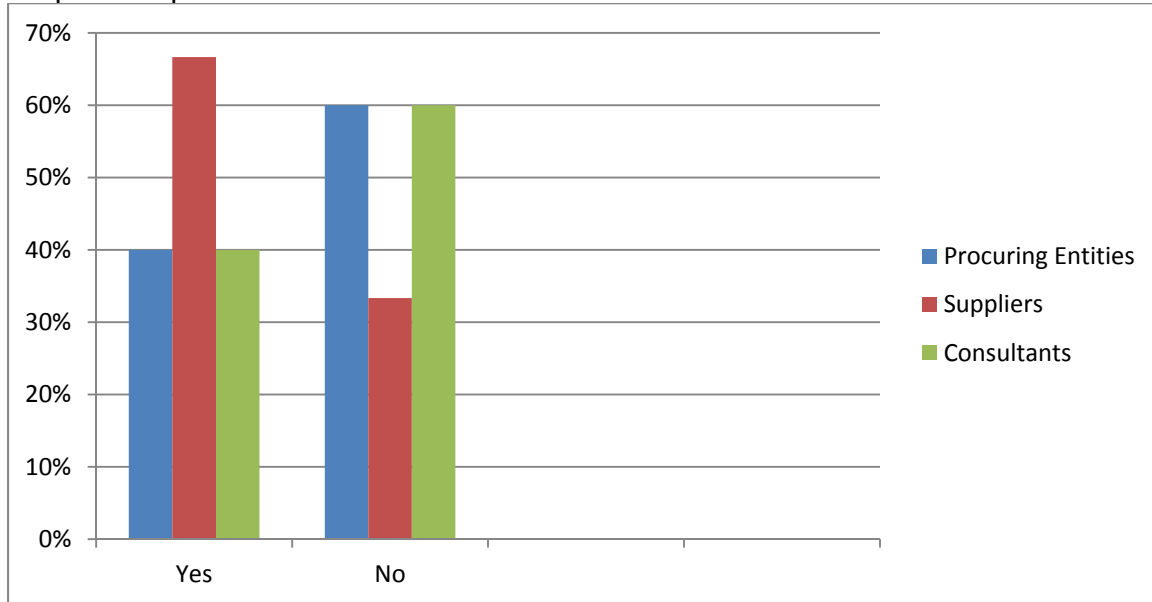


The graph shows that the consultants are the best in doing performance assessment, suppliers being next and very close but the procuring entities lags too behind.

Q-15 Is there any Contract management cell?

Ans: Yes/No

Graphical representation

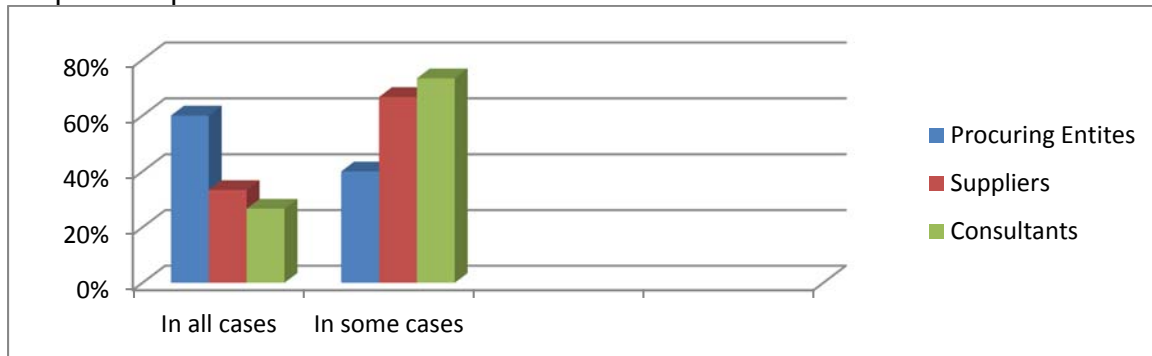


The graph shows that the most of the suppliers do have contract management cells in their organizations, whereas the most of the procuring entities as well as the consultants lack equally cells in their organizations. But in the survey, all were found interested in setting up of Contract Management Cell in their respective organizations.

Q-16 How frequently did they invite pre-tender/pre-proposal meeting?

