



**Digital Governance at the Local Level: The Case of e-Procurement at Two
Selected Upazilas (Sub-district) in Bangladesh**

A dissertation

By

Md. Mamun

MPPG 9th Batch

October 2020



South Asian Institute of Policy and Governance (SIPG)

North South University, Dhaka, Bangladesh



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In partial fulfillment of the requirements for the award of

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October 2020



South Asian Institute of Policy and Governance (SIPG)

North South University, Dhaka, Bangladesh

Dedication

Dedicated to-

My father

Mr. Taj Mohammad, Freedom Fighter

If he were alive today, he would be happy to see the progress of Bangladesh.

Declaration

I am declaring that the thesis paper titled "Digital Governance at the Local Level: The Case of e-Procurement at Two Selected Upazilas (Sub-district) in Bangladesh" is my work.

During the study, I have been enriched by previous work, scholarly writings, and collecting materials from official websites and other sources. I have tried to acknowledge the sources properly. Keeping in mind the human error, I want to declare that no portion of this thesis has been copied without citation.

I have analyzed and interpreted the gathered information from the study area with the utmost sincerity.

Md. Mamun

ID-1929008085

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Abstract

Digitization and information technology have transformed the governance of developed and developing countries in terms of prompt delivery and supply of goods and services and greater transparency and openness and to keep the citizens informed. Digitization has been instrumental for the free flow of information, an essential element for any business transaction. Now the question is how digital governance is modifying business transactions at the local level in Bangladesh? This study investigates the implementation status of e-procurement in two selected upazilas (sub-districts) of Bangladesh.

For the study, two upazilas have been chosen for the study area, one upazila being Feni Sadar of the Feni district, and the other one Hatiya of the Noakhali district. Due to the Covid-19 pandemic situation, it has not been possible to collect data from all public offices serving at upazila. That is why data has been collected only from the upazila parishad, one of the rural local government units in Bangladesh. Therefore, the unit of analysis has been only upazila parishad.

The study's objective is to assess the advantage and challenges in public procurement by adopting e-GP at the upazila (sub-district) level. It attempts to answer the three research questions. The questions are, what practices and procedures are in place for the e-GP implementation at upazila? What does the process of e-GP implementation ease the transaction of business at the level of upazila? What are the challenges that impede the implementation of e-procurement at the upazila level?

This study is an empirical study of a qualitative manner in two selected upazilas (sub-district), namely Feni Sadar and Hatiya. Merilee S. Grindle's (1980) Policy Content and Context in Implementation model has been used to develop this study's analytical framework to examine the e-GP implementation at the local level. The 'e-GP implementation at upazila' has been chosen as a dependent variable, and the 'content of policy' and the 'context of implementation' have been identified as independent variables.

The study's findings suggest that an e-based procurement system reduces the procedural hassles of manual tendering system, removes fake tender submission, removes alteration

of documents, eradicates malpractice in tender evaluation, and increases the quality of documentation. Lack of real disposition of implementers, especially elected representatives, regulatory obligations of e-GP implementation, and many other factors, are responsible for the uneven progress of the e-GP adoption at the local level. Syndication in public procurement is one of the crucial hurdles. Robust political commitment is required to remove the barriers. Since findings have been drawn based on only two upazilas, it may not be generalized. But this study may help to find a way to improve the overall scenario of e-GP implementation at the local level across Bangladesh.

Keywords: Local Government, Upazila Parishad, Implementation, e-GP, e-Tendering

Table of Contents

Dedication.....	ii
Declaration.....	iii
Acknowledgment.....	iv
Abstract.....	vi
List of Figures/Tables (Chapter wise).....	xi
List of Annexure.....	xii
List of Acronyms.....	xiii
Chapter-One	1
Title of the Chapter: Introductory Discussion-Setting the Context and Literature Review	1
1.1 Introduction.....	1
1.2 Background.....	2
1.3 Statement of Problem.....	4
1.4 Discussion on Procurement and e-GP related Content and Literature.....	5
1.5 Research Objectives.....	11
1.6 Research Questions.....	11
1.7 Research design and methodology.....	11
1.8 Limitations of Study.....	14
1.9 Reliability of data and Validity of inferences:.....	14
1.10 Structure of the Study/ Outline of the Study.....	15
1.11 Concluding Remarks.....	16
Chapter- Two	17
Title of the Chapter: An overview of the processes of e-GP implementation in the upazila	17
2.1 Introduction.....	17
2.2 Overview of Formation of Upazila Parishad and Way of Functioning.....	18
2.2.2 Functions of upazila parishad.....	20
2.2.3 Financial Resources of the upazila parishad.....	21
2.3 Overview of procurement and the e-GP process-how does it works in the context of Bangladesh.....	21
2.4 Concluding remarks.....	24
Chapter Three	25
Title of the Chapter: e-GP: Conceptual Overview, Theoretical Discussion & Analytical Framework	25
3.1 Introduction.....	25

