

Challenges of Public Procurement in Bangladesh:

A Case Study on Roads and Highways (RHD)

By

Md. Kholilur Rahman

Student ID:19372002

A thesis submitted to the Department of Master of Arts in Governance and Development
in partial fulfillment of the requirements for the degree of
Master of Arts in Governance and Development

Master of Arts in Governance and Development
BRAC Institute of Governance and Development
BRAC University

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Declaration

It is hereby declared that

1. The thesis submitted is my own original work while completing degree at BRAC University.
2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:



Md. Kholilur Rahman

Student ID: 19372002

Approval

The thesis titled “Challenges of Public Procurement in Bangladesh: A Case Study on Roads and Highways (RHD)” submitted by

1. **Md. Kholilur Rahman** (19372002)

of Summer, 2020 has been accepted as satisfactory in partial fulfillment of the requirement for the degree of Masters of Arts in Governance and Development on April 10, 2020.



Supervisor:

Shanawez Hossain, PhD
Research Fellow and Head

Urban, Climate Change and Environment Cluster
BIGD, BRAC University
Dhaka, Bangladesh.

Ethics Statement

Ethical clearance to conduct the survey were received from supervisor of this study. A number of key ethical issues were considered in the study for the protection of rights of respondents. First of all, no coercion was enforced to participate in the interviews. This implies voluntary participation of the participants were ensured in the study. Therefore, that was confirm informed consent from the respondent before starting an interview. All research participants were fully informed about the objectives of the study. It was also ensured so that no harm could arise. Finally, confidentiality and anonymity were strictly maintained throughout the study.

Abstract

Challenges affecting public procurement performance has been attracting attention from procurement conceiving scholars, practitioners, academicians and researchers due to impoverished performance resulting from non-affinity to precise processes and procedures and significant other activities. Roads and Highways Department has sought out to ensure fair and equitable process of public procurement. The purport of this thesis is to provide more effective understanding of why and how RHD faces challenges on account of limitation of policies and bureaucratization. Public procurement performance has been affected by as some of the key challenges i.e. grandiloquent policies, procurement process, financial delegation of power, lack of accurate knowledge of policies, ethics and stakeholder management, frequent procurement. Legislations to regulate public procurement process in RHD have been implemented, through enactment of the Public Procurement Act (2006) and Public Procurement Rules (2008). The main results show that selection of appropriate contract is exhibited to poor ranking wherein existing policies are nagging challenges in some areas. Traditional practices public procurement is to foster extensive use of numerous tender activities schedule while record keeping system is neglected by offsetting the public procurement performance. Finally, some recommendation for simplifying rules, more circumscribed management discretion, and a vigorous but ethical and legal review of procurement decision is addressed.

Keywords: Fair and Equitable Process, Bureaucratization, Grandiloquent Policies, Nagging Challenges, Traditional Practices, Legal Review.

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List of Acronyms

ADB	Asian Development Bank
CMS	Central Management System
CPTU	Central Procurement Technical Unit
C&B	Construction & Building
DCCI	Dhaka Chamber of Commerce & Industry
DPM	Direct Procurement Method
e-GP	e-Government Procurement
ERD	Economic Relations Division
GFR	General Financial Rules
GT	Grand Trunk
ICT	Information and Communication Technology
IMED	Implementation, Monitoring & Evaluation Division, Ministry of Planning
ITT	Invitation to Tender
LTM	Limited Tendering Method
MRTB	Ministry of Road Transport & Bridges
MSW	Management Services Wing
OECD	Organization for Economic Cooperation and Development
OTM	Open Tendering Method

PMW	Planning and Maintenance Wing
PPA	Public Procurement Act
PPR	Public Procurement Rules
PWD	Public Works Department
QCBS	Quality & Cost Based Selection
RFQ	Request for Quotation
RHD	Roads and Highways Department
SCM	Supply Chain Management
SFB	Selection under a Fixed Budget
SME	Small to Medium Enterprise
SPSS	Statistical Package for Social Sciences
SRM	Supplier Relationship Management
TSTM	Two-Stage Tendering Method
VFM	Value for money

Glossary

Integrity	The quality of being honest and having strong moral principles.
Procurement	The action of obtaining or procuring works, goods or services.
SME	A company whose turnover and number of people working in it are lower than a particular amount.
Swiss Challenge system	A process in public procurement when a public authority which has received an unsolicited bid for a project publishes details of the bid and invites third parties to match or exceed it.
Rule of Law	The mechanism, process, institution, practice, or norm that supports the equality of all citizens before the law, secures a nonarbitrary form of government, and more generally prevents the arbitrary use of power.
Value for Money	A utility derived from every purchase or every sum of money spent.

Chapter 1

Introduction

1. Concept of the Public Procurement

Procurement is the act of obtaining works, goods or services, typically for business purposes. The process procurement includes preparation and processing of a demand is used to ensure the buyer receives goods, services, or works at the best possible price when aspects such as quality, quantity, time, and location are compared to the end receipt and approval of payment (Weele, 2010). Government bodies often define processes intended to promote fair and open competition for their business while minimizing risks such as exposure to fraud and collusion. In one sense, procurement activities are very critical administered to all government organizational units as well as Roads and Highways Department. From the practical and functional viewpoint, procurement is an actual contemplation of given policy and legislation. The contemplation often involves -



Figure-1: Procurement & Supply cycle (Rusho, 2017)

1. Understand need and develop a high-level spec
2. Market/Commodity and options (incl. make or buy assessment)
3. Develop strategy / plan
4. Pre-procurement / market test and market engagement
5. Develop documentation
6. Supplier selection (to participate in tender/ negotiation)
7. Issue ITT/RFQ
8. Bid/Tender Evaluation and validation
9. Contract award and implementation
10. Delivery of goods/service (Warehouse logistics and receipt)
11. Contract performance review and continuous improvement
12. SRM and SC management and development and
13. Asset management/ end of life and lessons learnt (End of contract, transition to new supplier)

Public procurement as means to stimulate innovation is a theme which has the last decade or so attracted attention among policymakers, academics and practitioners (Rolfstam, 2013; Lember, 2014; Edquist, 2015). As a developing nation, Bangladesh, is considered public procurement as an instrument to play major role to build better society through such operations. The public procurement process in Bangladesh lacked any sound framework in earlier days. Until 2003, Bangladesh public procurement was run by no standard and legal framework. General Financial rules (GFR) had regulated since then. But all this legislation was issued during British period originally and in between the rules were slightly revised or upgraded by demand not much as practical need. In the year of 1994 and 1999, Bangladesh has given eyeshot on these rules and made a few changes (M.S., 2011).

Roads and Highways Department (RHD) is one of the specialized departments of Ministry of Road Transport and Bridges (MRTB) of the People Republic of Bangladesh. RHD is responsible for development and maintenance of the major roads and bridges in highways and

bridges network of Bangladesh. RHD started journey with only 2500 kms within the National, Regional and District Highway Network but in present, RHD has grown up a consolidated roadway network of approximately 22,096.303 km of which 3,906.030 km National Highways, 4,766.912 Km Regional Highways and 13,423.361 km District Highways and the annual budget is in excess of Taka 230000 million (RHD, 2020). In last five years RHD developed a basic roadway network within the country through developing all national, Regional and District Roadways spending more than Taka 750000 million. Furthermore, it is forecasted that the budget come off of Taka 1500000 million for further development and maintenance for existing roadway. As to be developed as a road network, Bangladesh should follow the motorways, express roads and ordinary roads. These roads designated alongside with national designations. The planning from the paramount should be not outmost from the reality to introduce e-road network by virtual design standards.

In case of public procurement in RHD, some recent studies analysis that inordinate delays in awarding of contracts and non-compliance to public procurement rules and regulations is one of major challenge. The studies also reveal some other pertinent to challenge i.e. frequent changes, inconsistency guidelines, esoteric monitoring, oscillated knowledge and skills, remonstrations of expert advice and institutional support, non-availability standard contract document and specification, eclectic contract administration etc. which ultimately resulted in huge cost and over run in many development projects.

In a nutshell, the procurement system of RHD is retrenched by given policy although existing system evidenced a stumbling block which influenced significantly in slowing down road transport system development as well as economic development of the country. Such an irascible, iconoclast and simpler procurement system shed a negative effect on good governance as it is umbrated to generate the desired and sententious result to ensure value for money of the public contracts and transparency and accountability in offering and selecting public tenders in RHD.

1.1 Statement of the Problem

There are reports of limitation of policies, non-coherence strata, political interference and pressure from heavy works in the procurement process. An assessment of Bangladesh concluded that the procurement process is far from satisfactory. They identified problems are: (i) small number of

bidders. (ii) selection criteria blitz SME. (iii) Poor selection of contract types and specifications. (iv) outside influence.

Procurement delays costs increase, defer benefits and deter good firms from bidding (Mahmood, 2011). The tenders quote less or more than ten per cent of the official estimated costs. It was done to increase the economic efficiency, transparency and fair competition in the process of public procurement other than RHD. But in practice, RHD needs a special selection criterion for large amount contract because of SME is not meet and greet for massive. Although public e-Procurement is an important stage in e-government development, transparency and competition, minimizing processing time and effort beyond make a question.

However, the time is taken to perform a procurement beyond the reality and anachronism. The peremptory rules and regulation, imperious evident of time lingering cause lugubrious procurement and its effect on whole network of naïve and customary progress of development.

1.2 Objectives of the Study

Main objective of this study was to find out the challenges of public procurement faced by the Roads and Highway Department.

Specific objectives are-

- ✓ To study legislative and regulatory challenges.
- ✓ To identify and analyze the challenges of organizational management in RHD.

1.3 Research Questions

In respect to the selected objectives the following research questions were important considerations-

1. How legislative and regulatory various hinders procurement in RHD?
2. How organizational management impacts on procurement in RHD?

1.4 Scope of the Study

This study has core intention to identify the challenges of public Procurement in the area of legislative and regulatory and organizational management of RHD in Bangladesh. To extent, the study has tried to examine, how the policies hinder, organizational & management challenges impact and other external challenges influence on public procurement. The main objective of

this study to extract RHD procurement challenges rather than others. Due to schedule and budget constraints, this study has only focused general practices and motion of RHD with survey from classified and selected officers, procurement specialists and bidders from RHD and CPTU.

1.5 Methodology

Survey was used as the method for the research work. The officers from procuring entity, procurement specialists and bidders were asked to respond to a survey questionnaire. The surveyed data was analyzed by using different software and methods to abridge with the final objectives. Emphasis was given on qualitative method and quantitative method given tantamount quintessence. The overview of the methodology can be expressed as follows:

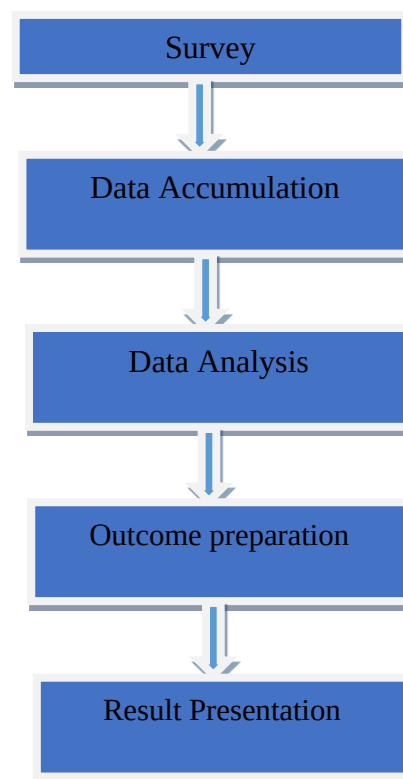


Figure-2: Overview of Methodology

The detail methodology of this research is described in chapter three.

1.6 Justification of the Study

The objective of this research in partial fulfillment of the requirements for the degree of MA in Governance and Development. Procurement in the public sector entails streamlining processes, reducing the prices and costs of works, services and goods in Bangladesh. However, some challenges hindrance the public procurement. Some of the challenges are related with

policy, anomaly of management of executive agency and others variables. In the sense of research, this study helps to investigate and analyze the challenges of public procurement in RHD and give some recommendation to mitigate the challenges to boost up RHD activities to build trenchant road network as well as economic growth of Bangladesh. Policy guideline was provided for the findings in the research and it was easy to encomium policy formulation for the policy makers and also smoothened the way of procurement system in RHD.

1.7 Limitation of the Study

The major constraint of this study was the schedule along with the respondent's response due to change schedule but they participated and given answers spontaneously. The detailed in-field survey was not always feasible and Time constraints. For this reason, some data were collected via other medium i.e. email, google docs. Legislative and organizational management were the kernel study in this research and tried to examine how the procurement system is deviated from policy and regulations or public procurement is deviated from historicity. Furthermore, the study has selected only RHD. Due to schedule and budget constraints, the study solely concentrated overall and general practices and experience and the survey was taken from classified and selected officers from RHD, Procurement specialists from CPTU and Bidders who works in RHD.

1.8 Disposition of Thesis

The entire research work is segregated into five different chapters. Each chapter demonstrates the features and bring out consequences of the research to compile the objective.

The very first chapter is "Introduction" which provides an introductory discussion contains general concept of public procurement with statement of the problem, objectives of the study, research questions, scope of the study, methodology, justification of the study, limitation of the study and disposition of thesis.

"Literature Review" is the second chapter. This chapter reveals the inhabit studies on the challenges of Public Procurement in RHD and related information clarifies public procurement pros and cons.

The third chapter is “Research Methodology”. This chapter only explains the method(s) of data collection throughout study and propounds research methods and techniques used for data collection and analysis.

The fourth chapter is “Data Analysis and Results”. This chapter put forth the analysis of collected data by using methods and techniques to meet up the objectives of this study.

The fifth and final chapter is the “Summary, Recommendations and Conclusion”. Based on results and discussions, this chapter conclude with some recommendations to explicit the challenges of Public Procurement in RHD.

The brief dispositions of the thesis are as follows:

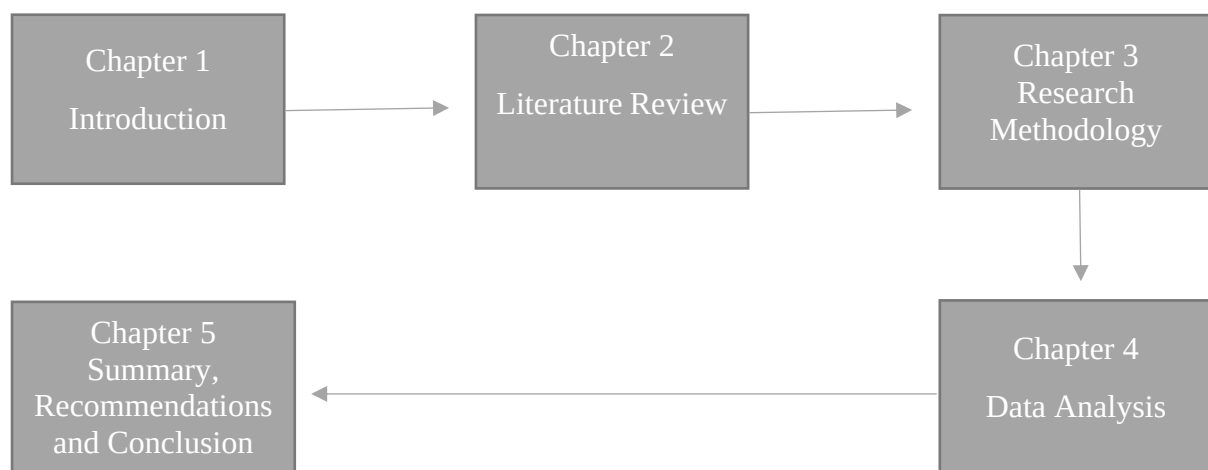


Figure-3: Dispositions of the Thesis

Chapter 2

Literature Review

2.1 Introduction

This chapter reviews the related literature of the existing studies. Firstly, the relevant theories and literature studies are the potential search and it states that theories and literature are the results of previous research. Secondly, it defines theory as considered the established principles and laws. Finally, literature represent findings from research into particular application of theory.

This literature is reviewed to provide the reader information about the art of knowledge and summary provides rationale for the research undertaken. The initial phase is to define the topic and relevant terms, the second phase is to illustrate the literature in the context of challenges of legislative and regulatory, organizational management on public procurement in RHD and final phase of the literature is the outcome. All three together have adjoined the schematic diagram of this chapter.