Ans: In all cases/In some cases

Graphical representation

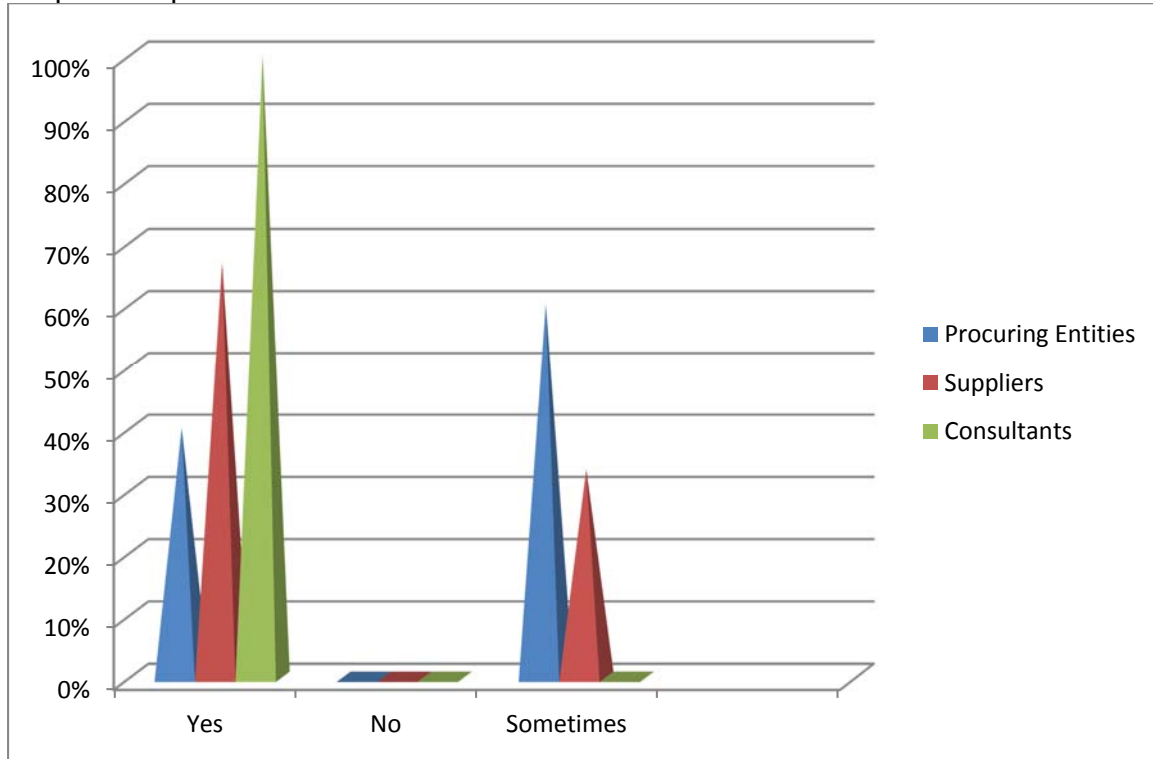


The graph shows that the procuring entities invite pre-tender/pre-proposal meetings more frequently whereas the suppliers think that they do it only in some cases, but according to the consultants it is even lesser.

Q-16.1 Do the Bidders attend pre-tender/pre-proposal meeting?

Ans: Yes/No/Sometimes

Graphical representation



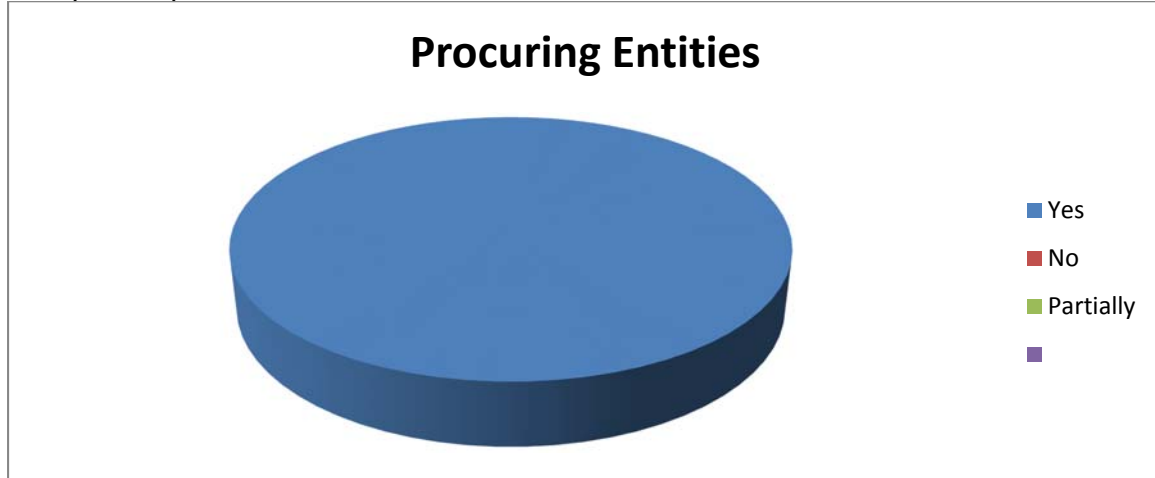
Graph 16 and 16.1 shows that In the view of Procuring Entities, Suppliers and consultants sometimes attend the pre-tender/pre-proposal meetings, whereas the Suppliers demand that they attend in most of the cases. The consultants are sanguine that they attend almost in all cases.

All of the respondents opine that pre-tender/pre-proposal meeting is useful for efficient procurement process.

Q-17 Do you feel tenderers / consultants are comfortable in preparing tenders/ proposals?