3.2 Conceptual overview	25
3.2.1 Definition of some key terms and concepts:	25
3.3 Theoretical discussion.....	27
3.3.1 Policy Content and Context in Implementation	28
3.4 Analytical Framework	29
3.5. Operationalization of Variables	31
2.7 Concluding remarks	32
Chapter: Four	33
Title of the Chapter: Data Presentation and Analysis	33
4.1 Introduction.....	33
4.2 Data Presentation, Analysis, and Interpretations	33
4.2.1 Data collection and presentation from two selected upazilas	34
4.2.3 Content Analysis and Experts Opinion.....	45
4.2.4 Four Case Studies.....	52
4.3 Concluding remarks	57
Chapter Five	58
Title of the Chapter: Findings and Conclusion	58
5.1 Introduction.....	58
5.2 Findings	58
5.2.1 Overall findings in light of the Statement of the Problems	59
5.2.2 Overall findings in light of the research questions	60
5.2.3 Overall findings in light of the dependent and independent variables of the analytical framework.....	62
5.3 Implications for future research	65
5.4 Concluding Remarks.....	66
Bibliography:	68
Annexure- 1. Map of Feni Sadar Upazila	73
Annexure- 2. Map of Hatiya Upazila	74
Annexure-3. Questionnaire for Key informants of Feni Sadar Upazila.....	75
Annexure-4. Questionnaire for key informants (KIs) of Hatiya Upazia	77
Annexure-5. Questionnaire for the Contractors of Feni Sadar Upazila.....	79
Annexure-6. Questionnaire for the Contractors of Hatiya Upazila	81
Annexure-7. Formation of upazila parishad	83
Annexure-8. Functions of upazila parishad	84

Annexure-9. List of the standing committees.....	86
Annexure-10. Sources of Income of Upazila Parishad.....	87
Annexure-11. Disposable subjects at the upazila parishad meeting	88
Annexure-12. Circulars related to e-GP.....	90
Annexure-13. New User Registration Process.....	101
Annexure-14. Steps to register with the e-GP System.....	102

List of Figures/Tables (Chapter wise)

Chapter- One

Figure-1: Some Significant Changes in Government Procurement in Bangladesh

Figure-2: e-Procurement Study Model

Figure-3: Particulars of the respondents of two selected upazilas

Chapter- Two

Figure-1: The Current Structure of the Local Government in Bangladesh

Figure-2: Current Structure of the Upazila Parishad

Figure-3: e-Tendering (e-Publishing/e-Advertisement, e-Lodgment, e-Evaluation, e-Contract award) System

Chapter Three

Figure-1: e-GP System Access Diagram

Figure-2: Implementation as a Political and Administrative Process

Figure-3: Analytical Framework

Figure-4: Operationalization of Variables

Chapter- Four

Figure-1: Recommended Hardware and Software

Figure-2: Information regarding selected four procurement for case studies

Figure-3: Four Cases at a glance

Chapter- Five

Figure-1: Findings; based on the Statement of the Problem

Figure-2: Findings; based on the Research Questions

Figure-3: Findings; based on the Analytical Framework

List of Annexure

1. Map of Feni Sadar Upazila
2. Map of Hatiya Upazila
3. Questionnaire for key informants of Feni Sadar Upazila
4. Questionnaire for key informants of Hatiya Upazila
5. Questionnaire for the contractors of Feni Sadar Upazila
6. Questionnaire for the contractors of Hatiya Upazila
7. Formation of upazila parishad
8. Functions of upazila parishad
9. List of standing committees
10. The Income of the upazila parishad
11. Disposable subjects at the upazila parishad meeting
12. Circular related to e-GP
13. e-GP New User Registration Process
14. Steps to register with the e-GP system