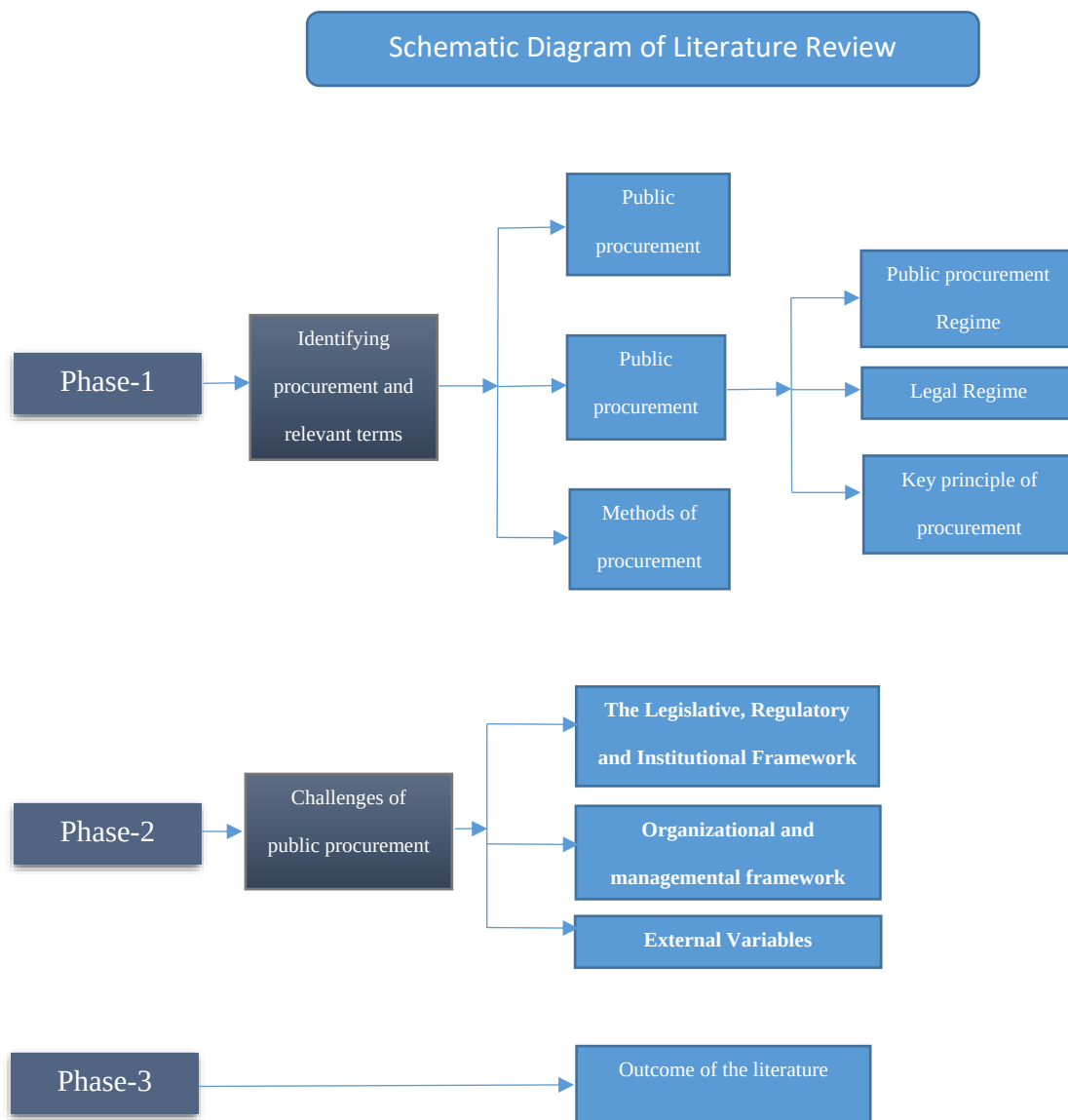


Figure-4: Schematic Diagram of Literature Review

Source: Self Compiled

2.2 Public Procurement in Bangladesh

Central Procurement Technical Unit (CPTU), IME Division of Ministry of Planning ensures that Government of Bangladesh and foreign funds are spent cost effectively, by forming policies and making sure that proper procedures are followed during procurement of goods and services. Procurement is one essence of the government management. In nature, policy or any legislation is the strategy to acquire external resources through systematic way through applying good governance.

In broad, Procurement is full the process of finding and agreeing to terms, and acquiring required goods, services, or works from an external source, often via a tendering or competitive bidding process (Jean-Jacques Laffont, 1993). Direct and indirect spend are often categorized of procurement activities. In one hand, finished products such as material, components and production of manufacturing firms are considered direct procurement. In the other hand, non-production related acquisition i.e. office supplies, services like outsourcing, consulting is imposed as indirect purchase (Lewis, 2010; Caldwell, Roehrich, & C.Davies, 2009).

Direct procurement and indirect procurement				
		Types		
		Direct procurement	Indirect procurement	
		Raw material and production goods	<u>Maintenance, repair, and operating supplies, outsourcing</u>	Capital goods and services
FEATURES	Quantity	Large	Low	Low
	Frequency	High	Relatively high	Low
	Value	Industry-specific	Low	High
	Nature	Operational	Tactical	Strategic
	Examples	Materials of making road	Lubricants, spare parts, Man Power	storage facilities

Table-1: Features and Types of Procurement

In Bangladesh, the Swiss Challenge system is utilized to procure infrastructure development through public-private partnerships.

Public Procurement System is decentralized in Bangladesh. The Constitution of the People's Republic of Bangladesh has no direct provision regarding public procurement. Then the institutional and legal frameworks for public procurement in Bangladesh are advised from Ministry of Finance and the Ministry of Planning. The executive powers of the Republic in the Prime Minister who in the discharge of governance functions by constitutionally takes support and advice from a Cabinet. ECNEC and often by planning minister concerns with public

procurement in Bangladesh. All procedure and policies existing laws, rules, act or regulations or order regarding public procurement are followed and maintained by the concerned executive agency or others concerned sectors to perform the procuring activities.

The Central Procurement Technical Unit of Bangladesh has been working for efficient, transparent, accountable and open system of public procurement since 2002. PPA 2006 and PPR 2008 are formed for a complete guideline of public procurement and e-GP is also introduced to reduce time and cost and open system is focused since 2011.

2.3 Public Procurement in Roads and Highways Department

2.3.1 Public Procurement Regime in Roads and Highway Department

No can deny that the transport is a major sector of the economy. In view of economy, the very beginning of human civilization, roads and highways are governing in the world for trading and communication. The Roads and Highways of ancient civilization is less known to us. Roads had been created from the very aforetime and though the first traces of procurement can be seen throughout ancient history, including the Egyptians in 3,000 BC. One of the earliest acknowledgements of the procurement function can be found in Charles Babage's 1832 book, *On the Economy of Machinery and Manufactures*. He points to the need for a 'materials man' in the mining sector who selects, purchases and tracks goods and services required. Essentially, Babbage called for a centralized procurement officer. The first written records of what would be recognized now as the purchasing department of an industrial operation is in the railway companies of the 19th century procurement also conducted as in the literature.

In case of Roads procurement, the ancient emperor had own department to maintain roads to create smooth transportation. It was created from the business link. For example, Wari-Bateshwar of Bangladesh was the first urban center in the region that had trade relation with many other cities by river port facilities and over land connectivity through ancient Silk-Route. The area had oceanic business links with Southeast Asia & land connections with the Roman Empire. Another oldest and longest major road is Grand Trunk (GT) road was built by Mauryan Empire and later renovated and expanded by Sher Shah Suri during the 16th century. The road is considerably upgraded in British period between 1833 and 1860. During Pakistan period it was called Construction & Building (C&B). In 1962 C&B split into two individual department one is Public Works Department (PWD) another is Roads and Highways Department (RHD).

The journey of Roads and Highways Department had been started from 1962 in Bangladesh. Now RHD is under Ministry of Road Transport & Bridges of People's Republic of Bangladesh. Now the total road network is 22,096.303 kilometers connecting the whole Bangladesh with National, Regional and District highways. RHD is also responsible for proper Maintenance and management of these assets is a fundamental requirement which is vital to the national economy. RHD receives a major portion of allocation from the government's annual development program and annual budget. RHD expense hits its whole budget through procurement to operate and maintain this large and sustainable infrastructure and also expanding network for better communication. RHD follows the Public Procurement Rules to that governing in country from the very beginning relatively circuitous transparency and accountability. On the other hand, public procurement practices are slowing down the natural activities in respect with schedule and also budget that cause huge cost and time overrun of almost every project in RHD. There is some anomaly between policies and execution. In this context, to ensure the value for money, identify the challenges of public procurement in RHD is the vital issue. Where Roads and Highways Department of Bangladesh is an institution which plays significant role in economic growth and also plays momentous role in national economy, ensuring swift and salubrious public procurement practices with precise rules and regulation in RHD is not iconoclast role. This chapter provides a comprehensive picture on the public procurement systems in RHD. Nonetheless, since public procurement is a broad topic related to different policy issues, the study endeavors to focus solely on the regulations and practices facing various challenges.

2.3.2 Legal Regime in Roads and Highways Department

Several challenges were faced in regulations of public procurement systems and the legal history of RHD is quite serrated. Moreover, many amendments in the past two decades were subjected and it causes aberrant practices. Two principal legal instruments to handle public procurement in Bangladesh are the Public Procurement Act, 2006 and the Public Procurement Rules, 2008, both became effective from January 31, 2008. Earlier, for the first time, the Public Procurement Regulations, 2003 provided a unified procurement processing system. The procurement practices followed until the issue of regulations dated back to 1930s when the 'Manual of Office Procedure (Purchase)' was first issued and amended last in 1977. With the enactment of the PPA-2006, more transparent and accountable procedures were introduced. PPR-2008, framed under the act, is a complete document for public procurement that provides

scope for procurement under different methods. Some provisions related to procurement are Delegation of Financial Powers, Donors Guidelines and Departmental Administrative Orders etc.

2.3.3 Methods of Procurement Used in Roads and Highways Department

Procurement methods are based on nature of items procured and the act explicitly categorizes the items as good, works and services (both stand alone and intellectual). There are five methods for procurement of goods and works (Unit, Public Procurement Rules, 2008). Procurement of intellectual services is made mainly following two methods. Standalone services are procured using the methods of goods. The methods for procuring goods and works in Bangladesh are as follows:

- 1. Open Tendering Method (OTM)**
- 2. Limited Tendering Method (LTM)**
- 3. Direct Procurement Method (DPM)**
- 4. Two-Stage Tendering Method (TSTM)**
- 5. Request for Quotation (RFQ)**

In broad of RFQ, for procurement of intellectual services, mainly Quality & Cost Based Selection (QCBS) and Selection under a Fixed Budget (SFB) are used. QCBS is the preferred method that shall be used in most cases and shall consider- (i) the quality of the Proposal and (ii) the cost of the Services. SFB is appropriate only when the assignment is relatively simple and can be precisely defined; and the budget is fixed.

2.3.4 Key Principles of Public Procurement in Roads and Highway

Department

Procurement is one of the hardest managements in RHD. RHD follows some key principles when procurement is occurred. The benchmarked in the public procurement process in Roads and Highways Department is now be discussed. The effective implementations of these principles ensure the best practices of reduce challenges and ensure good governance in public procurement and utilization of public resources.

- 1. Value for Money**
- 2. Integrity**

3. **Competition**
4. **Transparency**
5. **Accountability**
6. **Equity**

2.4 Legislative and Regulatory Framework of Public Procurement

Numerous studies on various challenges on policies of public procurement have been presented by scholars and practitioners in different parts of the world. Various studies and researches are found which focused on different aspects of legislative and regulatory including their principles and mechanisms, but few researches have focused upon the practice of challenges of existing policies in public procurement at the institutional level. The prominent book *Public Procurement Re-examined* states that Public procurement has been considered as less prioritized to a major function of government and governmental entities, policy makers and public procurement professionals (Thai, 2011).

The history of public procurement is outstretched. The very earliest procurement order was found in Syria between 2800 and 2400 B.C. which was for 50 jars of fragrant smooth oil for 600 small weights in grain and written on a red clay letter (Thai, 2011).

Naturally, Public procurement is ruled out in sense of the activity of a national economy. There is no doubt public procurement in plays of crucial role of government operations in both developed and developing countries. Public procurement is widely recognized as a profession that plays a meaningful role in the successful management of public fund as well as public resources. In that momentum almost, all countries acquainted of the consequences of procurement as most vulnerable to mismanagement and corruption and have thus organizational efforts to integrate procurement and more strategic view of government endeavor.

The prominent book *Helping or hindering? Procurement tied aid and the usage of country systems in Bangladesh*, narrates that Public procurement is a tool of public policy, translating development finance into particular economic and social outcomes. Public procurement, also known as public contracting, is a multi-step process of established procedures to acquire goods and services by a government or agency or body under government. The author has one's said

that public procurement in the context of development project within the construction is about the acquirement of project resources for the realization of a constructed facilities (Ellmers, 2011).

The following ministries and divisions are mainly affiliated to generate public procurement policies in Bangladesh.

- (i) Cabinet Division
- (ii) ERD- Economic Relations Division, Ministry of Finance
- (iii) IMED- Implementation, Monitoring & Evaluation Division, Ministry of Planning
- (iv) Ministry of Commerce
- (v) Ministry of Establishment Affairs

The mentioned ministries and divisions perform their activities as a body when policies are being processed of procurement. The works are mainly done by stages and concerned ministries and divisions associates the chain of approval system.

(Mahmood, 2011) presents in his paper that the following problems found by the World Bank (2002) assessment of procurement in Bangladesh which concluded that the implementation is far from satisfactory: a. Poor advertisement b. Short bidding periods c. Poor specifications Nondisclosure of selection criteria d. Award of contract by lottery e. One-sided contract document f. Negotiation with all bidders g. Rebidding without adequate grounds h. Other miscellaneous irregularities and i. Corruption and outside influence.

Public procurement system in Bangladesh:

1. CPTU Central Procurement Technical Unit
2. PPA 2006 (and subsequent amendments)
3. PPR 2008 (and subsequent amendments)
4. e-Government Procurement (e-GP) GOB: e-GP Guidelines 2011.

According to policies, Procurement Entity spend public money by considering economy, efficiency, cost effectiveness and accountability.

2.5 Organizational Framework of Public Procurement

In the book *Benchmarking in Public Procurement*, states that the function of transparency is important in procurement and it refers to openness (Raymond, 2008). The transparency is one

of the key requirements of public procurement system in Bangladesh since it gives access to laws, regulations, policies and practices of procurement by government agencies to the public (Armstrong, 2005). (Brinkerhoff, 2004) identifies key components of accountability i.e. measurement of goals, justification of results and punishment for non-performance. Authorities are expected to provide excellent services to their constituents in an effective and transparent manner hence utilization of ICT will enhance the procurement process in the public sector. A transparent procurement process requires legislative and administrative measures such as transparent proceedings, protection against corruption, fair pre-qualification procedures, transparent selection of the winning bidder, publication of procurement plans, dissemination of information concerning lists and registries of suppliers and procedure to apply for registrations (OECD, Integrity in Public Procurement: Good Practice from A to Z, 2007). Moreover, other transparency measures that includes open bidding procedures, prompt notifications to successful as well as unsuccessful bidders, publication of annual procurement plans, bid challenges system, engaging the private sector in the procurement system, keeping a complete and adequate records of procurement system (OECD, Principles for Integrity in Public Procurement., 2009).

The public procurement has been overshadowed with inefficiency, corruption and disregard” value for money” considerations (Sin Tan, 2009). On the other hand, access to procurement and other non-public information could affect a contract bid or the award process (Wymer & Regan, 2005). Improper disclosure of such protected information violates laws as well as ethics and could be subject to criminal penalties. The ethics and the moral principles that guides officials on their work which encompasses concepts of honesty, integrity, probity, diligence, fairness, trust, respect and consistency (Wee, 2002). Moreover, ethical behavior supports openness and accountability in procurement process and gives confidence to suppliers. Ethical behavior reduces the cost of management risks with fraud, theft, corruption and other improper behavior and enhances confidence in public administration. The effective way to maintain ethical awareness is through ethical training and seminars on areas such as procurement procedures, record keeping, records management and accountability and administrative law (Weathington, 2008). Furthermore, regular audits of procurement process and financial records could influence the model of procurement process positively.

So, do the public procurement frequent and time consuming, transparency and accountability practices in public procurement contribute towards the sound management of public

expenditure and which in turn can contribute towards the effectiveness of public sector financial management (Evenette, 2005). Besides, the objective of public procurement is to provide quality goods and services through open and fair competition in the exact quantity and proper quality as specified, and has to be delivered at the time and place where needed. The quality of goods, services, infrastructures, and the effectiveness of public services must depend on well-managed public procurement. The author concludes with the remark that transparent and accountable system of procurement ensures value-for-money outcomes. It raises high level of public confidence regarding fair dealing in relation to procurement process which can bring significant change in Roads and Highways Department's procurement practices in Bangladesh.