Ans: Yes/No/Partially

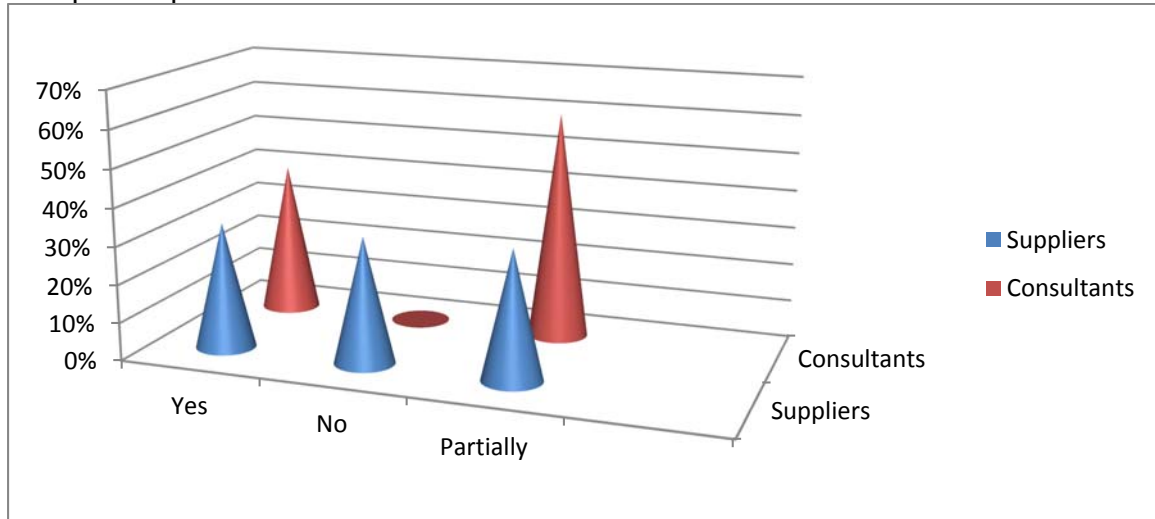
Graphical representation



Q-17.1 Do you feel comfortable in preparing tenders/ proposals?

Ans: Yes/No/Partially

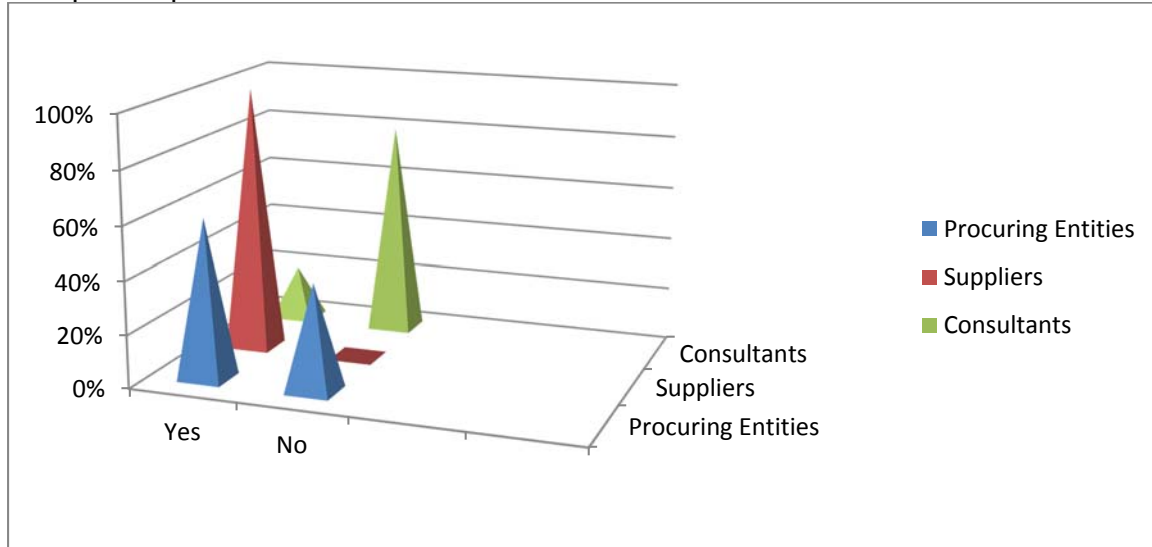
Graphical representation



Q-17.2 Do you think copies of tender documents/RFP that they sell/buy/receive needs to be re-submitted along with the tender/proposal?