List of Acronyms

ADP-	Annual Development Programme
BIGD-	BRAC Institute of Governance and Development
BREB-	Bangladesh Rural Electrification Board
BWDB-	Bangladesh Water Development Board
CPAR-	The Country Procurement Assessment Report
CPTU-	Central Procurement Technical Unit
DG-	Director-General
DIMAPPP-	Digitizing Implementation Monitoring and Public Procurement Project
e-CMS-	e-Contract Management System
e-GP-	e-Government Procurement
EEE-	Economy, Efficiency, Effectiveness
ERD-	Economic Relations Division
FY-	Fiscal Year
FYP-	Five Year Plan
GDP-	Gross Domestic Product
GoB-	Government of Bangladesh
HOPE-	Head of Procuring Entity
ICT-	Information and communications technology
IMED-	Implementation Monitoring and Evaluation Division
KIs-	Key Informants
LGED-	Local Government Engineering Department
NOA-	Notification of Awards
NSDA-	National Skill Development Authority
OECD-	The Organization for Economic Co-operation and Development
PA-	Procuring Agencies
PE –	Procuring Entity
PIO-	Project Implementation Officer

PPA- Public Procurement Act
PPP- Purchasing Power Parity
PPR- Public Procurement Rules
PPRP- Public Procurement Reform Project
PPRP-II- Public Procurement Reform Project II
PROMIS-Procurement Management Information Systems
RHD- Roads and Highways Department
SDG- Sustainable Development Goals
SOP- Standard Operating Procedure
STD- Standard Tender Document
TCV- Time, Cost, Visit
TEC- Tender Evaluation Committee
TOC- Tender Opening Committee
UE-Upazila Engineer
UEO- Upazila Education Officer
UNO- Upazila Nirbahi Officer
UP-Union Parishad
UPZ- Upazila Parishad

Chapter-One

Title of the Chapter: Introductory Discussion-Setting the Context and Literature Review

1.1 Introduction

Digitization and information technology have transformed developed and developing countries' governance in the delivery and supply of goods and services. Now the question is, how does the technology-based system simplify the transactions at the local level in Bangladesh? This study investigates the implementation status of e-procurement in two selected upazilas (sub-districts) of Bangladesh.

The imperative of digitization has been propelled by the current government's stance for 'Vision 2021', which aims to transform Bangladesh into a knowledge-based society with the aid of information technology.

During the Ninth National Election, the 'Charter of Change' was the election manifesto of the current ruling party Bangladesh Awami League. After the election, the government has taken the manifesto as a long-term vision known as 'Vision 2021'. As a part of the vision, the Bangladesh government has set the goals to become a middle-income country with peace, prosperity, and dignity by 2021. The Vision 2021, the Perspective Plan (2010-2021), and the National ICT Policy, 2009, have been formulated to achieve the status. The policy and the plan have emphasized technology-based governance. Hence, 'Digital governance' is a significant demand for the present time. For this reason, the concept of 'Digital Bangladesh' has officially launched in 2009. Regarding 'Digital Bangladesh,' the government has given particular importance to the application of digital technologies. In this respect, the massive transformation in administration and governance has taken place from the central government to the local level across Bangladesh. Human resource development, connecting citizens, digital government, and the private sector are the four vital pillars of the Digital Government's agenda (S. Hasan, 2016).

The pressure of 'digital governance' comes not only from the country's inner side but also from the global demand to accelerate the conception. The United Nations has adopted the Sustainable Development Goals (SDG)¹. Among the 17 SDG goals, goal 16 promotes a peaceful and inclusive society for sustainable development, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels. Targets 16.5, 16.6, and 16.7 of SDGs have focused on reducing corruption, bribery, developing answerable and transparent institutions, confirming responsive, participatory, inclusive, and representative decision-making system. Digital governance is one of the best mechanisms to fulfill the requirements as mentioned earlier. E-governance ensures transparency, shortens time to service delivery, alleviates poverty, reduces corruption, strengthens democracy, and helps to ensure good governance. Good governance can play a significant role in economic and social development (Mozammel et al., 2012). The idea of 'digital governance' is a framework for ensuring accountability, transparency, efficiency in the decision-making process, and implementing the policies such as public procurement for goods and services necessary for development management. This study attempts to examine the current scenario of e-GP implementation at the upazila level.