2.6 Outline of Literature and Research Gap

Public Procurement is the prime activity of every economical extension in RHD. The overall literature review has illustrated the brief discussion of public procurement concept and existing procurement practices in RHD. However, it has also extracted the information and valuable data has been done on public procurement in different ages. After discussion of detailed on public procurement, some key points have been identified. They are following:

1. The peremptory policies sometimes delay the natural practices with extravagant and oscillate the public procurement process.
2. The problem with delegation of financial power, however is that to the extent procurement objectives override the principal in bureaucratic turgid.
3. Although there is no provision in the Constitution of Bangladesh, therefore principals may face difficulties in enforcing and monitoring executive agency through a fascicle of doctrine and the situation developing with waver and discrete apothegm.
4. The discussion refers that RHD is a specialized sub-sector in transport sector but there is no special enactment to scaleup its large budget to command.
5. A series of activities in public procurement process crack-up schedule and be asking for transparency and accountability.

The commendable literature review doesn't find how exactly slowing down the process in details and this study has found the challenges in later chapter.

2.8 Analytical Framework

The variables that have been used in the study are the independent variable; challenges of policies, challenges of management in RHD and external like administrative, awareness,

security, training, understanding as well as the dependent variables which is the policy management, human resource management and financial management in public procurement of RHD.

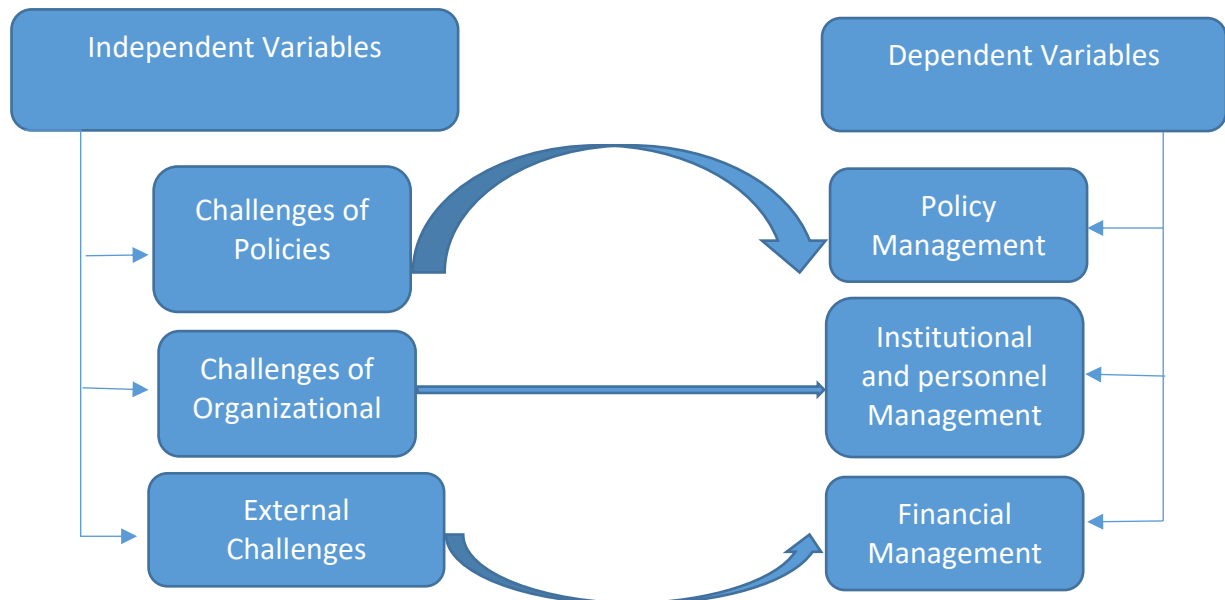


Figure-5: Analytical Framework

Source: Self Compiled

Chapter 3

Research Methodology

3.1 Structure of this Chapter

The chapter briefs the methodology that has been used in this research study. The study contains the research approach, research strategies, sample design, data collection tools, data analysis, data presentation, limitation of the study, expected outcome of the study, organization of the paper and ethical consideration along with an appropriate justification.

3.2 Research Approaches and Method

Mixed method was used as research approaches in this study. The use of qualitative and quantitative approaches and mixing of both approaches inhere of this study. Qualitative research was used widely meaning for exploring and understanding the meaning individuals or group as description to public procurement challenges in RHD. The other one was quantitative method that means for testing subjective theories by examining the relationship among variables. Based upon these broad approaches to information gathering, data was categorized as: primary and secondary data were used in this research. The primary data was collected closed and opened questionnaires and interview schedules. Therefore, primary data was collected from policy makers, procurement entity and bidders through questionnaires and interview

Secondary data was collected by review procurement related materials, policies, documents, articles, books, and different types of reports from rules and regulations regarding public procurement, CPTU and RHD. Furthermore, in secondary data analysis, the study outlined the plan versus performance of the year 2017-2018 and 2018-2019 of CPTU, to demonstrate the performance level, and the frequency of each method of procurement, zonal budget plan report, procurement plan and procurement documentation and evaluation division of RHD and so on. The purpose of the study is to find challenges of public procurement in RHD for sake of subjective questions to assess, examine and analyze each question though questionnaire and interviews research tools.

Descriptive research studies were used in the study. It has entailed to finding describe situations what actually they sounded. Survey method was medium to collect raw data from respondents of RHD associated officers.

3.3 Sample Design

The target population was selected from procurement entity of RHD, policy makers and practitioner (CPTU), Bidders linked with policy, procurement process, budget and plan core processes of RHD procurement. As the entire population has difficult to carry out the research study, to select a target population from total population, stratified random sampling and simple random sampling techniques were used.

In this study sampling frame was the list of selective 3(three) categories groups of employees and bidders form the total sectors. Grouping system was under selecting respondents, a stratified random Sampling technique was used. The first group was policy makers from all sectors who deal with the preparation and making regulatory and legislative framework, support the functioning and bookkeeping the rules and regulations have been processed. The second groups were procurement entity in RHD who carry out the whole process of the procurement plan, deal with its follow up activities, responsible and accountable for implementation. The third group bidders, are mainly suppliers of Procurement plan as well as consumer. Finally, procurement management units of the zone who deals with approvals of all planning of procurement activities of the sectors. Procurement management units acts as procurement entity. The result in table 2, from the target populations enumerated (1-3) from policy makers 8 employees; procurement entity 32 employees, 20 bidders were sampled from the target population. Sample of this research is showed below.

SL No.	Description of target categories	Target Population	Response Rate	Proportion	Simple random sampling
01	Policy Makers	8	100%	100%	
02	Procurement Entity	32	100%	100%	
03	Bidders	20	100%	100%	

Table-2: Description of Population

3.4 Instrumentation

To address the objective of the study, close-ended and open-ended questionnaires and interview questions were established. The questionnaires were five parts: part (A) deals with the profile of respondents, part (B) deals with the overall practice of procurement policy planning, part (C) challenges/problems of public procurement, part (D) if have recommendation regarding challenges and problems, part (E) target organization and open-ended questionnaires ask any other issues deals with making rules/implementation of procurement planning/ effectiveness of procurement process within the administration. The potential answers to the questionnaires were subjective along with objective and explained with inner experiences.

3.5 Data Presentation

The study was present the data by using different types of software and represented the value through percentage, tables, and bar graphs, Maps, text, and the origination of the study area.

3.6 Ethical Consideration

As a result, to secure the consensus of the research, the study was communicated detailing and selected aims of the study. The study has stated to the participants that they had to participate in the research willingly. Moreover, the study has ensured to the respondents, their personal information was not be disclosed.

Chapter 4

Data Analysis and Results

4.1 Demographic Analysis

4.1.1 Characteristics of Respondents

The questionnaires were distributed among more than 60 respondents to conduct the survey. But 60 respondents from different population has been responded. In 60 respondents, 52 were returned with fully filled up and other 7 were left without mentioning respondents name and 1 were left without informing respondents profile with name only. In this research, all 60 questionnaires have been considered for further analysis. The overall response rate is quite satisfactory. It was noted that 5 respondents were not interested to take the questionnaire. As the sampling was chosen through convenient sampling method and the survey was done by the researcher through self-administered process, the response rate is quite satisfactory.

Respondents of employees of the organization and bidders of the organization are involved in the Public procurement and they also have faced a lot of trouble due to current anomaly aroused from different segment of public procurement.

The respondent's profile can be seen at a glance below:

Particulars	Variables	No. of respondents	% of total respondents
Status	Policy Makers	8	13.3%
	Procuring Officials	32	53.3%
	Bidders	20	33.4%
Sex	Male	54	90.0%
	Female	6	10.0%
Last Academic Degree	Post Graduate	18	30.0%
	Graduate	29	48.3%
	Below Graduate	13	21.7%

Table-3: Respondents' Profile

4.1.2 Respondents by Designation

The total 60 (sixty) responses have been analyzed in this study. 8 out of 60 respondents were Procurement Specialist who involves in public procurement policy making, 3 were Additional Chief Engineer, 3 were Superintending Engineer, 19 were Executive Engineer, 5 were Sub-divisional Engineer, 20 were Bidders and 2 Others who involved in procuring activities.

4.2 Assessment of Challenges Related to Rules and Policies

4.2.1 Challenges of Understanding about Public Procurement Act (PPA) & Public Procurement Rules (PPR)

This is all about effective procurement management and delivering the right product with appropriate and desired quantity and condition with legal documentation at suitable price as directed in policies at described place. To manage the ethics in total public procurement process, proper acquaintance and consciousness must play vital role. Without being contemporary upgradation of information on policies, the high management activities at fall for nothing. In case of public procurement, the knowledge on PPA-2006 and PPR-2008 has greater impact on procurement management.

In order to assess the level of understanding of the respondents about PPA-2006 and PPR-2008, the study examined if they have understanding about the two documents. Figure 5 shows that total 60 population responded.

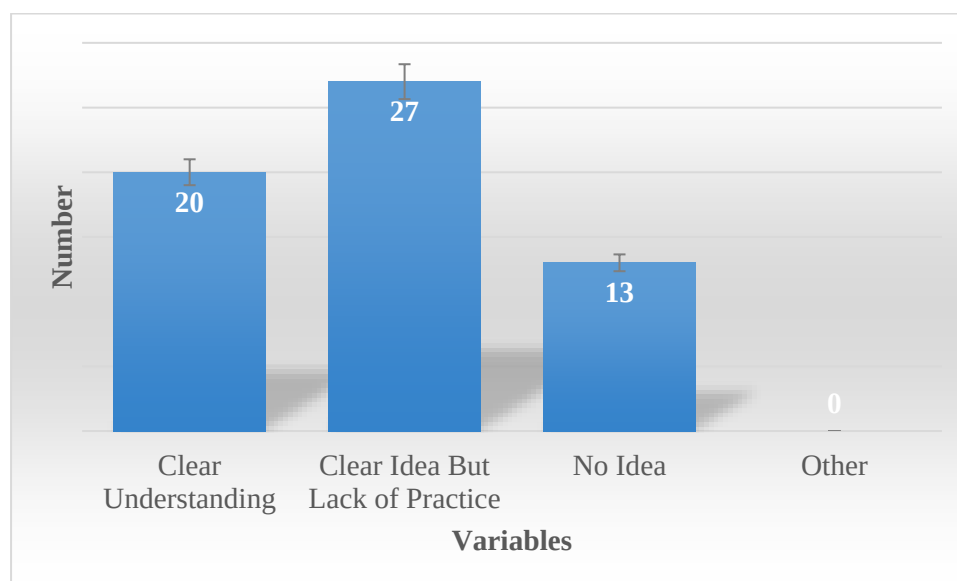


Figure-6: Understanding about Public Procurement Act (PPA) & Public Procurement Rules (PPR)

Data shows 20 respondents have clear understanding about Public Procurement Act (PPA) & Public Procurement Rules (PPR). They are all procuring entity and procurement specialist. On the other hand, 27 respondents grope knowledge although do not practice or lack of interest.

On the contrary, 13 of the respondents have no idea about Public Procurement Act (PPA) & Public Procurement Rules (PPR). These all 13 are contractor. It may hinder the public procurement process if a vital stakeholder having great importance has no idea. However, there are no training opportunities for contractors in such area of Public Procurement Act (PPA) & Public Procurement Rules (PPR) for obtaining works, goods or services. But one of the experts said that staffs of contractor have knowledge and ahead understanding on Public Procurement Act (PPA) & Public Procurement Rules (PPR).

In the above circumstance the analyzed data elucidates that few procuring entities has no practice. One of the prominent specialists explained that those officials who has been currently posted in head office, they have less scope to perform public procurement rather than daily procurement.

On the other hand, public procurement has been depicted afield of using documents other than PPA-2206 and PPR-2008. Maybe, this is because some projects of RHD are financed by development partners. In that case, the development partners have also procurement guideline to procuring package in project and they do not consider PPA-2006 as an only embodiment of laws pertaining to public procurement of goods and services and PPR-2008 as a set of rules of performing the procurement.

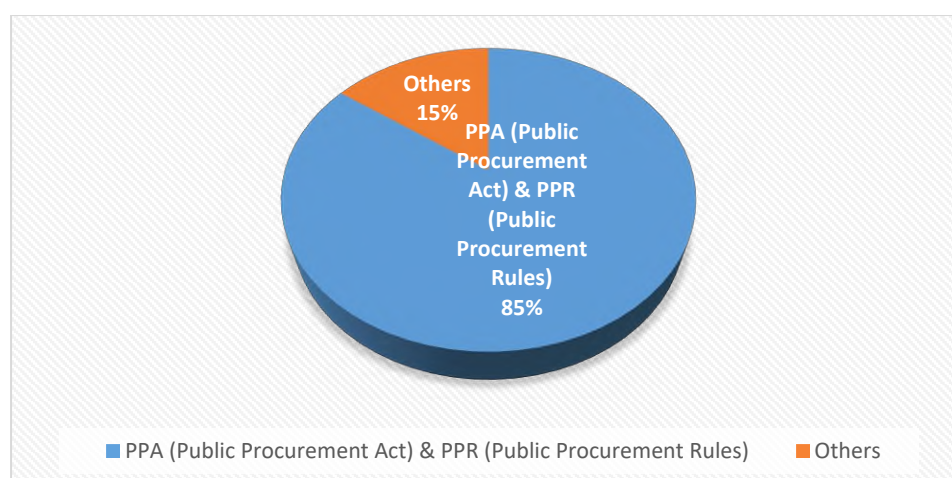


Figure-7: Uses of Documents in Public Procurement

The figure-6 shows almost 85% respondents follows Public Procurement Act (PPA) & Public Procurement Rules (PPR) for procuring works, goods and services. In general, procuring entity procures works, goods and services from Bangladeshi and outside means international contractor. Procuring entity follows Public Procurement Act (PPA) & Public Procurement Rules (PPR) solely. In accordance with Public Procurement Act (PPA) & Public Procurement Rules (PPR), Procurement planning, especially selection of appropriate type of contract, is one of the major problems in public procurement process. In addition, the criteria for selection of contractors are also responsible for inappropriate selection of contractors in RHD. Whereas RHD is the one of the kernels implementing agencies in The People Republic of Bangladesh. A procurement commented that as specialized roads and highway as well as bridges constructing department, existing Public Procurement Act (PPA) & Public Procurement Rules (PPR) slowing down the procurement process due to design the procurement planning.

In order to assess the uses of documents in public procurement of Bangladesh, only 15% of the respondents simulate other rules and regulations for procuring works, goods and services in Bangladesh. All 15% respondents are implementing public procurement in development project where project assistance comes from different development partners. It is worthwhile to mention that one respondent persuaded documents to ADB procurement guideline for acquiring works, goods or services worth time, money or effort spent of value or importance in implementing project in RHD.

4.2.2 Challenges of Uses of Standard Documents in e-GP

In the age of modern civilization. rapidly changing public procurement environment, the RHD with the most competitive supply chain remains reconciliation successfully and integrated the ICT into management of the supply chain hold a competitive advantage. Electronics-Government Procurement solutions aim to automate workflows to reduce cost and time effort and provide a least turbulence with a form of faster working method the procurement process in order the make the supply chain more efficient.

In the section 128 of Public Procurement Rules (2008) also suggested to use e-GP System. There are many different classifications Standard e-Tendering Documents for e-procurement, but common to all is that e-procurement consists of different applications. The STD are prepared in consistent with the Public Procurement Act (2006) and the Public Procurement

Rule 2008, issued to supplement the Public Procurement Act 2006 and Bangladesh e-Government Procurement(e-GP) Guidelines. In the Tender Data Sheet (TDS) and the Particular Conditions of Contracts (PCC) as well as in the detailed requirements of the procurement in the Bill of Quantities, General and Particular Specifications and Drawings are provided. To conduct a tender Procurement Entity should use nine section of document when preparing a particular e-TD. These are at a glance below in table.

STD Section	No.	Description
Section	01	Instructions to Tenderer (ITT)
Section	02	Tender Data Sheet (TDS)
Section	03	General Conditions of Contract (GCC)
Section	04	Particular Conditions of Contract (PCC)
Section	05	Tender and Contract Forms
Section	06	Bill of Quantities
Section	07	General Specifications
Section	08	Particular Specifications
Section	09	Drawings

Table-4: Section of STD

To assess the complexity of using these mentioned sections, the survey result is analyzed and presented in figure 8. The data shows 35% respondents believe that the standard forms for public procurement are complex to understand and 23% respondents accede that the standard forms are very much complex. On the other hand, 18% remain neutral, 20% disagree and only 4% of the respondents Strongly disagree that uses of standard forms is complex.