Ans: Yes/No

Grahphical representation

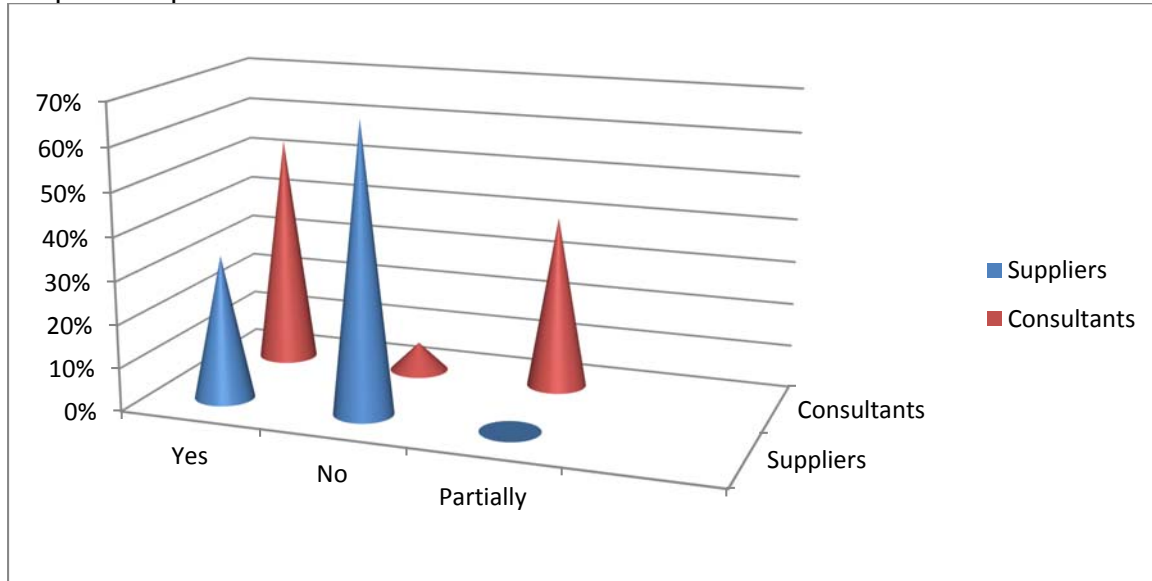


Graph 17 shows that the Procuring Entities are of the opinion that the Supplies and consultants do feel comfortable in preparing tenders / proposals. But graph 17.1 shows that the suppliers were found divided equally in three groups who feel comfortable, not comfortable at all, and others partially comfortable, whereas the consultants are mostly partially comfortable and only some feel comfortable. Graph 17.2 shows that the Procuring Entities divided and majority not sure on the issue of re-submission of tender documents/RFPs, whereas the suppliers did not know the actual provision, but the consultants are in good scenario, where mostly are of the opinion that it do not need to be re-submitted.

Q-18(set-2&3) Does your company have policy on Corporate Social Responsibility?

Ans: Yes/No/Partially

Graphical representation

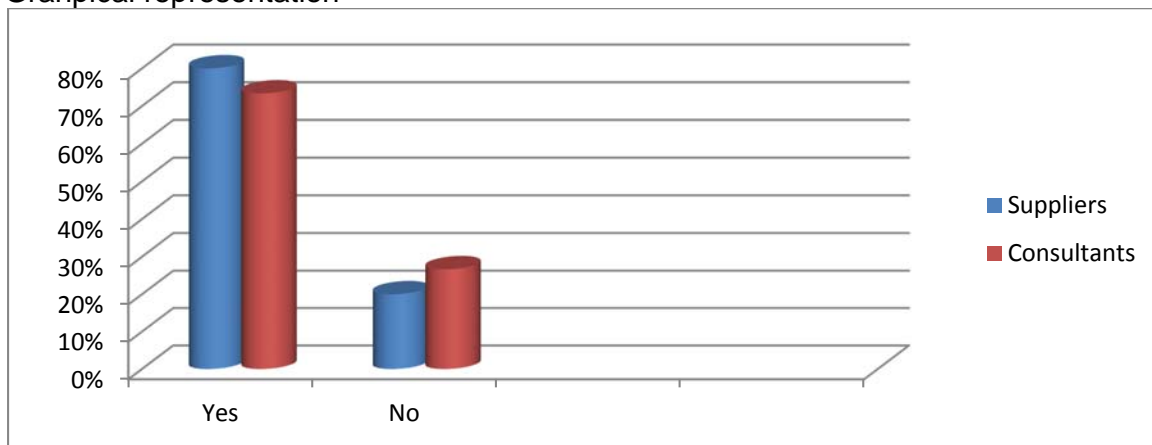


The graph shows that the Consultants mostly have policy on their Corporate Social Responsibility (CSR), either fully or partially, whereas the Suppliers, mostly do not have it, though in cases they do have their CSR.

Q-19(set-2&3) Do you find any difficulty/ambiguity/omission/ contradiction in the Tender/Proposal documents?

Ans: Yes/No

Graphical representation

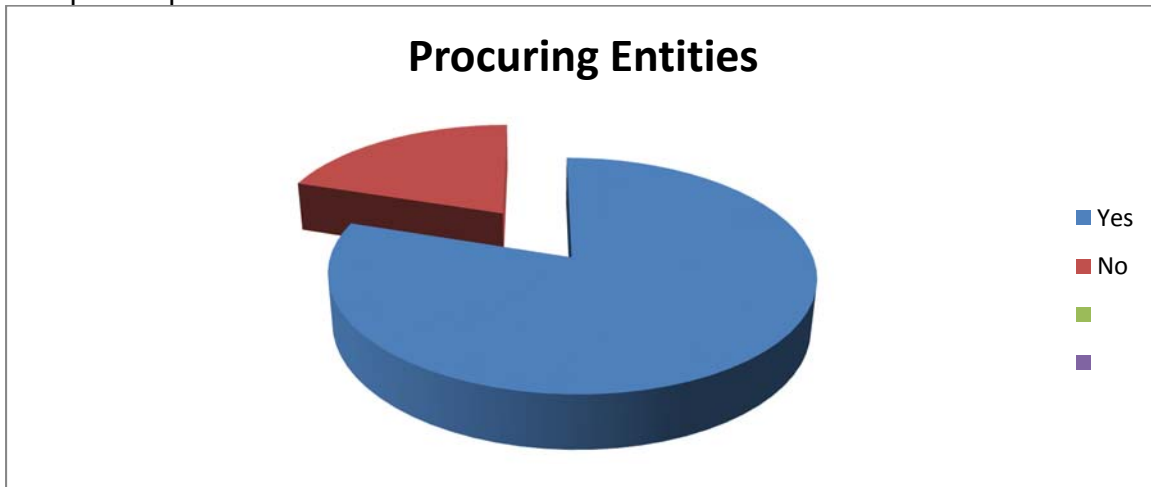


Graph shows that the both the Suppliers and Consultants find difficulty/ambiguity/omission/ contradiction in the Tender/Proposal documents.

Q-18(set-1) Do you conduct market survey before finalizing specifications / TORs & or cost estimates?