1.2 Background

The growth of ICT has transformed the world in terms of knowledge transfer and communication. For governance, the growth of ICT is inevitable that has shaped the current administration and transaction of business. Bangladesh is not beyond this. In that connection, the Government of Bangladesh (GoB) has taken up many technology-based initiatives to enhance service delivery and bring efficiency in the transaction of business,

¹ The Sustainable Development Goals (SDGs), also perceived as the Global Goals, were adopted by the member countries of the United Nations in 2015. Purpose of the SDGs to eradicate poverty, protect the planet, and ensure peace and prosperity by 2030. SDGs are a collection of 17 interlinked goals.

the overall sectoral improvement, for example, the introduction of e-Nothi (e-File), network connectivity, e-Mutation, Integrated Budget and Accounts System (iBAS++), etc.²

Like other sectors, change is happening in public procurement. Therefore, the government has introduced an 'electronic procurement system' to meet global and national demands in Bangladesh.

Bangladesh is one of the fastest-growing economies globally (*ADB: Bangladesh Fastest-Growing Economy in Asia-Pacific | Dhaka Tribune*, n.d.). Bangladesh has tremendous achievements in many sectors. As per the World Economic Outlook Database information, 2019, Bangladesh is the 39th world economy based on nominal GDP. Based on Purchasing Power Parity (PPP), Bangladesh is the 29th world economy. Based on per capita GDP, the position of Bangladesh is 143rd among all countries. The World Bank's Country Assistance Strategy, 2011-2014, recognizes that Bangladesh has a surprisingly strong track record for growth and development over the past decade (*Bangladesh Country Assistance Strategy (CAS) 2011-2014*, n.d.). Therefore, with the pace of the significant economic growth, the amount of public procurement by contractual means increases day by day (Mahmood, 2010). Considering the significance of public procurement over a decade, Bangladesh has made continuous efforts to bring systematic transformation in the procurement atmosphere (*Substantial Progress Seen, but Challenges Remain | The Daily Star*, n.d.). In 2002, the Government of Bangladesh established a permanent procurement unit. The name of the unit is the Central Procurement Technical Unit (CPTU). The unit is working as an implementing unit in the procurement reform field and monitoring the reform implementations as well. The reform process makes significant changes through the formulation and issuance of the Public Procurement Regulations 2003. Before the regulations, Bangladesh had no standardized rules or regulations. Later on, in 2006, Parliament approved the Public Procurement Act 2006 (PPA). In 2008, following the

² **E-Nothi** is an electronic filing system introduced in public offices to overcome the hurdle of a traditional filing system. **Network connectivity** implies the internet connectivity at all offices of the Upazila level, and **e-Mutation** is a technology-based 'record of rights' correction procedure.

provision of PPA 2006, a new set of Public Procurement Rules (PPR), widely known as PPR 2008, was issued and made operative from 31 January 2008.

To fulfill the purpose of Section 65 (1), (2) of PPA 2006³, and Rule 128 of PPR 2008⁴, the GoB has taken initiatives to introduce e-GP not only at the central level but also at the upazila level.

e-GP is a web-based system that provides unique information and equal chances for all eligible potential bidders and keeps the entire procurement history in the system. Therefore, the whole process is much more transparent, less costly, and less complicated (ADB, 2013).

This study attempts to examine e-procurement implementation in two selected upazilas (sub-district) of Bangladesh. The unit of analysis is two upazila parishads⁵ (namely Feni Sadar & Hatiya), focusing on the implementation of e-GP.

1.3 Statement of Problem

The Central Procurement Unit of IMED under the Ministry of Planning in Bangladesh has encouraged simplification of procurement processes when expanding the e-GP system across the country, delivering a faster, more efficient procurement system (International

³ 65. E-Government Procurement- (1) For carrying out the purpose of this Act, any or all government procurement under this Act may be undertaken using electronic processing system.

(2) The electronic processing system and the principles governing such system shall be prescribed by the Government.

Explanation: For the purpose of the section, 'Electronic Processing System' means the online processing of data through a website (Planning Ministry, n.d.).

⁴128. E-Government Procurement- (1) For carrying out the purposes of the Act, any or all government procurement may be undertaken using electronic processing systems following the principles governing e-GP as prescribed by the Government.

(2) In case of procurement following e-GP, should there be any conflict between the provisions of the e-GP rules and the provisions of these rules, then e-GP shall prevail. (Planning Ministry, 2019)

⁵ Upazila parishad is a rural local government unit of Bangladesh, and it means 'sub-district council'.

& Agency, 2018). Before introducing e-GP, public procurement was mainly a paper-based, time-consuming, and complex system.