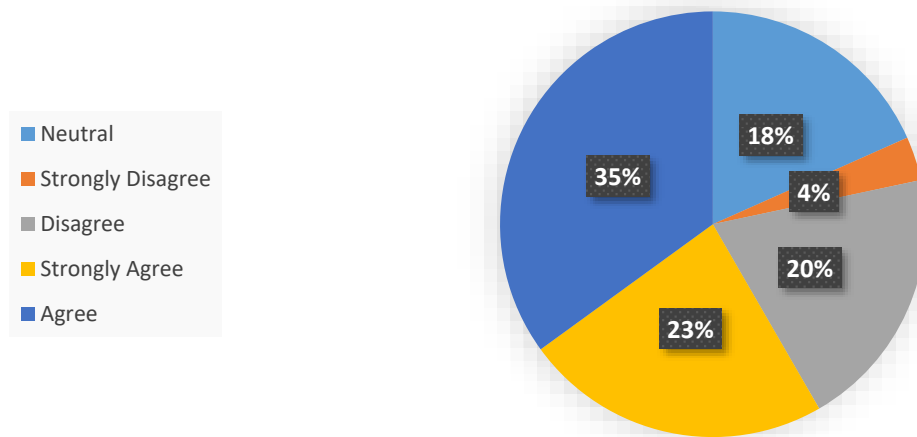


Figure-8: Uses of Standard Document forms are complex

4.2.3 Challenges of Financial Delegation of Power

Delegation of financial power, is the act whereby an administrative authority taken in with assigned powers turns over the exercise of those financial powers, in full or in part, to financial matters. Delegation of financial power refers the solely financial power. The fundamental problem then is to find out whether, and to what extent, that transfer is legitimate in the realm of public law. The theoretical force of these arguments opposing the concept of the delegation of financial power could not prevail against the actual necessities that have compelled governments to resort to it in almost every public procurement. Although there is no legal and direct provision in the constitution against public procurement. To regulate financial affairs that in public procurement would have called for an upgradation of CPWD code. In consequence, government order on delegation of financial power for development projects and delegation of financial power Public Private Partnership Technical Assistance Financing have been published from Ministry of Finance on December 06, 2016.

Theoretically it is legally provided to delegate the financial power given by a Government Order by Ministry of Finance to executive agency and related body. This position is based both on a legal argument and on a consideration of common sense. But RHD is a specialized department in transport sector that contains more than 200 approved project having average 3500 million taka each project currently. It is a function entrusted to them by a Government order, to exercise and not to dispose of at will. They feel that the way the agency is executed the public funds and the procedures it has to follow will guarantee that the rules make transparency and accountability and authority be bound by enacted laws.

In financial matters, the problem is more delicate. Since it arises in relations between amount of project cost and financial delegation of power that can lead to deviations from the approval of official cost estimate and tender invitation. In practice the question is whether, it can entrust the executive agency up to taka 300 million for works, 200 million for goods and 70 million for services with the right to take regulatory measures that will have the force of financial power. In cases where the order reserves certain areas to the power of financial delegation for line ministry. The delegation would have the effect of bringing about a transfer of functions from the executive agency to the line ministry; and in every case, delegation would achieve a transfer of powers. However, the given financial power of Chief Engineer of RHD was distributed among the sub ordinate of RHD procuring entity by issuing two different order dated on July 30, 2018. The orders of Chief Engineer are attached in appendix.

To assess the challenges of current financial delegation of power, data is given below in figure-9.

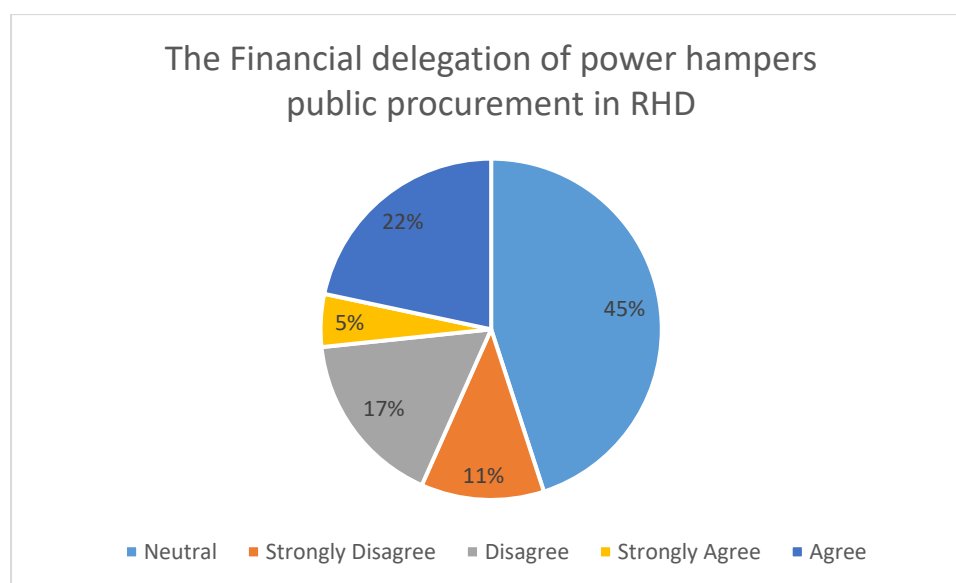


Figure-9: Financial Delegation of Power hampers public procurement

Data indicates that the respondents have given a mixed response in all 5 variables. Among the variables 45 percent respondents remained neutral about Financial Delegation of Power hampers public procurement in the basis on the survey questionnaire. On the other hand, second largest portion 22 percent has homologated the financial delegation of power hampers public procurement in RHD. Moreover, 5 percent of respondents narrated that existing financial delegation power slowing down public procurement performance in RHD. One of the expert's explained that project director should have adequate power in order to address issues which may halt time and cost over runs. Some of them also given consent on financial power

of delegation in RHD, considering current project cost and volume of project a new law on financial delegation of power should be issued to patriate all the development activities in RHD.

4.2.4 Challenges of Selection of Contractor Based on Price

68% respondents have given consent that quote price from a bidder on given price in public procurement is ok. But most of them are not happy with the selection process. On the other hand, 32% respondents against the +/- 10% barrier. Some of the procuring entity believed that this given barrier hindered tender evaluation process as well as given strong wall to entry of SME. One of the key informants informed that due to 10 percent barrier most of the tender finds same total quote price from several contractor. In order that, to evaluate contractor some rules are applied i.e. turnover calculation, matrix calculation, these methods most of the time eliminates SME contractor. However, the limited number of contractors entitled to achieve procurement inconsequently. It could lead the public procurement of RHD as monopoly and this could be alarming.

4.2.5 Challenges of SME Inclusion

In Public Procurement Act (2006) & Public Procurement Rules (2008), selection of contractor based on capacity is written in clause 98. The survey asked respondents what was the reasons behind the SME entry barriers. The procuring entity, procurement specialist and bidder mentioned the following:

1. Provision of Tenderers pool for specialized tasks depending on capacity.
2. Faulty selection criteria
3. Lack of low value procurement by open tendering method (OTM).
4. Due to recent modified rules and regulations of PPR.
5. SME bidders are lack of Knowledge, resource and training about PPA 2006 and PPR 2008.

The key information's on the other hand, a few challenges or problems has been identified by key target respondents. The identified challenges are narrating in below:

- The PPR documents are not easy to understand. To SME, lack of understanding causes faulty paper submission. Moreover, as small firm, they usually do not appoint Procurement experts due to inexperience.

- There are barriers to quote on total price that is +/- 10 percent. If the quoted price is same, the SME are eliminated due to experience, turnover, capacity etc.
- The design of procurement package is also one of the reasons behind the SME entry Barriers.
- The terms and conditions offered by the procuring entity to the bidders to participate in bidding process is also major challenges to SME. However, terms and conditions are prepared based on the size of procurement package and there is specific clause on what would be the experience and others conditions in PPA 2006 & PPR 2008.

4.3 Challenges Related to Capacity of RHD as Implementing Agency

4.3.1 Training on Public Procurement

Effective procurement management is all about delivering righteous issues. The right product with right quality & quantity, right condition and the right documentation in the right place at the right time and the right price should be managed. The training about public procurement (PPA-2006 and PPR- 2008) has greater impact on procurement management. The effective and efficient knowledge about public procurement generates influential management.

In order to assess the training on public procurement of the respondents, the study examined if they had any training or not. Data shows that 63.3 percent of the total respondents receive training. On the contrary, 36.7 percent of the respondents do not receive any training on public procurement. In 36.7 percent of the total respondents almost 90 percent contractor do not a training on public procurement.

One of the key informants from contractors retouched that contractor preferred knowing rules and regulations how to guide to learning behind any procuring activity. The respondents from contractor envisage that PPA 2006 as simulacrum of laws appertaining to public procurement of works goods and services and PPR 2008 as a fardel of rules which gives a chase of performing the procurement.

4.3.2 Challenges of Record Keeping System

Record keeping refers the Procurement records include all documents which is relevant to the pre-tendering, tendering and contract administration phases and reconstruct the entire procurement and contract administration processes from these records and also the acted in different stages of procuring session. It is an important task in order to maintain from first initial receipt to closing the contract or phase of the procurement requisition. The procuring entity of RHD is responsible for maintaining the procurement and contract records of each requirement of relevant documents, while sending pertinent documents to the procuring entity and other entities (such as finance) as determined in the contract administration plan. A management information system eschews the need for duplication of relevant procurement documents by using electronic advantages such as storage. In this regard, the all documents related to public procurement should be available electronically so as to contractor has no access to office record illegally.

The RHD is one of the largest government offices that introduced information and communication technology (ICT)-based activities in all sorts of financial and procurement affairs. There are 12 databases. Tender Database, Contractor Database and Document Database containing all sorts of information regarding public procurement. CMS, therefore is using to monitor and managing contract. The Public Procurement Reform Project-II (PPRP-II) is expanding the e-GP networking since 2011. Under the e-GP, RHD is demonstrating fair play, value for money, transparency, and open competition with enhanced accountability by keeping public procurement activities gradually. The hassle-free, safe and secure system e-GP is the tool for keeping document public procurement processes recorded. However, there are some manual work in public procurement and e-GP is not fully self-contained.

To assess the record keeping system condition, a statement named “RHD has strong procurement record keeping system” was given to procurement entity and related bidder with giving six variables as option to choose. The figure-10 shows the data.

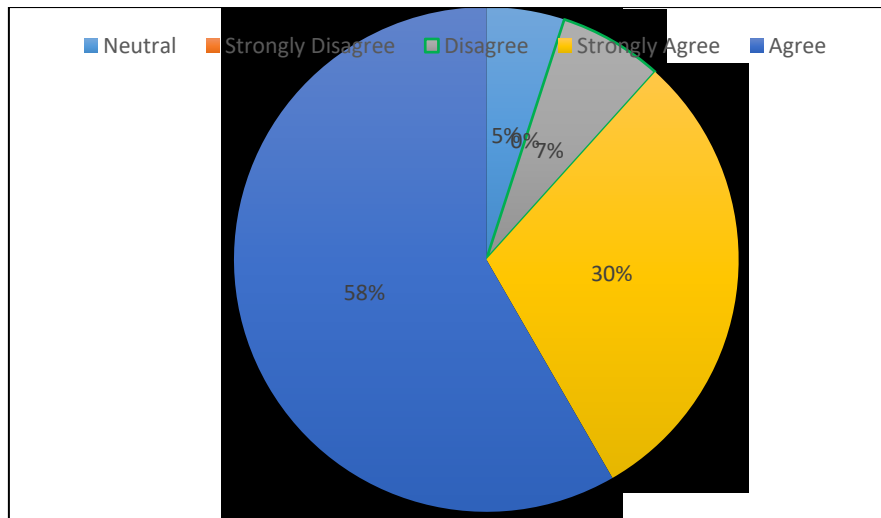


Figure-10: Public Procurement Organization have Strong procurement Record Keeping System

In the field of record keeping system of RHD, the study simulates the response in five different categories where 58 percent of the respondents give consent that public procurement organization have strong record keeping system and 30 percent of respondent believe strongly that RHD has strong procurement record keeping system without left any doubt. But only 5 percent stands neutral. Seven percent among the respondents does not agree with the giving statement.

4.3.3 Challenges of Political Interference in public Procurement

The rule of law, quality of democracy, democratic free will, after all, the general commandment of public procurement is challenged by the political interference. It is affecting the whole system of lean of procurement and as well as achieving quality, trust in public institution. A solid rule of law and level of trust is the foundation of an institution. Survey shows that interpersonal distrust increasing perception of corruption. The environment in public procurement are particularly vulnerable when politics involved to privilege any contractor. A risk of public tolerance or disobedience breach norms and whole public procurement process face serious challenge that hampers social legality. Survey extract that procurement entity often face strong disagreement to extend public procurement process by interference of abuse power. The norms of rule of law and legality of social policy leave a huge penetration of foundation of politics and also increases bureaucratic complexity. By this time projects noticeably faces huge cost overrun and time overrun and also lobbying an open question quality of procuring goods, services or works.

Political interference in public procurement in RHD was assessed by a statement with objective format. Figure-11 states that thirty eight percent respondents have agreed with statement and five percent faced serious challenges due to abuse of power of politics.

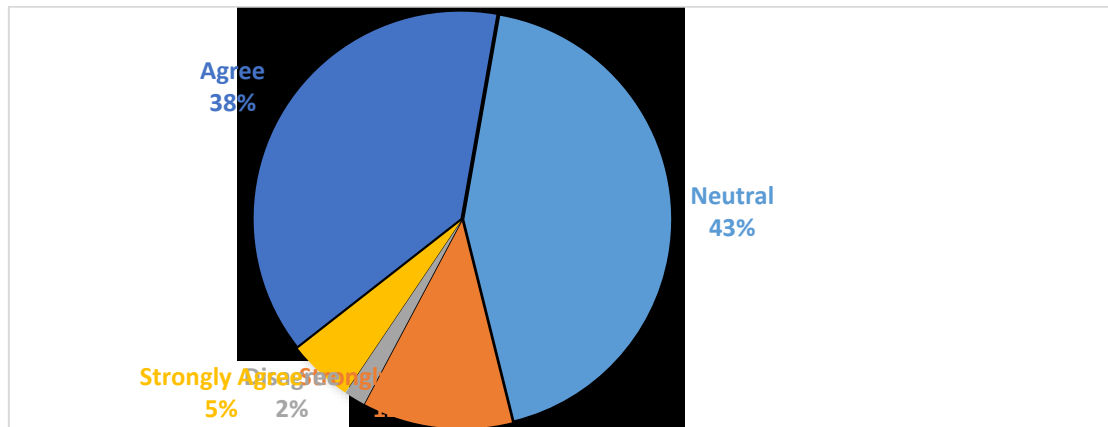


Figure-11: Political Interference in public Procurement

4.3.4 Challenges of Handling Public Procurement Process by Procuring

Entity

The study reverberates that 68 percent of the respondents faced challenges in public procurement in RHD rather than 32 percent do not face any challenges during procuring of works, goods and services in RHD showed in figure-12. It represents that one of three-procuring entities faces major challenges during procurement process. The identified challenges are following:

- ϕ The completion of procurement cycle within time is the major challenge.
- ϕ Hiding information in bidding process from bidder and it is difficult to check.
- ϕ Influence of local contractor.
- ϕ Design of Contract agreement is one of the major challenges and it causes bifurcation between procuring entity and contractor.
- ϕ Problem in formation of package type and size.
- ϕ Ensuring selection of competent and quality contractors for achieving value for money is very difficult. During the existing procurement process in transport sector (RHD) competence, capability and specialization of contractors/consultants are not given due significance
- ϕ Limited bidder participation in procuring process causes selection of inappropriate contractor.

- φ Procurement planning, especially of appropriate type of contract, is one of the major problems.