Ans: Yes/No

Grahpical representation

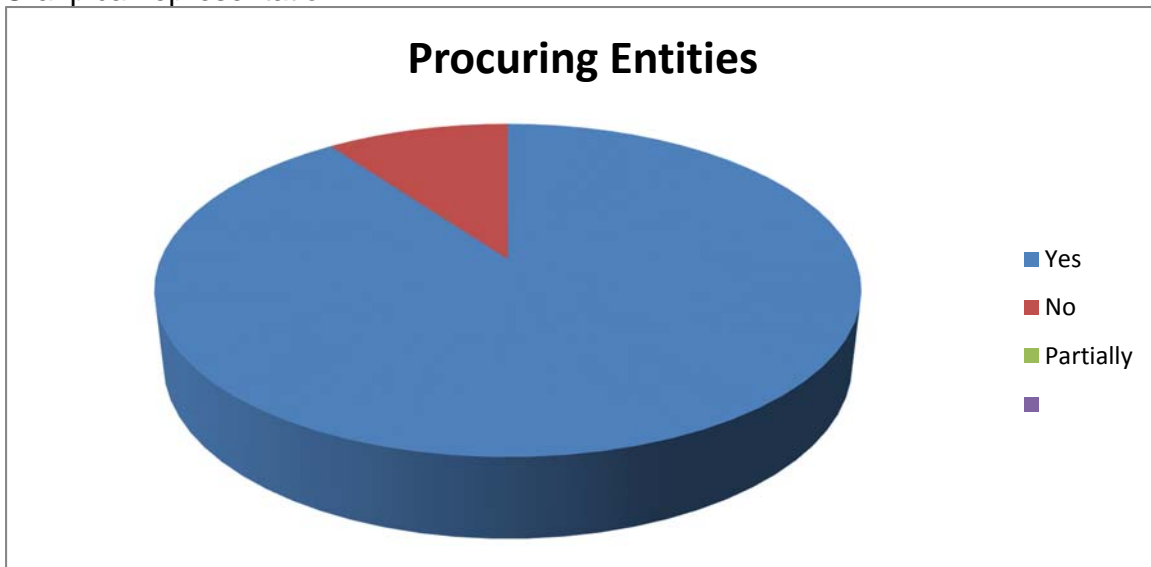


The graph shows that most of the respondents (80%) of procuring entities conduct market survey before finalizing specifications / TORs & or cost estimates

Sub Question of Q-18(set-1) Do you think market survey is essential for better procurement?

Ans: Yes/No/Partially

Grahpical representation



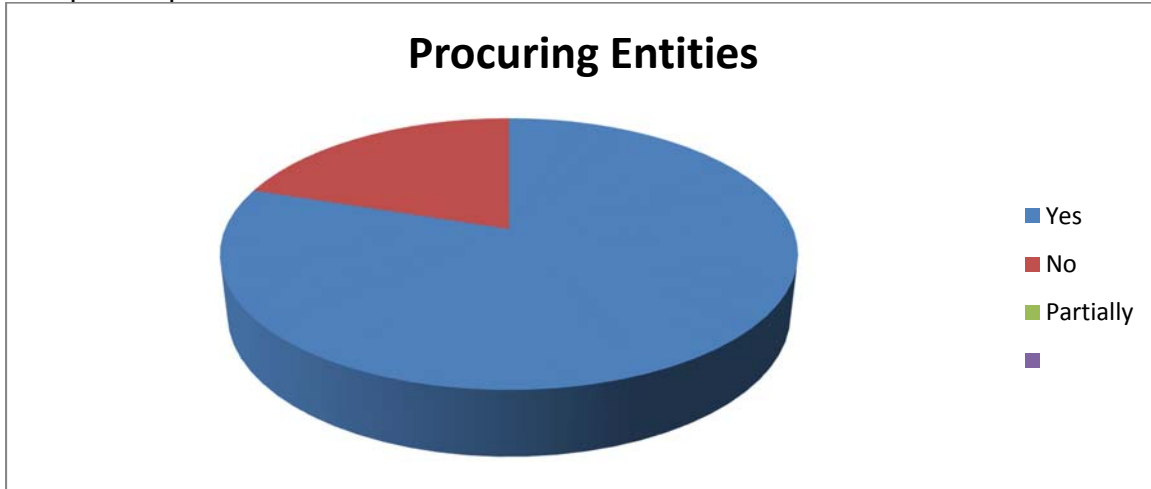
The graph shows that 90% respondents agreed that market survey is essential for better procurement



Q-19(set-1) Do you prepare/revise procurement plan in team (under revenue budget)?