In 2011, the Bangladesh government began applying the e-procurement system on a pilot basis in four sectoral departments- Bangladesh Water Development Board (BWDB), Local Government Engineering Department (LGED), Roads and Highways Department (RHD), and Rural Electrification Board (REB). In May 2016, the government decided to expand the e-GP. The initiative has been documented in the budget speech of the fiscal year 2016-17 (*E-Procurement in Bangladesh - IGC*, n.d.). Among all public agencies, full implementation of e-GP in upazilas appears to be uneven progress. Actually, it is not easy to introduce something new in place of the conventional method. Thus, the implementation of e-GP has not been equal in all cases.

Therefore, this research aims at identifying the gaps across the selected upazilas, which demonstrated the uneven implementation of e-GP. In this state, the problem statements are:

- i. e-Procurement has been criticized for its complexity by its users, both service provider, and receiver.
- ii. e-Procurement has also been criticized for its over-emphasis on procedural requirements rather than the outcomes, providing no guarantee for quality assurance.
- iii. Also, many upazila parishads and officials are lagging in e-GP adoption.

1.4 Discussion on Procurement and e-GP related Content and Literature

Numerous studies have been done on public procurement and e-public procurement. The literature sources are scholarly articles, professional reports, dissertations, official websites, and credible scholars' books. The discussion on procurement and e-GP related content and literature aims to know about state-of-the-art knowledge of the subject matter and crucial issues and previous work on e-GP implementation.

Government procurement plays a central role in economic development, and it includes a considerable share of the national economy of almost all countries (ADB, 2013). Public

procurement occupies a large portion of public expenditure. Most OECD⁶ countries spend 10-15 percent of their GDP on procuring goods, services, and other works from private suppliers. As a result, a weak public procurement system acts as an obstacle to the country's sustainable development and negatively impacts economic development (Nemec et al., 2020).

Bangladesh is enjoying a high GDP growth rate (around 6% GDP growth rate since 2000) for the last two decades. The latest five-year plan (FYP 16-20) aims at reducing unemployment by increasing investment and creating employment to become a middle-income country by 2021. In FY 2019, the amount of government expenditure estimated at 24 billion US dollars, representing 45.2% of the annual budget and 8% of GDP. In FY 2019, the lion share of the Annual Development Program (ADP) was public procurement, estimating 85%. Understandably, any public procurement system improvement can bring significant economic impact (The World Bank, 2020).

If we see the previous history of public procurement of Bangladesh, the history is full of many stories of maladministration, corruption, waste of public money. Until 2011, Bangladesh's procurement procedure was paper-based and plagued by fraudulent conduct and malpractices by those in power. Short bidding duration, non-manifestation of the determination criteria, the pre-tender discussion aimed at reaching an agreement with bidders were some of the typical hallmarks of Bangladesh's public procurement activities (Hasanuzzaman and Bjorn Lomborg).

The World Bank prepared Bangladesh Country Procurement Assessment Report 2002, in which it identified many limitations of the traditional procurement process including,

⁶ The OECD stands for the Organization for Economic Cooperation and Development. It's an organization of 37 countries in Europe, the Americas, and the Pacific.

The 37 OECD members are Australia, Austria, Belgium, Canada, Chile, Colombia, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Latvia, Lithuania, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, South Korea, and the United Kingdom, the United States, and Turkey.

“absence of sound legal framework governing public sector procurement, complicated bureaucratic procedure causing the delay, absence of planning, multiple layers in the approval and review process, lack of adequate professional competence of staff to manage public procurement, and poor quality bidding documents and bidding evaluation (CPTU | Central Procurement Technical Unit, n.d.-a).”

The implementation of the electronic procurement system improves procurement performance in many countries. The electronic procurement system ensures a more open, competitive, and transparent environment. Therefore, it becomes one of the vital e-government initiatives. It is a viable alternative to manual processes. It is cost-effective and ensures more efficiency. ADB has been a promoter of e-GP (ADB, 2013).

The vital changes in the field of public procurement are presented in the table below.