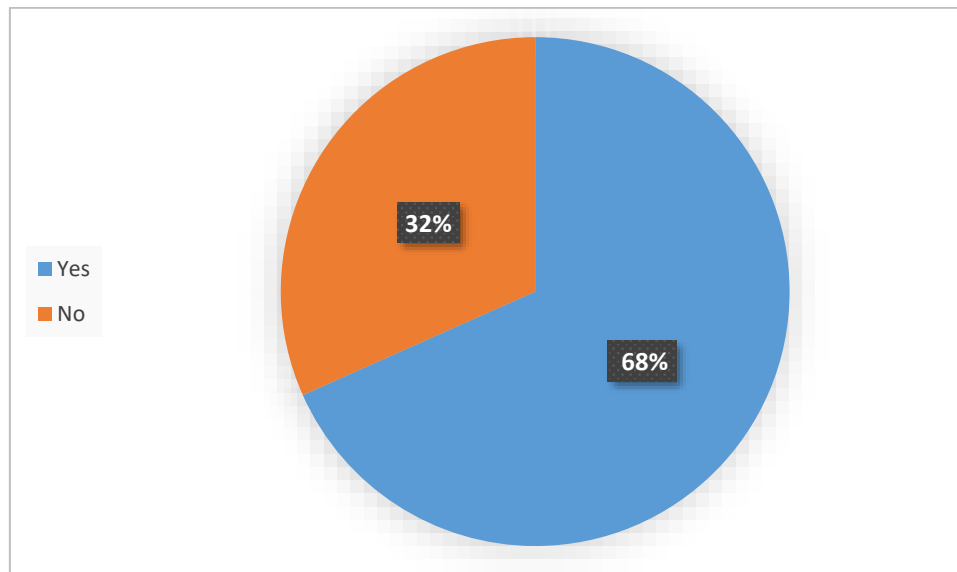


Figure-12: Faced Challenges in Public Procurement in RHD

On the other hand, to handle multi-side of public procurement process sometimes procuring entity takes time to finish each activity than the specified time in PPA 2006 and PPR 2008. Data unravels that thirty seven percent believes that procuring entity performance beyond the schedule baseline. To find out the reason behind schedule baseline, several questions has been asked to the key informants and data shows huge tasks slow-down them. Sometimes repletion of same works puzzles them. The valid and justified challenges are intimated before procuring entity as stated below:

- φ Pressure from policy makers and outsider.
- φ Lingering of evaluation committee is the time barrier.
- φ Lack of proper understanding of public procurement (PPA 2006 and PPR 2008).
- φ Frequent changes of laws/ policies related with public procurement in Bangladesh by the government
- φ Corruption in Government Officials.
- φ Huge work pressure slows down public procurement.
- φ Improper man power and lack of logistics support.

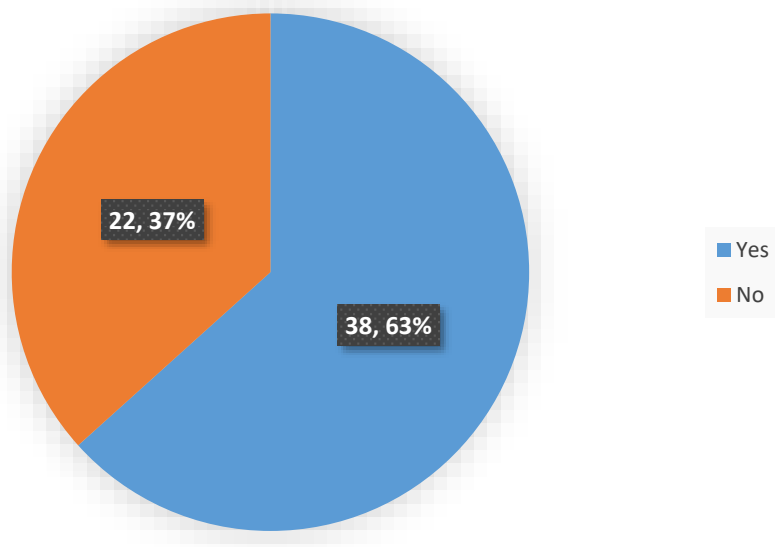


Figure-13: Performance of Procuring Entity on time

4.3.5 Challenges of Delaying Process Due to Overmuch Procurement

Activities

The Roads and Highways Department (RHD) was established in 1962 when C&B was partitioned into 2 separate bodies with the size of the major road network in Bangladesh has grown from 2,500 kms to the present network of 22,096.303 kms (RHD, 2020). The organizational structure is showing that RHD is having 1412 officials detailed below in table-5.

Post	Civil	Mechanical	Reserve	Total
CE	1			1
ACE	14	1	1	16
SE	36	10	3	49
EE	99	18	8+2	127
SDE	153	39	15+4	211
AE	179	49	16+2	246
SAE	634	128		762

Table-5: Manpower of RHD

In reality, the officials are less than organogram. Due to shortage of manpower officials acting than his/her appointed duty. On the other hand, the number of support staff as stated below in table -6.

Type of Staff	Number	Comments
Regular	2575	Current Status: After 23/01/1986 No Recruitment Before that RHD has 762 Nos and after 6297.
Sanction	9365	
Vacant	6790	
Work charged	7059	

Table-6: Manpower (Support Staff) in RHD

On the other hand, the development and non-development work volume in RHD increases abruptly. The approved project in RHD from fiscal year 2008-09 to 2019-20 is 438 nos. and 224 development projects are implementing currently. So, the number of tenders published through e-GP portal during the fiscal year and the number of contracts is increasing day by day. Data shows in figure-14.

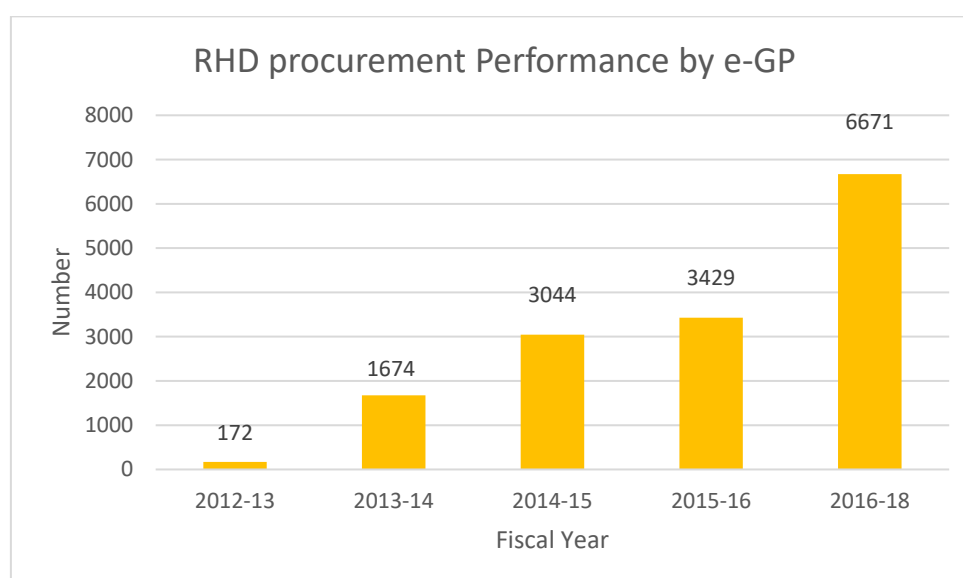


Figure-14: RHD procurement Performance by e-GP

The annual development program budget in the fiscal year 2019-20 is taka 1735997 million. The results indicate quantitative evidence of significant negative relationships between procurement activities and manpower. The results also suggest that effective risk management has a stronger influence on handling procurement performance than that on procurement records compliance. The management of numerous procurement activities support complex working process as it is requirement. All procuring entity was asked how many activities actually they perform in a year. Data shows most of the procuring entity perform more than 50 number tender and number of contracts also. Furthermore, to perform these all tender they faced several challenges. The identified challenges are following:

- ⊖ Selection of priority-based procurement causes delay for less priority procurement activities.
- ⊖ Work load of officers allow them to allocate insufficient time to complete evaluation.
- ⊖ Limited participant in tender process.
- ⊖ Series of approval from higher authority causes delay.
- ⊖ Difficult to find out the hiding information of bidders.
- ⊖ IT infrastructure for e-procurement does not satisfy the real need.

One of the most challenges is implementation of policy. In the tender stage, one of the procuring entities pretended that the rules are very much clear and detail. However, the contractual issues are not described in details likewise robust, Fedrick etc. Even in PPR 2008 is not clearing the design of contractual segment in details. Due to lack of contractual mainstay, public procurement instigates cost and time overruns almost in every project. Moreover, due to poor selection of contractors, cost and time overruns have become a common feature in RHD.

Chapter 5

Summary, Recommendations and Conclusion

This chapter presents the main findings as summary and conclusion with recommendations of this study. The first section briefs on collective analyzed results for legislative and regulatory challenges with RHD managerial challenges in public procurement. The second section put forwards recommendation on main findings by the cogitation to minimize the challenges in public procurement by driving with the integrated approach. The final section presents way forward for the identified gaps for RHD procurement.

5.1 Summary

For Bangladesh's social and economic development there is no alternative to good public governance in public procurement. An important yardstick of public policy is a system of efficient and accountable public procurement. This paper has argued that despite a modern procurement law in RHD considering as a specialized department of Bangladesh, the level of accountability, transparency, hassle free, adopted schedule baseline and efficiency in public procurements is still beyond satisfactory due to several reason. On a general view, public procurement policies are inherently complex but are socio-specific. In the existing procurement policies, there are too many limitations which should be overcome by surpassing common and repeated problems in wide context. The reformation of procurement policies should be translated from actual practices with compatible action. Furthermore, in order to exercise an effective management control over public procurement allocative decisions and to ensure administrative accountability, a befitting setup is needed to seriously review smooth procuring activities and contracts or any decision involving public procurements.

The study engrossed on assessing the factors that challenge the aspect of public procurement where it was expected to cover the two main specific objectives: legislative and regulatory of public procurement and organizational management of RHD in public procurement. The study has enwrapped a brief range of literatures of which included both books, reports, acts and journals to collect secondary data and information regarding the aspect of the study. The main objective of the literature review to reflect a meaning with what as to be found from the previous research. The necessity of this study is unfolded by the gaps of previous research.

The both primary and secondary data were collected from the fields, the collected data were analyzed and computed both qualitatively and quantitatively to get reliable and valid data using tables, graphs and appendices.

The first objective of this study is to identify the challenges related to legislative and regulatory discretion. The main findings of first objective are the knowledge on public procurement, it shows that some sorts of lack in understanding among the related stakeholders, fifteen percent procuring entity uses guideline other than PPA 2006 and PPR 2008 and Standard e-Tender Documents is very complex to understand. In order that, selection of appropriate contract leads an inappropriate document, other than international contractor development partners guideline make puzzle among the local contractor and STD is literally beyond the proper exercise or causes inappropriate documents selection. Financial delegation of power makes a lengthy bureaucratic dilemma and causes delay to finish public procurement process. On the other hand, SME contractor may sleep out due to ten percent barriers and others methods applied to select contractor. It may create monopoly procuring system within the RHD with limited contractor.

The second objective asserts the challenges related to capacity of RHD management as implementing agency. In general, some frequent issues change the consignment into perverse upshot due to selection of appropriate type of contract, complex guideline with frequent change, administratively strictness, beset of expert judgement. These expulsions may affect development projects and resulted cost and time overruns.

The findings are briefly described below:

- ⊗ Procuring entity who implies the public procurement rules and policies into contractors who have no training on PPA 2006 and PPR 2008.
- ⊗ Though maximum participants consent that RHD has strong record keeping system but subjective survey shows that evaluation of submitted documents take much time than allocation.
- ⊗ Interference of politics and power of local contractor delay public procurement process and it instigates cost and time overruns.
- ⊗ Overmuch procurement activities dissuade normal progress of RHD.

5.2 Recommendations

In order to ensure the best in public procurement performance as procurement aspect is concerned for the benefit of the department. This segment of this thesis put an end with recommendation based on research findings and main results as following:

A. Short Term Measures: Way Forward

- RHD may organize procurement related training programs for all level officers and the course should include subjects like:
 - Principles of public Procurement
 - RHD procurement activities and selection of contract documents
 - Procurement Guidelines and Requirements of the World Bank, Asian Development Bank and other important development partners.
 - Techniques of evaluating tenders through three weeks procurement training
 - Government Procurement Rules, Procedures and Practices
 - Project management (especially stakeholder management) etc.
- The present administrative and financial powers of the Chief Engineer and the Project Directors be revised to a more logical level in view of escalation of price of size and volume of projects.
- The number of approval layers should be reduced.
- RHD should arrange training for bidders to understand the process of bidding and uses of standard forms.
- The Management capacity of RHD should be increased in the field of preparing tender document and customization.
- A comprehensive law on public procurement be created and enacted especially for RHD to avoid common dilemma.
- Record keeping system should be upgraded and fully technology based.
- The quality of public procurement must be improve and accountable, which is an integral part of good governance as well to ensure social morality and political symphony.

B. Medium Term Measures: Way Forward

- PPR is not the ultimate panacea, Policy makers should think out of box, as a specialized organization RHD need customization in procurement process to boost up development.
- For SME inclusion, there should be threshold below which marginal price could be conceded but in case of large contractor there should not be such system.
- The procuring entity should seek advice from experts for preparing procurement plan, especially which type of contract would be applicable to a particular work. RHD may discuss with CPTU regarding the qualification on criteria.
- The selection of contractor should be atomized to avoid other identified problem from external and internal influence.
- On the other hands, recommendation is to start early the procurement planning effectiveness process. To resolve the issue early preparation and approval process of the procurement planning effectiveness and technical evaluation is vital to challenge the bureaucratic process beforehand.

5.3 Conclusion

The analysis of this research shows, in Bangladesh case, RHD is one of the main entities who plays the major role. The success and failure of RHD will determine or determining the failure or success of public procurement in Bangladesh because they are handling more than thirty percent of the total procurement in terms of money. Analysis shows there are different types of challenges both from external and internal sources. All stakeholders including government policy makers and public and private sector should take proper measures to handle these challenges properly to increase procurement sector capacity, enhancing and enhancement thus making public spending properly.

This study considers on the use of the preventive measures as a tool to prevent challenges in public procurement by combining both theoretical and practical judgement. In the recent days, stakeholders in RHD are increasingly using a collective action to emphasize the topicality on mitigation of loopholes by gap analysis. Tricky situation can be planned by weighting system based on their relative importance and joined action will be the fruitful to mitigate challenges. Furthermore, the study ends with some practical recommendations for making public procurement performance smooth and efficient of RHD.

5.4 Limitations and Suggestions of Future Research

Comparing this prescribed approach for public works procurement, the limitation lies within the two variables. The findings cannot be generalized depends upon ephemeral changes line stream.

Undertaking this study picturesque many boulevard for further research indicatives recommend policy enhancement and management techniques. Variability and ambiguity must be indicated in procurements through further research.

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Appendix

Appendix-A: Questionnaire Survey for Procuring Entity and Policy Makers

Research Topic: Challenges of public Procurement in Bangladesh: A Case Study on Roads and Highways Department.

Researcher: Md. Kholilur Rahman (19372002), MAGD-10, BIGD, BRAC University.

[This is a survey questionnaire for conducting a study to find out the challenges of public procurement in Bangladesh. It is a part of academic necessity for the Masters in Governance and Development in the BIGD, BRAC University. Your response is valuable for the researcher. The researcher assures you that the information given by you will be kept confidential and will be used only for the academic purpose. We solicit your support and cooperation for providing information.]

Part A: Demographic Information/Respondent's Profile

1. Name (Optional) :
2. Designation and office :
3. District :
4. Length of Service :
5. Length of Experience in public procurement :
6. Age :
7. Sex :
8. Last academic Degree :

Part B: Assessment of Challenges of Public Procurement

[Please tick (✓) in the respective boxes]

1. What is your understanding about the public procurement in RHD?
☐ Clear understanding
☐ Clear idea but lack of practice

☐
☐
☐
☐

- ☐ No Idea
☐ Other
2. Do you face any challenges of public procurement in RHD?
☐ Yes ☐
☐ No ☐
 If yes, please mention
3. Have you ever received any training on public procurement?
☐ Yes ☐
☐ No ☐
 If yes, from which organization and duration of training period.
4. What is your understanding about PPA (Public Procurement Act) & PPR (Public Procurement Regulation)?
☐ Clear understanding ☐
☐ Clear idea but lack of practice ☐
☐ No Idea ☐
☐ Other ☐
5. What kind of documents do you use for procurement?
☐ PPA (Public Procurement Act) & PPR (Public Procurement Regulation) ☐
☐ Others ☐
6. RHD has strong procurement record keeping system
☐ Neutral ☐
☐ Strongly disagree ☐
☐ Disagree ☐
☐ Strongly agree ☐
☐ Agree ☐
7. Interference of politics and power of tenderer are the major challenges for public procurement process
☐ Neutral ☐
☐ Strongly disagree ☐
☐ Disagree ☐
☐ Strongly agree ☐
☐ Agree ☐
8. The Financial delegation of power hampers public procurement in RHD
☐ Neutral ☐
☐ Strongly disagree ☐
☐ Disagree ☐
☐ Strongly agree ☐
☐ Agree ☐
9. Do you know any key factors which may hinders public procurement processes?
☐ Yes ☐
☐ No ☐
 If yes,

please explain.....

10. Do you think procurement entity performs within time with accordance PPA 2006 and PPR 2008?

- ☐ Yes ☐
- ☐ No ☐

11. Do you think, those who make policy on public procurement have sufficient information about implementation of public procurement?

- ☐ Yes ☐
- ☐ No ☐

If no, please clarify.....