Ans: Yes/No/Partially

Grahpical representation

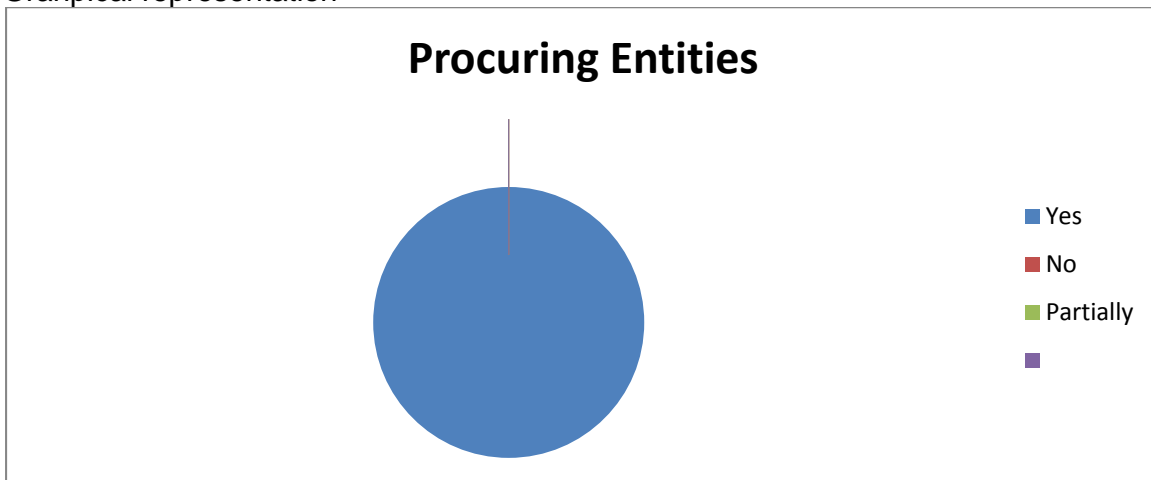


Graph show that 20% procurement personnel under revenue budget do not prepare/revise procurement plan in teams.

Q-19.1(set-1) Do you prepare/revise procurement plan in team (under development budget)?

Ans: Yes/No/Partially

Grahpical representation



Graph show that 100% procurement personnel under development budget prepare/revise procurement plan in team.

## 8. RECOMMENDATIONS

Based on the experiment evaluating the Suppliers, Consultants and Procuring Entities in the landscape of public procurement, the following recommendations are made:

- (a) e-GP is strongly recommended as all the Procuring Entities, Suppliers and Consultants are interested in it as e-GP could be a solution to perception of corrupt, coercive, obstructive, fraudulent or collusive practices by procuring entities or the Suppliers/Consultants.
- (b) Basic Training for procurement personnel of all the Procuring Entities as well as that of Suppliers and Consultants should be ensured and be refreshed on regularly.
- (c) Performance of concerned personnel of all the Procuring Entities needs to be measured on regular basis to increase the efficiency in Public Procurement; this may also be introduced for the Suppliers/Consultants who do not practice it.
- (d) Managing Contracts by a dedicated Cell within Procuring Entities as well as Suppliers & Consultants should be put into practice for smooth implementation of agreements established.
- (e) Holding pre-tender or pre-proposal meetings should be encouraged in applicable cases in order to eliminate chances of ambiguities, omissions, conflicts in Tender documents or / Request for Proposal documents to make the procurement hassle free.
- (f) The Suppliers or Consultant, who do not have policy on their Corporate Social Responsibility, should be made aware of it by the appropriate authority or regulatory body.
- (g) Procuring Entities should carry out market survey before finalizing specifications / TORs & cost estimates in order to avoid any ambiguity, omission or conflict in the specifications or TORs & cost estimates.
- (h) Officials involved in procurement under revenue budget should also be made equally conscious in Procurement Planning as they were found less aware of it.

## 9. CONCLUSIONS

This paper presents a part of novelist's MPSM research under supervision of Dr. Helaluzzaman Ahmed, Senior Procurement Specialist, Second Local Governance Support Project (LGSP-II), Local Government Division, Ministry of Local Government, Rural Development & Cooperatives. The title of the Dissertation is "Evaluating Suppliers/Consultants and Procuring Entities in the landscape of Public Procurement in Bangladesh". While assessing effectiveness of public procurement in Bangladesh, it's vital to put into action a number of good practices. Among these, good practices reflecting efficiency, transparency, accountability and fair competition boosting market economy to achieving value for money needs to be institutionalized. As an academic research work and as per tactical analysis and procedure of the research, there may have some off-center facts & findings. So, creative ideas are always respected.

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**QUESTIONNAIRES:**

Set No.: 1

**Questionnaires for Research on “Evaluating Suppliers/Consultants and Procuring Entities in the landscape of Public Procurement in Bangladesh”**

Name: Md. Shahidul Islam, Procurement Associate(the consultant) , LGSP-II, Local Government Division

*This Questionnaire has been prepared for the purpose of dissertation project as partial requirement of Master in Procurement and Supply Management program run by the BRAC Institute of Governance and development (BIGD) of BRAC University, and will be used only for academic purpose.*

**(Only for Procurement Personnel of Procuring Entities)**

**Code: 01/**                      **Date:**

*(Please insert ✓ or write as appropriate)*

**General Information**

1	Name of Office	:	
2	Designation	:	
3	Name of Respondent (optional to mention)	:	
4	Academic Qualification	:	
5	Total experience in public procurement	:	_ years <input type="checkbox"/> <1 years <input type="checkbox"/> 1-5 years <input type="checkbox"/> >5 years
6	What items do you procure mainly?	:	<input type="checkbox"/> Goods <input type="checkbox"/> Works <input type="checkbox"/> Service
7	How many people are directly involved in procurement process in your organization?	:	_ Nos.
8	What documents do you use in procurement?	:	<input type="checkbox"/> IDA <input type="checkbox"/> CPTU or Others (specify)....

**Specific Information**

9	Do you use Electronic Government Procurement (e-GP)	:	<input type="checkbox"/> Yes <input type="checkbox"/> No
9a	If yes, then how many people of your organization are trained in e-GP?	:	_ Nos.
	9a (i)    Do you feel comfortable with the training given?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
9b	Are you interested in e-GP?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
10	Do you experience obstruction in:		
10a	Selling Tender documents?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
10b	Receiving Tenders?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
11	Do you experience any of the followings by bidders:		
11a	Corrupt practices?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
11b	Coercive practices?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
11c	Fraudulent practices?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
11d	Collusive practices?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
12	Training on Public Procurement:		
12a	Are you trained in Public Procurement?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
12b	How many of your institution are trained in Public		_ Nos.