Figure-1: Some significant changes in government procurement in Bangladesh

Year	Important Change
2002	“Bangladesh-Country Procurement Assessment Report (CPAR)” was published. The World Bank (WB) has readied the report in agreement with the Bangladesh Government. The report has identified the deficiencies of the public procurement system of Bangladesh and suggested the way out.
2002	Public Procurement Reform Project (PPRP) started in May 2002. The PPRP was implemented by CPTU under IMED of Planning Ministry during 2002-2008.
2002	The Bangladesh government established the Central Procurement Technical Unit (CPTU) under the Implementation Monitoring and Evaluation Division (IMED) of the Ministry of Planning.
2003	Following the recommendations of CPAR, the government enacted “The Public Procurement Regulations, 2003” in October 2003 (PPR 2003, remained effective up to 30 January 2008).
2006	The Groundbreaking change happened through the approval of the “The Public Procurement Act, 2006”.

2007	Public Procurement Reform Project II (PPRP II) had been started in July 2007 by CPTU under IMED. The tenure of implementing PPRP II was 2007-2012. However, the project tenure was extended until 2017.
2008	Following Section 70 of the PPA, 2006, the Public Procurement Rules, 2008 was formulated.
2008	PPA 2006 and PPR 2008 were made effective on 31 January 2006. The purpose of the Act and Rules is to ensure transparency and accountability in public procurement.
2011	The government formulated The Public Procurement Guidelines to fulfill the provisions of Section 65 (2) of the PPA,2006.
2011	The national e-GP Portal (http://www.eprocure.gov.bd) was launched in 2011. The CPTU was the core authority under the IMED. The complete e-GP solution was brought into action under the Public Procurement Reform Program (PPRP) funded by the World bank.
2014	An impact evaluation study report on PPRP (Revised) and PPRP II (Revised) was published by the Evaluation Sector of IMED.
2016	The Government of Bangladesh wanted to bring all upazila parishad under the umbrella of e-GP.
2017	On 29th August 2017, a pact of US\$55 million was signed at the NEC-II Conference Room of ERD between the Bangladesh Government and IDA of the World Bank to implement a five-year-long (July 2017-June 2022) "Digitizing Implementation Monitoring and Public Procurement Project (DIMAPPP)"

Source: Self-compiled from CPTU and other sources

Public Procurement Act 2006 and Public Procurement Rules 2008 provide legal definitions of almost all key terms relating to public procurement. Section-2 of the Public Procurement Act 2006 deals with the definition of 37 vital terms. Under the legal provision, 'Procurement' means purchasing or hiring goods or acquiring goods by purchasing and hiring and executing worker's and services' performance by any contractual means (Planning Ministry, n.d.). Section 65 of PPA 2006 and Rule 128 of PPR 2008 provide the legal provision of e-GP. For carrying out the purpose of this Act, any or

all governments under this Act may undertake using the electronic processing system (Planning Ministry, n.d.).

'Public Procurement in Roads and Highways Department: A Tussle of Transparency and Accountability' is a graduate thesis. The thesis examines transparency and accountability in RHD. It concludes that a lack of transparency and accountability in procurement practices creates the breeding ground for corruption, trailing a great deal of public money (S. M. M. Hasan, 2016).

“Obtaining the benefits and prospective performance result of the e-GP system, the paper-based system can be replaced by e-GP. In Bangladesh, it can be a handy tool to ensure good governance in public procurement (Hossain, 2016).” Short, mid, and long-term planning, review, and evaluation system should incorporate strategic planning to get a positive result of e-GP implementation.