12. Total number of procurement activities per year that you participate

- ☐ Less than 50 ☐
- ☐ 50-150 ☐
- ☐ More than 150 ☐
- ☐ Other ☐

13. Average of estimated cost for single procurement activity

- ☐ Less than 500,00000 Taka ☐
- ☐ 500,00000-1,000,00000 Taka ☐
- ☐ More than 1,000,00000 Taka ☐
- ☐ Others ☐

14. The use of standard forms is complex

- ☐ Neutral ☐
- ☐ Strongly disagree ☐
- ☐ Disagree ☐
- ☐ Strongly agree ☐
- ☐ Agree ☐

15. e-procurement system is generating high accountability and transparency in process of public procurement in public institutions

- ☐ Neutral ☐
- ☐ Strongly disagree ☐
- ☐ Disagree ☐
- ☐ Strongly agree ☐
- ☐ Agree ☐

Part C:

1. Did you face any major challenges during the procurement process? please explain.

2. In your opinion, what causes delaying public procurement process?

3. How do you overcome the identified challenges in delaying process? Please clarify.
4. Do you think public procurement instigates cost overrun and time overrun of a project in RHD? Give me your suggestions to overcome.
5. How would you manage information hiding tendency of bidders?
6. In your opinion, RHD uses any parameter during project evaluation in terms of quality, time and cost of public procurement? Or PPR has any indicator regarding evaluation that related to quality, time and cost of a project?
7. Do you think the financial delegation hinders normal process of public procurement?
If yes please suggest.
8. In your opinion, quote price of a bidder (about +/- 10% discount/margin) on given price in public procurement is ok? If not Please give recommendation.
9. In your opinion, what are the reasons behind the SME Entry Barriers? Give me your suggestion to overcome.
10. Any overall suggestions to overcome above mentioned challenges of RHD Procurement?

Appendix-B: Questionnaire Survey for Bidders

Research Topic: Challenges of public Procurement in Bangladesh: A Case Study on Roads and Highways Department.

Researcher: Md. Kholilur Rahman (19372002), MAGD-10, BIGD, BRAC University.

[This is a survey questionnaire for conducting a study to find out the challenges of public procurement in Bangladesh. It is a part of academic necessity for the Masters in Governance and Development in the BIGD, BRAC University. Your response is valuable for the researcher. The researcher assures you that the information given by you will be kept confidential and will be used only for the academic purpose. We solicit your support and cooperation for providing information.]

Part A: Demographic Information/Respondent's Profile

9. Name (Optional) :
10. Designation and office :
11. District :
12. Length of Service :
13. Length of Experience in public procurement :
14. Age :
15. Sex :
16. Last academic Degree :

Part B: Assessment of Challenges of Public Procurement

[Please tick (✓) in the respective boxes]

16. What is your understanding about the public procurement in RHD?

- ☐ Clear understanding ☐
- ☐ Clear idea but lack of practice ☐
- ☐ No Idea ☐
- ☐ Other ☐

17. Do you face any challenges of public procurement in RHD?

- ☐ Yes ☐
- ☐ No ☐
- If yes, please mention

18. Have you ever received any training on public procurement?

- ☐ Yes ☐
- ☐ No ☐

If yes, from which organization and duration of training period.

19. What is your understanding about PPA (Public Procurement Act) & PPR (Public Procurement Regulation)?

- ☐ Clear understanding ☐
- ☐ Clear idea but lack of practice ☐
- ☐ No Idea ☐
- ☐ Other ☐

20. What kind of documents do you use for procurement?

- ☐ PPA (Public Procurement Act) & PPR (Public Procurement Regulation) ☐
- ☐ Others ☐

21. RHD has strong procurement record keeping system

- ☐ Neutral ☐
- ☐ Strongly disagree ☐
- ☐ Disagree ☐
- ☐ Strongly agree ☐
- ☐ Agree ☐

22. Interference of politics and power of tenderer are the major challenges for public procurement process

- ☐ Neutral ☐
- ☐ Strongly disagree ☐
- ☐ Disagree ☐
- ☐ Strongly agree ☐
- ☐ Agree ☐

23. The Financial delegation of power hampers public procurement in RHD

- ☐ Neutral ☐
- ☐ Strongly disagree ☐
- ☐ Disagree ☐
- ☐ Strongly agree ☐
- ☐ Agree ☐

24. Do you know any key factors which may hinder public procurement processes?

- ☐ Yes ☐
- ☐ No ☐

If yes,

please explain.....

25. Do you think procurement entity performs within time with accordance PPA 2006 and PPR 2008?

- ☐ Yes ☐
- ☐ No ☐

26. Do you think, those who make policy on public procurement have sufficient information about implementation of public procurement?

- ☐ Yes ☐
- ☐ No ☐

If no, please clarify.....

27. Total number of procurement activities per year that you participate

- ☐ Less than 50 ☐
- ☐ 50-150 ☐
- ☐ More than 150 ☐
- ☐ Other ☐

28. Average of estimated cost for single procurement activity

- ☐ Less than 500,00000 Taka ☐
- ☐ 500,00000-1,000,00000 Taka ☐
- ☐ More than 1,000,00000 Taka ☐
- ☐ Others ☐

29. The use of standard forms is complex

- ☐ Neutral ☐
- ☐ Strongly disagree ☐
- ☐ Disagree ☐
- ☐ Strongly agree ☐
- ☐ Agree ☐

30. e-procurement system is generating high accountability and transparency in process of public procurement in public institutions

- ☐ Neutral ☐
- ☐ Strongly disagree ☐
- ☐ Disagree ☐
- ☐ Strongly agree ☐
- ☐ Agree ☐

Part C:

11. Did you face any major challenges during the procurement process? please explain.

12. In your opinion, what causes delaying public procurement process?

13. How do you overcome the identified challenges in delaying process? Please clarify.

Appendix-C: Financial Power of Delegation Order Issued by MoF

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
অর্থ মন্ত্রণালয়, অর্থ বিভাগ
বাজেট অনুবিভাগ-২, শাখা-১১

নং- ০৭.১১১.০৩১.০১.০০.০১৩.২০১০/৬৪৮

তারিখঃ ২২ অগ্রহায়ণ, ১৪২৩ বঙ্গাব্দ
০৬ ডিসেম্বর, ২০১৬ খ্রিঃ

পরিপত্র

সচিবালয়ের সচিব

অতিরিক্ত সচিব (প্রশাসন)

অতিরিক্ত সচিব (বাজেট)

অতিরিক্ত সচিব (স্বাক্ষর)

অতিরিক্ত সচিব (প্রশাসন)

২০২৬

১৪ DEC-2016

বিষয়ঃ উন্নয়ন প্রকল্প বাস্তবায়নের জন্য মন্ত্রণালয়/বিভাগ/বিভাগীয় প্রধান/প্রকল্প পরিচালকগণকে অর্পিত আর্থিক ক্ষমতা
(Delegation of Financial Powers for Development Projects) পুনঃনির্ধারণ প্রসংগে।

সূত্রঃ ০৭.১১১.০৩১.০১.০০.০১৩.২০১০-৫৭৪, তারিখঃ ১৬/০৮/২০১৫ খ্রিঃ

উপর্যুক্ত বিষয়ে সূত্রে বর্ণিত উন্নয়ন প্রকল্প বাস্তবায়নের জন্য আর্থিক ক্ষমতা অর্পণ সংক্রান্ত গত ১৬/০৮/২০১৫ তারিখে জারিকৃত পুস্তিকার ৩৩, ৩৪, ৩৫ নং ক্রমিকে বর্ণিত উন্নয়ন প্রকল্পসমূহ বাস্তবায়নের জন্য মন্ত্রণালয়/বিভাগ, বিভাগীয় প্রধান, প্রকল্প পরিচালকবৃন্দের (ক, খ ও গ শ্রেণির) আর্থিক ক্ষমতা নিম্নরূপভাবে নির্দেশক্রমে পুনঃনির্ধারণ করা হলো:

আর্থিক ক্ষমতা অর্পণ পুস্তিকার ক্রঃ নং	বিষয়	মন্ত্রণালয়/বিভাগের নিকট অর্পণকৃত ক্ষমতা	বিভাগীয় প্রধানের নিকট অর্পণকৃত ক্ষমতা	প্রকল্প পরিচালকের নিকট অর্পণকৃত ক্ষমতা		
				ক-শ্রেণি (১০০ কোটি টাকার উর্ধ্বে)	খ-শ্রেণি (৫০ কোটি টাকার উর্ধ্বে, ১০০ কোটি টাকা পর্যন্ত)	গ-শ্রেণি (৫০ কোটি টাকা পর্যন্ত)
১	২	৩	৪	৫	৬	৭
৩৩	পূর্ত কাজ ও ভৌত সেবা সংক্রান্ত চুক্তি অনুমোদন *১	১০০ (একশত) কোটি টাকা পর্যন্ত পূর্ণ ক্ষমতা। নিম্নরূপ শর্ত সাপেক্ষেঃ (১) অনুমোদিত ডিপিপি/টিপিপি ক্রয় পরিকল্পনা এবং অনুমোদিত বার্ষিক ক্রয় পরিকল্পনায় সংশ্লিষ্ট কাজ অন্তর্ভুক্ত থাকতে হবে। (২) অনুমোদিত বার্ষিক বাজেট বরাদ্দের বিভাজনে সংশ্লিষ্ট কাজ অন্তর্ভুক্ত থাকতে হবে। (৩) পিপিএ ২০০৬ এবং পিপিআর-২০০৮-এর বাস্তবায়ন পদ্ধতি, ক্রয় প্রক্রিয়াকরণ ও অনুমোদন পদ্ধতি এবং প্রচলিত আর্থিক বিধি-বিধান যথাযথভাবে পালন করতে হবে।	৩০ (ত্রিশ) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)	২০ (বিশ) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)	১৫ (পনের) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)	১০ (দশ) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)
৩৪	প্রকল্প বাস্তবায়নের জন্য পণ্য/মালামাল/ যন্ত্রপাতি/সরঞ্জামাদি ও সংশ্লিষ্ট সেবা চুক্তি অনুমোদন *১	১০০ (একশত) কোটি টাকা পর্যন্ত পূর্ণ ক্ষমতা। নিম্নরূপ শর্ত সাপেক্ষেঃ (১) অনুমোদিত ডিপিপি/টিপিপি ক্রয় পরিকল্পনা এবং অনুমোদিত বার্ষিক ক্রয় পরিকল্পনায় সংশ্লিষ্ট কাজ অন্তর্ভুক্ত থাকতে হবে। (২) অনুমোদিত বার্ষিক বাজেট বরাদ্দের বিভাজনে সংশ্লিষ্ট কাজ অন্তর্ভুক্ত থাকতে হবে। (৩) পিপিএ ২০০৬ এবং পিপিআর-২০০৮ এর বাস্তবায়ন পদ্ধতি, ক্রয় প্রক্রিয়াকরণ ও অনুমোদন পদ্ধতি এবং প্রচলিত আর্থিক বিধি-বিধান যথাযথভাবে পালন করতে হবে।	২০ (বিশ) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)	১০ (দশ) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)	৫ (পাঁচ) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)	৩ (তিন) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)
৩৫	মুদ্রাবৃত্তিক ও পেশাগত সেবা (পরামর্শক সেবা) গ্রহণের চুক্তি অনুমোদন *১	৩০ (ত্রিশ) কোটি টাকা পর্যন্ত পূর্ণ ক্ষমতা। নিম্নরূপ শর্ত সাপেক্ষেঃ (১) অনুমোদিত ডিপিপি/টিপিপি ক্রয় পরিকল্পনা এবং অনুমোদিত বার্ষিক ক্রয় পরিকল্পনায় সংশ্লিষ্ট কাজ অন্তর্ভুক্ত থাকতে হবে। (২) অনুমোদিত বার্ষিক বাজেট বরাদ্দের বিভাজনে সংশ্লিষ্ট কাজ অন্তর্ভুক্ত থাকতে হবে।	৭ (সাত) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)	৫ (পাঁচ) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)	৩ (তিন) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)	১ (এক) কোটি টাকা পর্যন্ত (কলাম ৩ এর শর্ত পালন সাপেক্ষে)

আর্থিক ক্ষমতা অর্পণ পুস্তিকার ক্র: নং	বিষয়	মন্ত্রণালয়/বিভাগের নিকট অর্পণকৃত ক্ষমতা	বিভাগীয় প্রধানের নিকট অর্পণকৃত ক্ষমতা	প্রকল্প পরিচালকের নিকট অর্পণকৃত ক্ষমতা		
				ক-শ্রেণি (১০০ কোটি টাকার উর্ধ্বে)	খ-শ্রেণি (৫০ কোটি টাকার উর্ধ্বে, ১০০ কোটি টাকা পর্যন্ত)	গ-শ্রেণি (৫০ কোটি টাকা পর্যন্ত)
১	২	৩	৪	৫	৬	৭
		(৩) পিপিএ ২০০৬ এবং পিপিআর-২০০৮ এর বাস্তবায়ন পদ্ধতি, ক্রয় প্রক্রিয়াকরণ ও অনুমোদন পদ্ধতি এবং প্রচলিত আর্থিক বিধি-বিধান যথাযথভাবে পালন করতে হবে।				

*১ সকল মন্ত্রণালয়/বিভাগ, অধিদপ্তর/পরিদপ্তর, অধস্তন দপ্তর, আধা-সরকারি, স্বায়ত্বশাসিত সংস্থা, রাষ্ট্রীয় মালিকানাধীন শিল্প প্রতিষ্ঠান কর্তৃক বাস্তবায়িত প্রকল্পসমূহের পূর্তকাজ ও ভৌত সেবা অনুমোদন এবং পণ্য/মালামাল/যন্ত্রপাতি/সরঞ্জামাদি ও সংশ্লিষ্ট সেবা ক্রয়ের ক্ষেত্রে ১০০ কোটি টাকার উর্ধ্বে এবং বুদ্ধিবৃত্তিক ও পেশাগত সেবা (পরামর্শক সেবা) গ্রহণের ক্ষেত্রে ৩০ কোটি টাকার উর্ধ্বে সকল ক্রয় প্রস্তাব সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটিতে বিবেচনার জন্য প্রেরণ করতে হবে;

*২ মন্ত্রণালয়/বিভাগ কিংবা সংস্থা/প্রতিষ্ঠান কর্তৃক বাস্তবায়িত প্রকল্পের জন্য প্রযোজ্য ক্ষেত্রে কলাম ৫, ৬ অথবা ৭ অনুসরণ করতে হবে।

- ২। সূত্রে উল্লিখিত পরিপত্রে বর্ণিত অন্যান্য আর্থিক ক্ষমতা এবং বিষয়াবলী অপরিবর্তিত থাকবে।
৩। পুনঃনির্ধারিত এ হার অবিলম্বে কার্যকর হবে।

(শাহাবুদ্দিন আহমদ)
অতিরিক্ত সচিব (বাজেট-২)
ফোনঃ ৯৫৭৬০০৯

বিতরণ:

- ১। মন্ত্রিপরিষদ সচিব, মন্ত্রিপরিষদ বিভাগ।
২। মুখ্য সচিব, প্রধানমন্ত্রীর কার্যালয়।
৩। মহা হিসাব নিরীক্ষক ও নিয়ন্ত্রক, বাংলাদেশ, ঢাকা।
৪। সিনিয়র সচিব/সচিব, মন্ত্রণালয়/বিভাগ (সকল)।
৫। সদস্য, বিভাগ (সকল), পরিকল্পনা কমিশন।
৬। হিসাব মহা নিয়ন্ত্রক/কন্ট্রোলার জেনারেল ডিফেন্স ফাইন্যান্স/অতিরিক্ত মহাপরিচালক (অর্থ), বাংলাদেশ রেলওয়ে।
৭। বিভাগীয় প্রধান, (সকল)।
৮। অর্থ বিভাগের সকল কর্মকর্তা।
৯। প্রধান হিসাব রক্ষণ কর্মকর্তা, মন্ত্রণালয়/বিভাগ (সকল)।

নং- ০৭.১১১.০৩১.০১.০০.০১৩.২০১০/৬৪৮

তারিখঃ ২২ অগ্রহায়ণ, ১৪২৩ বং
০৬ ডিসেম্বর, ২০১৬ খ্রিঃ

সদয় অবগতি ও প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য অনুলিপি প্রেরণ করা হলোঃ

- ১। মাননীয় অর্থমন্ত্রীর একান্ত সচিব, অর্থ মন্ত্রণালয়।
২। মাননীয় অর্থ ও পরিকল্পনা প্রতিমন্ত্রীর একান্ত সচিব, অর্থ মন্ত্রণালয়।
৩। সিনিয়র সচিবের একান্ত সচিব, অর্থ বিভাগ।
৪। সিনিয়র সিস্টেম এনালিস্ট, অর্থ বিভাগ, অর্থ মন্ত্রণালয় (ওয়েবসাইটে প্রকাশের অনুরোধ করা হলো)।

(মোঃ হেলাল উদ্দীন)
সিনিয়র সহকারী সচিব
ফোনঃ ৯৫৫৭২০৩

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
অর্থ মন্ত্রণালয়, অর্থ বিভাগ
বাজেট অনুবিভাগ-২, শাখা-১১