		Procurement?	
	12c	Do you think every person involved in procurement needs basic training?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
	12d	Do you think refresher training should be held frequently?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
13	Procurement Capacity of your organization was ever assessed?		<input type="checkbox"/> Yes <input type="checkbox"/> No
	13a	If yes, when done?	_____ yrs. ago.
14	Is performance of Procurement Personnel of your organization measured on regular basis?		<input type="checkbox"/> Yes <input type="checkbox"/> No
	14a	If yes, how frequently?	frequently _____ rarely
15	Is there any contract management cell in your organization?		<input type="checkbox"/> Yes <input type="checkbox"/> No
	15a	Do you think it is necessary?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
16	Pre-tender / Pre-proposal Meeting		
	16a	How frequently pre-tender / pre-proposal meetings are invited?	<input type="checkbox"/> In all cases <input type="checkbox"/> In some cases
	16b	Do you think pre-tender / pre-proposal meetings should be invited in all applicable cases?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	16c	Do the bidders attend pre-tender / pre-proposal meetings	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
	16d	Do you think it is useful in rectifying inadvertent errors / ambiguities, if any, in tender documents / proposals?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
17	Preparation of Tenders / proposals by tenderers/consultants		
	17a	Do you feel tenderers / consultants are comfortable in preparing tenders/ proposals?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
	17b	Do you think copies of tender documents/RFP that they buy/receive needs to be re-submitted along with the tender/proposal they prepare?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	17b(i)	If yes, why?	Specify.....
	17b(ii)	If no, why?	Specify.....
18	Do you conduct market survey before finalizing specifications / TORs & or cost estimates?		: <input type="checkbox"/> Yes <input type="checkbox"/> No
	18a	If yes, then do you think it to continue?	: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
	18b	Do you think this is essential for better procurement?	: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
19	Procurement Planning:		
	19a	Do you conduct procurement under Revenue Budget?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
	19a(i)	If yes, do you prepare or revise procurement plan in team?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
	19b	Do you conduct procurement under Development Budget?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
	19b(i)	If yes, do you revise procurement plan in team?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
20	Any comment that you want to add		Specify.....

*I humbly thank you for your kind cooperation.*

Set No.: 2

**Questionnaires for Research on “Evaluating Suppliers/Consultants and Procuring Entities in the landscape of Public Procurement in Bangladesh”**

Name: Md. Shahidul Islam, Procurement Associate(the consultant) , LGSP-II, Local Government Division

*This Questionnaire has been prepared for the purpose of dissertation project as partial requirement of Master in Procurement and Supply Management program run by the BRAC Institute of Governance and development (BIGD) of BRAC University, and will be used only for academic purpose.*

**(Only for Supplier)**

**Code: 02/ \_\_\_\_\_ Date: \_\_\_\_\_**

*(Please insert ✓ or write as appropriate)*

**General Information**

1	Name of Respondent (optional to mention)	:	
2	Name of your business firm	:	
3	Type of Organization	:	Manufacturing/Supply/Consultancy/ Construction
4	Designation	:	<input type="checkbox"/> Proprietor <input type="checkbox"/> Representative
5	Academic Qualification	:	
6	Work experience with the type of organization	:	<input type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Donor funded <input type="checkbox"/> NGO <input type="checkbox"/> Others specify)
7	Type of work/supply/service experienced with	:	<input type="checkbox"/> Works <input type="checkbox"/> Goods <input type="checkbox"/> Services
8	Length of work experience	:	_ Years

**Specific Information**

9	Do you have experience in e-tendering process?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No
9a	If yes, then how many people of your organization are trained about e-tendering process?		:	_ Nos.
	9a (i)	Do you feel comfortable with the training given?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
	9b	Are you interested in about e-tendering process?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
10	Do you experience obstruction in:			
	10a	Purchasing Tender documents?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
	10b	Dropping Tenders?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
11	Do you experience any of the followings by Procuring Entity:			
	11a	Corrupt practices?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
	11b	Coercive practices?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
	11c	Fraudulent practices?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
	11d	Collusive practices?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
12	Training on Public Procurement:			
	12a	Are you trained in Public Procurement?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
	12b	How many of your institution are trained in Public Procurement?	:	_ Nos.