নং- ০৭.১১১.০৩১.০১.০০.০১৩.২০১০/৬৪৬

তারিখঃ ২২ অগ্রহায়ণ, ১৪২৩ বং
০৬ ডিসেম্বর, ২০১৬ খ্রিঃ

পরিপত্র

বিষয়ঃ পাবলিক-প্রাইভেট পার্টনারশিপ টেকনিক্যাল এ্যাসিসট্যান্স ফাইন্যান্সিং (পিপিপিটিএএফ) তহবিল হতে ব্যয়ের ক্ষেত্রে প্রযোজ্য 'আর্থিক ক্ষমতা অর্পণ' (Delegation of Financial Powers) পুনঃনির্ধারণ প্রসংগে।

সূত্রঃ ০৭.১১১.০৩১.০১.০০.০১৩.২০১০-৫০, তারিখঃ ০৯/০২/২০১৪ খ্রিঃ

উপর্যুক্ত বিষয়ে সূত্রে বর্ণিত পাবলিক-প্রাইভেট পার্টনারশিপ টেকনিক্যাল এ্যাসিসট্যান্স ফাইন্যান্সিং (পিপিপিটিএএফ) তহবিল হতে ব্যয়ের ক্ষেত্রে অর্পিত আর্থিক ক্ষমতা নিম্নরূপভাবে নির্দেশক্রমে পুনঃনির্ধারণ করা হলোঃ

আর্থিক ক্ষমতা অর্পণ পৃষ্ঠিকার ক্রঃ নং	পিপিপিটিএএফ অর্থ দ্বারা বাস্তবায়নযোগ্য বিষয়	প্রধানমন্ত্রীর কার্যালয়	ক্রয়কারী কর্তৃপক্ষ প্রধান (প্রধান নির্বাহী কর্মকর্তা)
১.	পণ্য/মালামাল ইত্যাদি ক্রয় চুক্তি (রিকোয়েস্ট ফর কোটেশন [আরএফকিউ] পদ্ধতি ব্যতীত অন্য সকল পদ্ধতিতে)	পূর্ণ ক্ষমতা ১০০ (একশত) কোটি টাকা পর্যন্ত। নিম্নলিখিত শর্ত সাপেক্ষেঃ (১) 'Public Private Partnership Technical Assistance Financing (পিপিপিটিএএফ) স্কিম ও গাইডলাইন, ২০১২' অনুযায়ী অনুমোদিত ক্রয় পরিকল্পনায় সংশ্লিষ্ট কাজ অন্তর্ভুক্ত থাকতে হবে; (২) পিপিএ-২০০৬, পিপিআর-২০০৮ এবং প্রচলিত আর্থিক বিধি-বিধান যথাযথভাবে অনুসরণ করতে হবে।	১০ (দশ) কোটি টাকা পর্যন্ত। নিম্নলিখিত শর্ত সাপেক্ষেঃ (১) 'পিপিপিটিএএফ স্কিম ও গাইডলাইন, ২০১২' অনুযায়ী অনুমোদিত ক্রয় পরিকল্পনায় সংশ্লিষ্ট কাজ অন্তর্ভুক্ত থাকতে হবে; (২) পিপিএ-২০০৬, পিপিআর-২০০৮ এবং প্রচলিত আর্থিক বিধি-বিধান যথাযথভাবে অনুসরণ করতে হবে।
উপর্যুক্ত প্রদত্ত ক্ষমতা প্রয়োগ করার সময় নিম্ন বর্ণিত সাধারণ শর্তসমূহ পালন করতে হবেঃ			
১ ও ২ পণ্য ক্রয়ের ক্ষেত্রে ১০০ কোটি টাকার উর্ধ্বে এবং পরামর্শক ক্রয়ে ১০ কোটি টাকার উর্ধ্বে সকল ক্রয় প্রস্তাব সরকারি ক্রয় সংক্রান্ত মন্ত্রিপরিষদ কমিটি অনুমোদন করবে;			
৩. বিদ্যমান আর্থিক ও প্রাসঙ্গিক অন্যান্য বিধি এবং পদ্ধতি অনুসরণপূর্বক অর্থ ব্যয় করতে হবে।			
৪. বিল ও ভাউচার দ্বারা পূর্বে গৃহীত অগ্রিমের ৮৫% সমন্বয় করা না হলে পরবর্তী অগ্রিম প্রদান করা যাবে না।			
৫. অর্থবছরের ৩০ জুনের মধ্যে অথবা কর্মকালত সম্পাদনের ২ মাসের মধ্যে সকল অগ্রিম সমন্বয় করতে হবে এবং সমন্বয় সম্পর্কে একটি প্রতিবেদন অর্থ বিভাগে প্রেরণ করতে হবে।			
৬. সকল হিসাব সংশ্লিষ্ট অর্থ বছরের মধ্যে সম্পন্ন করতে হবে।			
৭. অধস্তন কর্তৃপক্ষের অনুমোদন ক্ষমতার মধ্যে রাখার জন্য কোন আইটেম ভেঙে ভেঙে ক্রয় করা যাবে না।			

- ২। সূত্রে উল্লেখিত পরিপত্রে বর্ণিত অন্যান্য আর্থিক ক্ষমতা এবং বিষয়াবলী অপরিবর্তিত থাকবে।
৩। পুনঃনির্ধারিত এ হার অবিলম্বে কার্যকর হবে।

Web Admin
Delegation of Financial Powers
Dated 6 Dec 16

শাহাবুদ্দিন আহমদ
অতিরিক্ত সচিব (বাজেট-২)
ফোনঃ ৯৫৭৬০০৯

Appendix-D: Financial Delegation of Power Order Issued by CE, RHD

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
প্রধান প্রকৌশলীর কার্যালয়
সড়ক ও জনপথ অধিদপ্তর
সড়ক ভবন, তেজগাঁও, ঢাকা
☎ ৮৮৭৯৩৯৯
E-mail : ce@rhd.gov.bd

স্মারক নং ২৫৪ প্র.প্র.:

তারিখঃ ৩০/০৭/২০১৮

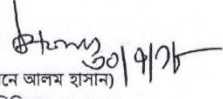
বিষয়ঃ সড়ক ও জনপথ অধিদপ্তরের ক্রয় কার্যক্রমে দরপত্র আহ্বানের দায়িত্ব বন্টনের সংশোধিত আদেশ জারী প্রসঙ্গে।

এতদ্বারা সড়ক ও জনপথ অধিদপ্তরের আওতাধীন “রাজস্ব” এবং “উন্নয়ন” খাতের ক্রয় কার্যক্রমে দরপত্র আহ্বানের দায়িত্ব বন্টনের সংশোধিত আদেশ (সংযুক্তি “ক” মোতাবেক) জারী করা হল।

২। এই অফিস স্মারকের মাধ্যমে প্রদত্ত দরপত্র আহ্বানের দায়িত্ব পরবর্তী আদেশ না দেওয়া পর্যন্ত বলবৎ থাকবে।

সংযুক্তি :

সংযুক্তি-“ক” দরপত্র আহ্বানের দায়িত্ব বন্টনের ছক।


(ইবনে আলম হাসান)
পরিচিতি নং-০০১০৩৩
প্রধান প্রকৌশলী
সড়ক ও জনপথ অধিদপ্তর
সড়ক ভবন, তেজগাঁও, ঢাকা।

অনুলিপি:

১। সচিব, সড়ক পরিবহন ও মহাসড়ক বিভাগ, সড়ক পরিবহন ও সেতু মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।

বিতরণ :

- ১। অতিরিক্ত প্রধান প্রকৌশলী, সওজ, পরিকল্পনা ও রক্ষণাবেক্ষণ উইং/ টেকনিক্যাল সার্ভিসেস উইং/ব্রিজ ম্যানেজমেন্ট উইং/ ম্যানেজমেন্ট সার্ভিসেস উইং/যান্ত্রিক জোন, ঢাকা।
- ২। অতিরিক্ত প্রধান প্রকৌশলী, সওজ, ঢাকা জোন/ময়মনসিংহ জোন/কুমিল্লা জোন/সিলেট জোন/ চট্টগ্রাম জোন/ খুলনা জোন/ বরিশাল জোন/রাজশাহী জোন/রংপুর জোন/গোপালগঞ্জ জোন।
- ৩। প্রকল্প পরিচালক (অতিরিক্ত প্রধান প্রকৌশলী, সওজ), ৩য় শীতলক্ষ্যা সেতু নির্মাণ প্রকল্প/ কীচপুর, মেঘনা ও গোমতী ২য় সেতু নির্মাণ এবং বিদ্যমান সেতুসমূহ পুনর্বাসন প্রকল্প/গ্রেটার ঢাকা সাসটেইনেবল আরবান ট্রান্সপোর্ট প্রজেক্ট/টেকনিক্যাল এসিস্ট্যান্স ফর সাবরিজিওনাল রোড ট্রান্সপোর্ট প্রজেক্ট প্রিপারেটরি ফ্যাসিলিটি/ সাসেক সড়ক সংযোগ প্রকল্প/সাসেক সড়ক সংযোগ প্রকল্প-II /টেকনিক্যাল এসিস্ট্যান্স ফর ডিটেইন্ড স্টাডি এন্ড ডিজাইন অফ ঢাকা-চট্টগ্রাম এক্সপ্রেসওয়ে অন পিপিপি বেসিস প্রজেক্ট/ ক্রস বর্ডার রোড নেটওয়ার্ক ইমপ্ৰুভমেন্ট প্রজেক্ট (বাংলাদেশ)/ ওয়েস্টার্ন বাংলাদেশ ব্রীজ ইমপ্ৰুভমেন্ট প্রজেক্ট/চ-ম বাংলাদেশ চীন মৈত্রী সেতু নির্মাণ প্রকল্প।

প্রকল্প পরিচালক (ত: প্র:), তৃতীয় কর্ণফুলী সেতু নির্মাণ প্রকল্প/পায়রা সেতু (লেবু খালী সেতু) নির্মাণ প্রকল্প/ ভুলতা ৪ লেন ফ্লাইওভার নির্মাণ প্রকল্প/মাতারবাড়ী কয়লা নির্ভর বিদ্যুৎ উৎপাদন কেন্দ্র নির্মাণ প্রকল্প [সওজ অংশ]।

৪। তত্ত্বাবধায়ক প্রকৌশলী, সওজ

৫। নির্বাহী প্রকৌশলী, সওজ

সড়ক ও জনপথ অধিদপ্তরের ক্রয়কার্যক্রমে দরপত্র আহ্বানের দায়িত্ব বন্টন (সংশোধিত - ৩০ জুলাই ২০১৮)
[প্রধান প্রকৌশলী, সওজ, এর স্মারক নংঃ ১৫৪ প্রঃ প্রঃ, তারিখ ৩০ জুলাই ২০১৮ এর মাধ্যমে জারীকৃত অফিস স্মারক অনুযায়ী]

ছকঃ ক – রাজস্ব খাতের কর্মসূচীভূত

ক্রম	বিবরণ	দরপত্র আহ্বানের দায়িত্ব (দাপ্তরিক প্রাক্কলিত মূল্যের ভিত্তিতে)		
		সংশ্লিষ্ট অতিরিক্ত প্রধান প্রকৌশলী	সংশ্লিষ্ট ভাবাবধায়ক প্রকৌশলী	সংশ্লিষ্ট নির্বাহী প্রকৌশলী
১	পূর্ত কাজঃ পিএমপি - মেজর	প্রতি ক্ষেত্রে ১৫ কোটি টাকার উর্ধ্বের দরপত্র	প্রতি ক্ষেত্রে ৫ কোটি টাকা থেকে ১৫ কোটি টাকা পর্যন্ত দরপত্র	প্রতি ক্ষেত্রে ৫ কোটি টাকার নিম্নের দরপত্র
২	পূর্ত কাজঃ পিএমপি – মাইনর এবং অন্যান্য পূর্ত কাজ	-	-	সকল দরপত্র
৩	পণ্য / মালামাল / যন্ত্রপাতি / সরঞ্জাম সরবরাহ (Procurement of Goods)	প্রতি ক্ষেত্রে ২ কোটি টাকার উর্ধ্বের দরপত্র	প্রতি ক্ষেত্রে ৩০ লক্ষ টাকা থেকে ২ কোটি টাকা পর্যন্ত দরপত্র	প্রতি ক্ষেত্রে ৩০ লক্ষ টাকার নিম্নের দরপত্র
৪	পরামর্শক সেবা (Procurement of Intellectual / Professional Service – Consultancy Service)	প্রতি ক্ষেত্রে ১ কোটি টাকার উর্ধ্বের প্রস্তাব	প্রতি ক্ষেত্রে ১ কোটি টাকা পর্যন্ত প্রস্তাব	-
৫	পরামর্শবিহীন ভৌত সেবা (Procurement of Non-Advisory Stand-Alone Physical Service)	-	প্রতি ক্ষেত্রে ৩০ লক্ষ টাকা ও উর্ধ্বের দরপত্র/ প্রস্তাব	প্রতি ক্ষেত্রে ৩০ লক্ষ টাকার নিম্নের দরপত্র/ প্রস্তাব

ছকঃ খ – উন্নয়ন প্রকল্পভূক্ত (শুধুমাত্র সওজ এর মাঠ পর্যায়ের জোন ও এর অধীনস্থ অফিসসমূহের আওতায় বাস্তবায়িত প্রকল্প সমূহ)

ক্রম	বিবরণ	দরপত্র আহ্বানের দায়িত্ব		
		প্রকল্প পরিচালক 'ক' শ্রেণী' (প্রকল্প ব্যয় ১০০ কোটির উর্ধ্ব)	প্রকল্প পরিচালক 'খ' শ্রেণী' (প্রকল্প ব্যয় ৫০ কোটি থেকে ১০০ কোটি পর্যন্ত)	প্রকল্প পরিচালক 'গ' শ্রেণী' (প্রকল্প ব্যয় ৫০ কোটি পর্যন্ত)
১	পূর্ত কাজ (Procurement of Works)	সকল দরপত্র	সকল দরপত্র	সকল দরপত্র
২	পণ্য / মালামাল / যন্ত্রপাতি / সরঞ্জাম সরবরাহ (Procurement of Goods)	সকল দরপত্র	সকল দরপত্র	সকল দরপত্র
৩	পরামর্শক সেবা (Procurement of Intellectual / Professional Service – Consultancy Service)	সকল প্রস্তাব	সকল প্রস্তাব	সকল প্রস্তাব
৪	পরামর্শবিহীন ভৌত সেবা (Procurement of Non-Advisory Stand-Alone Physical Service)	সকল দরপত্র	সকল দরপত্র	সকল দরপত্র
* Delegation of Financial Power অনুযায়ী প্রকল্প পরিচালক চুক্তি অনুমোদনকারী হলে, তিনি লিখিতভাবে প্রকল্প ইউনিট এর নিয়ন্ত্রণদক্ষমতায় কোনো কর্মকর্তাকে দরপত্র আহ্বানের দায়িত্ব প্রদান করতে পারবেন				

২৫.৫

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
প্রধান প্রকৌশলীর কার্যালয়
সড়ক ও জনপথ অধিদপ্তর
সড়ক ভবন, তেজগাঁও, ঢাকা
৮৮৭৯৩৯৯
E-mail : ce@rhd.gov.bd

স্মারক নং ১৮৬ প্রঃ প্রঃ

তারিখঃ ৩০/০৭/২০১৮

বিষয়ঃ সড়ক ও জনপথ অধিদপ্তরের ক্রয় কার্যক্রমে দাপ্তরিক প্রাক্কলন (Official Cost Estimate) অনুমোদনের ক্ষমতা
অর্পণের সংশোধিত আদেশ জারী প্রসঙ্গে।

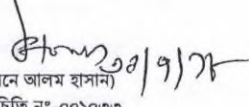
এতদ্বারা সড়ক ও জনপথ অধিদপ্তরের আওতাধীন “রাজস্ব” এবং “উন্নয়ন” খাতের ক্রয় কার্যক্রমে দাপ্তরিক প্রাক্কলন (Official Cost Estimate) অনুমোদনের ক্ষমতা অর্পণের সংশোধিত আদেশ (সংযুক্তি “ক” মোতাবেক) জারী করা হল।

২। সকল ক্ষেত্রে দাপ্তরিক প্রাক্কলন প্রণয়ন এবং অনুমোদনের জন্য পিপিআর ২০০৮ এর সংশ্লিষ্ট বিধি-বিধানসমূহ যথাযথভাবে অনুসরণ করতে হবে।

৩। এই অফিস স্মারকের মাধ্যমে প্রদত্ত ক্ষমতা পরবর্তী আদেশ না দেওয়া পর্যন্ত বলবৎ থাকবে।

সংযুক্তি :

সংযুক্তি-“ক” দাপ্তরিক প্রাক্কলন অনুমোদনের ক্ষমতা অর্পণের ছক।


(ইবনে আলম হাসান)
পরিচিতি নং-০০১০৩৩
প্রধান প্রকৌশলী
সড়ক ও জনপথ অধিদপ্তর
সড়ক ভবন, তেজগাঁও, ঢাকা।