	12c	Do you think every person involved in supply/contracting/providing services needs basic training?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
	12d	Do you think refreshers training should be held frequently?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
13	Capacity for those who are involved in the process of preparing tenders/Proposals of your organization was ever assessed?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	13a	If yes, when done?	:	_ yrs. ago.
14	Is performance of those who are involved in the process of preparing Tenders/Proposal of your organization measured on regular basis?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	14a	If yes, how frequently?	:	<input type="checkbox"/> frequently <input type="checkbox"/> rarely
15	Is there any contract/supply management cell in your organization?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	15a	Do you think it is necessary?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
16	Pre-tender / Pre-proposal Meeting		:	
	16a	How frequently pre-tender / pre-proposal meetings are invited?	:	<input type="checkbox"/> In all cases <input type="checkbox"/> In some cases
	16b	Do you think pre-tender / pre-proposal meetings should be invited in all applicable cases?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	16c	Do you attend pre-tender / pre-proposal meetings	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
	16d	Do you think it is useful in clarification & preparation of tenders/proposals?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
17	Preparation of Tenders / proposals		:	
	17a	Do you feel comfortable in preparing tenders/ proposals?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
	17b	Do you think copies of tender documents/RFP that you buy/receive needs to be re-submitted along with the tender/proposal you prepare?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	17b(i)	If yes, why?	:	Specify.....
	17b(ii)	If no, why?	:	Specify.....
18	Does your company have policy on Corporate Social Responsibility?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
	18(a)	Does your company organize training sessions to enhance the understanding of Corporate Social Responsibility or Sustainability?	:	<input type="checkbox"/> Yes, training sessions are implemented on irregular basis <input type="checkbox"/> Yes, training sessions are implemented on regular basis <input type="checkbox"/> No
19	Do you find any difficulty/ambiguity/omission/contradiction in the Tender/Proposal documents?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	19a	If yes, What kind of ambiguity, omission, or contradiction did you get in the tender/Proposal documents?	:	Specify.....
20	Any comment that you want to add		:	Specify.....

*I humbly thank you for your kind cooperation.*



Set No.: 3

**Questionnaires for Research on “Evaluating Suppliers/Consultants and Procuring Entities in the landscape of Public Procurement in Bangladesh”**

Name: Md. Shahidul Islam, Procurement Associate(the consultant) , LGSP-II, Local Government Division

*This Questionnaire has been prepared for the purpose of dissertation project as partial requirement of Master in Procurement and Supply Management program run by the BRAC Institute of Governance and development (BIGD) of BRAC University, and will be used only for academic purpose.*

**(Only for Consultant)**

**Code: 03/ \_\_\_\_\_ Date: \_\_\_\_\_**

*(Please insert ✓ or write as appropriate)*

**General Information**

1	Name of Respondent (optional to mention)	:	
2	Name of your business firm	:	
3	Type of Organization	:	Manufacturing/Supply/Consultancy/ Construction
4	Designation	:	<input type="checkbox"/> Proprietor <input type="checkbox"/> Representative
5	Academic Qualification	:	
6	Work experience with the type of organization	:	<input type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Donor funded <input type="checkbox"/> NGO <input type="checkbox"/> Others specify)
7	Type of work/supply/service experienced with	:	<input type="checkbox"/> Works <input type="checkbox"/> Goods <input type="checkbox"/> Services
8	Length of work experience	:	_ Years

**Specific Information**

9	Do you have experience in e-tendering process?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	9a	If yes, then how many people of your organization are trained about e-tendering process?	:	_ Nos.
		9a (i)	Do you feel comfortable with the training given?	:
	9b	Are you interested in about e-tendering process?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
10	Do you experience obstruction in: (optional)			
	10a	Receiving Proposal documents?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
	10b	Dropping Proposals?		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
11	Do you experience any of the followings by Procuring Entity:			
	11a	Corrupt practices?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
	11b	Coercive practices?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
	11c	Fraudulent practices?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
	11d	Collusive practices?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> frequently <input type="checkbox"/> rarely
12	Training on Public Procurement:			
	12a	Are you trained in Public Procurement?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
	12b	How many of your institution are trained in Public Procurement?	:	_ Nos.

	12c	Do you think every person involved in supply/contracting/providing services needs basic training?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
	12d	Do you think refreshers training should be held frequently?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
13	Capacity for those who are involved in the process of preparing tenders/Proposals of your organization was ever assessed?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	13a	If yes, when done?	:	_ yrs. ago.
14	Is performance of those who are involved in the process of preparing Tenders/Proposal of your organization measured on regular basis?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	14a	If yes, how frequently?	:	<input type="checkbox"/> frequently <input type="checkbox"/> rarely
15	Is there any contract/supply management cell in your organization?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	15a	Do you think it is necessary?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
16	Pre-tender / Pre-proposal Meeting		:	
	16a	How frequently pre-tender / pre-proposal meetings are invited?	:	<input type="checkbox"/> In all cases <input type="checkbox"/> In some cases
	16b	Do you think pre-tender / pre-proposal meetings should be invited in all applicable cases?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	16c	Do you attend pre-tender / pre-proposal meetings	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
	16d	Do you think it is useful in clarification & preparation of tenders/proposals?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
17	Preparation of Tenders / proposals		:	
	17a	Do you feel comfortable in preparing tenders/ proposals?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
	17b	Do you think copies of tender documents/RFP that you buy/receive needs to be re-submitted along with the tender/proposal you prepare?	:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	17b(i)	If yes, why?	:	Specify.....
	17b(ii)	If no, why?	:	Specify.....
18	Does your company have policy on Corporate Social Responsibility?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
	18(a)	Does your company organize training sessions to enhance the understanding of Corporate Social Responsibility or Sustainability?	:	<input type="checkbox"/> Yes, training sessions are implemented on irregular basis <input type="checkbox"/> Yes, training sessions are implemented on regular basis <input type="checkbox"/> No
19	Do you find any difficulty/ambiguity/omission/contradiction in the Tender/Proposal documents?		:	<input type="checkbox"/> Yes <input type="checkbox"/> No
	19a	If yes, What kind of ambiguity, omission, or contradiction did you get in the tender/Proposal documents?	:	Specify.....
20	Any comment that you want to add		:	Specify.....

*I humbly thank you for your kind cooperation.*