অনুলিপি:

১। সচিব, সড়ক পরিবহন ও মহাসড়ক বিভাগ, সড়ক পরিবহন ও সেতু মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।

বিতরণ :

১। অতিরিক্ত প্রধান প্রকৌশলী, সওজ, পরিকল্পনা ও রক্ষণাবেক্ষণ উইং/ টেকনিক্যাল সার্ভিসেস উইং/ব্রিজ ম্যানেজমেন্ট উইং/ ম্যানেজমেন্ট সার্ভিসেস উইং/যান্ত্রিক জোন, ঢাকা।

২। অতিরিক্ত প্রধান প্রকৌশলী, সওজ, ঢাকা জোন/ময়মনসিংহ জোন/কুমিল্লা জোন/সিলেট জোন/ চট্টগ্রাম জোন/ খুলনা জোন/ বরিশাল জোন/রাজশাহী জোন/রংপুর জোন/গোপালগঞ্জ জোন।

৩। প্রকল্প পরিচালক (অতিরিক্ত প্রধান প্রকৌশলী, সওজ), ৩য় শীতলক্ষ্যা সেতু নির্মাণ প্রকল্প/ কীচপুর, মেঘনা ও গোমতী ২য় সেতু নির্মাণ এবং বিদ্যমান সেতুসমূহ পুনর্বাসন প্রকল্প/গ্রেটার ঢাকা সাসটেইনেবল আরবান ট্রান্সপোর্ট প্রজেক্ট/টেকনিক্যাল এসিস্ট্যান্স ফর সাবরিজিওনাল রোড ট্রান্সপোর্ট প্রজেক্ট স্পিয়ারেটরি ফ্যাসিলিটি/ সাসেক সড়ক সংযোগ প্রকল্প/সাসেক সড়ক সংযোগ প্রকল্প-II /টেকনিক্যাল এসিস্ট্যান্স ফর ডিটেইল্ড স্টাডি এন্ড ডিজাইন অফ ঢাকা-চট্টগ্রাম এক্সপ্রেসওয়ে অন পিপিপি বেসিস প্রজেক্ট/ ক্রস বর্ডার রোড নেটওয়ার্ক ইমপ্রুভমেন্ট প্রজেক্ট (বাংলাদেশ)/ ওয়েস্টার্ন বাংলাদেশ ব্রিজ ইমপ্রুভমেন্ট প্রজেক্ট/চ-ম বাংলাদেশ চীন মৈত্রী সেতু নির্মাণ প্রকল্প।

প্রকল্প পরিচালক (ত: প্রঃ), তৃতীয় কর্ণফুলী সেতু নির্মাণ প্রকল্প/পায়রা সেতু (লেবু খালী সেতু) নির্মাণ প্রকল্প/ ডুলত ৪ লেন রাইওডার নির্মাণ প্রকল্প/মাতারবাড়ী কয়লা নির্ভর বিদ্যুৎ উৎপাদন কেন্দ্র নির্মাণ প্রকল্প [সওজ অংশ]।

৪। ভাবাব্যয়ক প্রকৌশলী, সওজ

৫। নির্বাহী প্রকৌশলী, সওজ

সড়ক ও জনপথ অধিদপ্তরের ক্রয়কার্যক্রমে দাপ্তরিক প্রাক্কলন (Official Cost Estimate)

অনুমোদনের ক্ষমতা অর্পণের ছক (সংশোধিত - ৩০ জুলাই ২০১৮)

[প্রধান প্রকৌশলী, সওজ, এর স্মারক নংঃ ১৫৩ প্রঃ প্রঃ, তারিখ ৩০ জুলাই ২০১৮ এর মাধ্যমে জারীকৃত অফিস স্মারক অনুযায়ী]

ছকঃ ক – রাজস্ব বাতের কর্মসূচীভূত

ক্রম	বিবরণ	দাপ্তরিক প্রাক্কলন অনুমোদনের ক্ষমতা		
		সংশ্লিষ্ট অতিরিক্ত প্রধান প্রকৌশলী	সংশ্লিষ্ট তত্ত্বাবধায়ক প্রকৌশলী	সংশ্লিষ্ট নির্বাহী প্রকৌশলী
১	পূর্ত কাজ (Procurement of Works)	পূর্ণ ক্ষমতা	প্রতি ক্ষেত্রে ১ লক্ষ টাকা থেকে ১ কোটি টাকা পর্যন্ত	প্রতি ক্ষেত্রে ১ লক্ষ টাকা পর্যন্ত
২	পণ্য / মালামাল / ক্ষয়পাতি / সরঞ্জাম সরবরাহ (Procurement of Goods)	পূর্ণ ক্ষমতা	প্রতি ক্ষেত্রে ১ লক্ষ টাকা থেকে ১ কোটি টাকা পর্যন্ত	প্রতি ক্ষেত্রে ১ লক্ষ টাকা পর্যন্ত
৩	পরামর্শক সেবা (Procurement of Intellectual / Professional Service – Consultancy Service)	পূর্ণ ক্ষমতা	শূন্য	শূন্য
৪	পরামর্শবিহীন ভৌত সেবা (Procurement of Non-Advisory Stand-Alone Physical Service)	পূর্ণ ক্ষমতা	প্রতি ক্ষেত্রে ৩০ লক্ষ টাকা পর্যন্ত	শূন্য

ছকঃ খ – সওজ প্রশিক্ষণ কেন্দ্রের কর্মসূচীভূত প্রশিক্ষণ

বিবরণ	প্রশিক্ষণ ব্যয়ের প্রাক্কলন অনুমোদনের ক্ষমতা		
	সংশ্লিষ্ট অতিরিক্ত প্রধান প্রকৌশলী	তত্ত্বাবধায়ক প্রকৌশলী, ট্রেনিং সেন্টার	নির্বাহী প্রকৌশলী, ট্রেনিং সেন্টার
সওজ প্রশিক্ষণ কেন্দ্রের মাধ্যমে পরিচালিত প্রশিক্ষণ	পূর্ণ ক্ষমতা	প্রতি ক্ষেত্রে ৭৫ হাজার টাকা থেকে ২ লক্ষ টাকা পর্যন্ত	প্রতি ক্ষেত্রে ৭৫ হাজার টাকা পর্যন্ত
* প্রশিক্ষণ কেন্দ্রের পূর্ত কাজ বা সরবরাহ/সেবার জন্য 'ছক-ক' প্রযোজ্য হবে			

ছকঃ গ – উন্নয়ন প্রকল্পভূত

উন্নয়ন প্রকল্পের জন্য সংশ্লিষ্ট "প্রকল্প পরিচালকপদ" অনুমোদিত ডিপিপি'র সার্বিক ক্রয় পরিকল্পনায় উল্লিখিত সংশ্লিষ্ট প্যাকেজের প্রাক্কলিত ব্যয়ের মধ্যে নীমাবদ্ধ থাকা সাপেক্ষে উক্ত প্যাকেজের দাপ্তরিক প্রাক্কলন (official cost estimate) অনুমোদনের জন্য "পূর্ণক্ষমতা" প্রয়োগ করবেন।

[সকল ক্ষেত্রে দাপ্তরিক প্রাক্কলন প্রণয়ন এবং অনুমোদনের জন্য পিপিআর ২০০৮ এর সংশ্লিষ্ট বিধি-বিধান যথাযথভাবে অনুসরণ করতে হবে]

Appendix-E: Number of Tender Performed by RHD through e-GP

Financial Year- 2018-2019
e-GP TENDER DOCUMENTS OF ROADS AND HIGHWAYS DEPARTMENT 01/07/2012 to 18/02/2019 01:00 PM

	Circle	Division	Live	Archived	Cancelled	Total	eContracts/A ward	Being Processed
Dhaka	Dhaka Zone		1	227	11	239	166	9
	Dhaka Circle		2	117	0	119	109	1
		Dhaka Road Division	16	463	1	480	432	15
		Gazipur Road Division	7	308	0	315	260	9
		Manikganj Road Division	1	321	3	325	234	25
		Narayanganj Road Division	0	175	4	179	127	6
		Narsingdi Road Division	0	255	2	257	216	3
		Munshiganj Road Division	1	163	0	164	167	7
Dhaka Zone Total Tender =			28	2029	21	2078	1711	75
Mymensingh	Mymensingh Zone		4	115	8	127	54	10
	Mymensingh Circle		2	49	0	51	38	5
		Mymensingh Road Division	0	202	0	202	168	19
		Kishoreganj Road Division	2	127	0	129	93	16
		Road Division Netrokona	4	97	0	101	82	5
	Jamalpur Circle		0	150	4	154	98	9
		Jamalpur Road Division	1	51	3	55	63	1
		Sherpur Road Division	0	51	0	51	52	3
Mymensingh Zone Total Tender =			13	901	21	935	694	81
Chittagong	Chittagong Zone		4	83	2	89	85	7
	Chittagong Road Circle		3	27	2	32	34	2
		Chittagong Road Division	5	327	10	342	352	39
		Dohazari Road Division	0	200	0	200	173	16
		Cox's Bazar Road Division	0	155	10	165	181	4
	Rangamati Road Circle		0	1	0	1	1	0
		Rangamati Road Division	0	171	6	177	148	9
		Bandarban Road Division	0	184	1	185	185	23
	Khagrachari Road Circle		0	7	0	7	6	1
		Khagrachari Road Division	2	198	0	200	185	12
Chittagong Zone Total tender =			14	1353	31	1398	1350	113
Comilla	Comilla Zone		9	128	0	137	140	15
	Comilla Circle		0	31	0	31	40	1
		Road Division, Comilla	3	213	0	216	259	7
		Comilla Road Division (not used)	0	1	0	1	1	0
		Brahmanbaria Road Division	0	156	6	162	157	3
		Road Division, Chandpur	0	106	4	110	96	12
	Noakhali Circle		0	7	1	8	10	1
		Noakhali Road Division	1	177	1	179	228	5
		Lakshmirpur Road Division	6	144	0	150	125	7
		Feni Road Division	1	119	5	125	143	1
Comilla Zone Total Tender =			20	1082	17	1119	1249	52
Sylhet	Sylhet Zone		6	67	1	74	83	11
	Sylhet Circle		0	56	2	58	54	1
		Sylhet Road Division	4	124	4	132	148	12
		Sunamganj Road Division	3	99	0	102	98	10
	Moulvibazar Circle		0	5	0	5	4	1
		Moulvibazar	2	131	0	133	90	7
		Habiganj	3	163	16	182	165	14
Sylhet Zone Total Tender =			18	645	23	686	642	56

Rajshahi	Rajshahi Zone		0	87	1	88	114	20
	Rajshahi Circle		0	40	3	43	46	0
		Rajshahi	0	41	2	43	84	1
		Nadaganj	0	84	2	86	98	8
		Nowabganj	0	65	0	65	74	7
	Pabna Circle		0	24	0	24	23	0
		Pabna	0	131	1	132	200	4
		Sirajganj	0	171	0	171	134	65
Rajshahi Zone Total Tender =			0	813	21	834	978	116
Rangpur	Rangpur Zone		3	123	6	136	134	15
	Rangpur Circle		0	10	2	12	3	0
		Rangpur Road Division	3	122	4	129	117	4
		Kurigram Road Division	0	79	3	82	45	10
		Lalmonirhat Road Division	5	107	2	114	73	5
	Bogra Circle		0	6	0	6	5	0
		Bogra Road Division	0	269	17	286	335	21
		Gaibandha	0	134	2	136	153	6
	Dinajpur Circle		0	140	1	141	143	8
		Joypurhat	0	0	0	0	0	0
		Dinajpur	4	139	1	144	152	5
		Thakurgaon	0	98	0	98	76	0
		Panchagarh	0	92	0	92	64	4
		Nilphamari	1	105	0	106	78	1
Rangpur Zone Total Tender =			18	1426	38	1482	1378	79
Khulna	Khulna Zone		0	105	1	106	82	1
	Khulna Circle		0	46	1	47	36	1
		Khulna	2	156	1	159	162	9
		Bagerhat	1	146	1	148	167	8
		Satkhira	2	124	1	127	113	4
	Jessore Circle		0	20	0	20	8	1
		Road Division, Jessore	4	152	2	158	157	1
		Narail	1	96	0	97	106	5
		Jhenaidah	2	141	9	152	142	4
		Kushtia	1	155	2	158	176	9
		Chuadanga	0	89	7	96	79	4
		Meherpur	0	90	8	98	90	1
		Meaura	0	74	8	82	54	1
Khulna Zone Total Tender =			13	1394	41	1448	1372	49
Barisal	Barisal Zone		7	106	1	114	94	0
	Barisal Circle		1	27	1	29	25	0
		Barisal	2	121	3	126	115	3
		Jhalokati	0	136	6	142	130	3
		Pirojpur	0	122	0	122	105	2
		Bhola	1	100	4	105	111	0
	Patuakhali Circle		0	13	0	13	7	0
		Patuakhali	0	170	4	174	99	5
		Barguna	0	91	2	93	87	2
Barisal Zone Total Tender =			11	886	21	918	773	15

Gopalganj	Gopalganj Zone	3	93	2	98	89	5
	Gopalganj Circle	0	6	0	6	6	0
	Gopalganj	3	189	0	192	215	5
	Madaripur	1	131	2	134	106	6
	Sariatpur	0	58	0	58	75	3
	Fandpur Circle	0	14	0	14	11	0
	Fandpur	0	211	4	215	194	2
	Ratbari	0	122	3	125	113	4
	Gopalganj Zone Total Tender =	7	824	11	842	815	25
	Mechanical Zone	0	3	0	3	8	0
Mechanical Zone	Equipment Control and Procurement Circle	0	0	0	0	0	0
	Equipment Control Division, Dhaka.	0	10	0	10	0	8
	Procurement & Storage Division, Dhaka	0	47	0	47	136	4
	Equipment Control Division, Bogra.	0	7	0	7	10	0
	Procurement & Storage Div, Chittagong	0	43	0	43	34	10
	Ferry Planning Circle, Dhaka.	0	0	5	5	0	0
	Ferry Construction Division Dhaka.	0	279	2	281	322	1
	Workshop Circle, Dhaka.	0	0	0	0	0	0
	Workshop Division, Tetgaon, Dhaka	3	20	0	23	324	8
	Workshop Division, Feni.	0	4	0	4	49	0
	Workshop Division Dhaka	0	0	0	0	0	0
	Ferry Circle, Khulna.	0	0	0	0	0	0
	Ferry Division, Khulna	0	228	0	228	264	2
	Ferry Division, Bogra.	0	24	0	24	25	0
	Ferry Circle, Sarakhaban, Tetgaon, Dhaka.	0	0	0	0	0	0
	Ferry Maintenance Division, Dhaka.	0	244	2	246	355	7
	Mechanical Circle, Barisal.	0	0	0	0	0	0
	Ferry Division, Barisal	0	339	0	339	469	11
	Ferry Division, Patuakhali.	0	311	5	316	416	0
	Mechanical Circle, Rajshahi.	0	0	0	0	0	0
	Workshop Division, Rajshahi.	0	42	0	42	63	1
	Mechanical Circle, Sylhet.	0	0	0	0	0	0
	Ferry Division, Sylhet.	0	129	0	129	140	8
	Workshop Circle, Bogra.	0	0	0	0	0	0
	Workshop Santahar.	0	136	0	136	162	0
	Workshop Circle, Chittagong.	0	0	0	0	0	0
	Workshop Division Chittagong.	4	162	0	166	109	14
	Workshop Rangamati.	0	104	0	104	58	24
	Mechanical Zone Total Tender =	7	2132	14	2153	2944	98
Management Services Wing	Management Information cell	0	27	1	28	23	0
	RHD Training Centre	0	2	0	2	2	0
	Administration and Establishment Division	2	16	0	18	4	0
	Senior System Analyst	0	3	0	3	3	1
	Management Services Total Tender =	2	48	1	51	32	1
Technical Services Wing	BRRL	0	4	0	4	4	0
	Materials testing & Maintenance Division	0	58	0	58	50	4
	Operation Division (East), Road Research Laboratory	0	47	0	47	47	0
	Quality Control Division, Dhaka	0	1	0	1	2	0
	Technical Services Total Tender =	0	110	0	110	103	4
Total Tender =		151	13,643	260	14,054	14,041	764

Total e-GP Tender =	14,054
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RHD Improving procurement performance by using e-GP

Target Period	Target Tender	Achievement
(Period 0) July 1, 2012 - June 30, 2013	100	172
(Period 1) July 1, 2013 - December 31, 2013	400	1,674
(Period 2) January 1, 2014 - June 30, 2014	1000	
(Period 3) July 1, 2014 - June 30, 2015	2400	3,044
(Period 4) July 1, 2015 - June 30, 2016	3200	3,429
(Period 5) July 3, 2016 - April 5, 2018		6,671