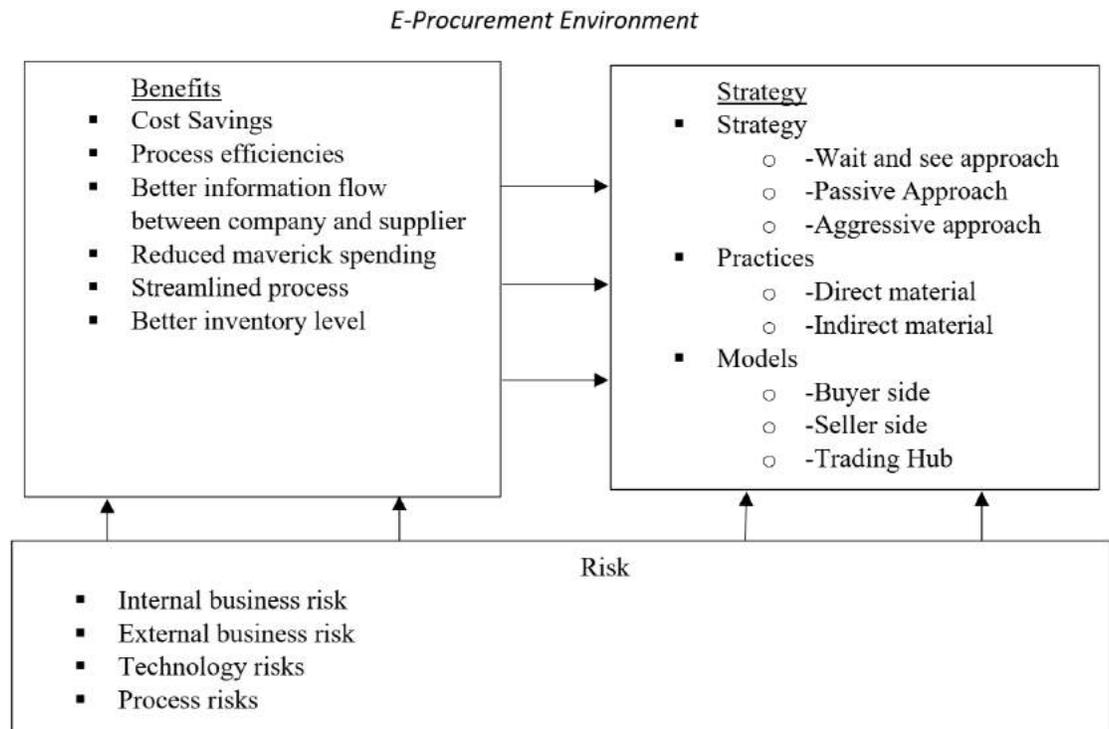
In Bangladesh, a common headache in government procurement is the submission of fake tenders by contractors to win tenders at exorbitant prices. At the local level, elites, sometimes politically influential people, 'physically' block the non-political contractors from submitting tenders (Abdallah, 2016).

e-Procurement illustrates a revolutionary opportunity in the field of procurement. However, it does not provide 'cast iron, copper-bottomed' assurance of success. For this reason, research on it will be a way of a better understanding of the critical factors of e-procurement (Croom & Brandon-Jones, 2019).

Helle Zinner Henriksen and Kim Viborg Andersen, based on data from the largest municipality of Copenhagen, Denmark, examines the 'E-Procurement Adoption: Theory and Practice.' Their paper discusses e-Procurement adoption strategies based on four perspectives (capability, interactivity, value distribution, and orientation of the decisions). Their investigation endorses that the drivers for the adoption strategy pursued by the municipality are efficiency, effectiveness (capability), improved coordination of private sector and public sector interaction (interactivity) (Henriksen & Andersen, 2003).

Parida, Sophonthummapharn, and Parida (2006) suggested a model (reproduced below in Figure-1) to describes the e-procurement solution from various perspectives (Panda & Sahu, 2012).

Figure-3: e-Procurement Study Model



Source: Panda & Sahu, 2012

Panda and Sahu examine the contemporary research literature to identify 'Critical Success Factors' for e-procurement project implementation. Finally, they conclude their paper with “it is clear that environmental factors affect the success of the e-procurement system (Panda & Sahu, 2012).”

In developed countries, e-procurement reduces administration and transaction costs and increases competition. In contrast, in highly corrupt countries, e-GP is used as a tool to reduce corruption in the public sector (Bulut & Yen, 2013).

From the discussion, as mentioned above, it is clear that the traditional public procurement system has many backdrops. As a result, e-Public procurement is the demand of the era. Existing legal provisions, donor agencies, and thinkers have given great importance to the government procurement digitization. During this study, no significant research has been found on the e-GP implementation at the upazila level. For this reason, careful research on the e-GP at the upazila level may produce some interesting and relevant findings.

1.5 Research Objectives

The objectives of the study are:

- i. to examine the e-procurement process and practices in selected upazilas, and
- ii. to identify the challenges that impede e-procurement in selected upazilas (sub-districts).

1.6 Research Questions

This study seeks to answer the following questions:

1. What practices and procedures are in place for the e-GP implementation at upazila?
2. What does the process of e-GP implementation ease the transaction of business at the level of upazila?
3. What are the challenges that impede the implementation of e-procurement at the upazila level?

1.7 Research design and methodology

This study's central focus is to identify the factors that lead to uneven progress in e-GP adoption and the benefits of implementing the e-GP.

This study adopts a qualitative design and makes use of both primary and secondary data.

The fundamental reason for carrying out qualitative research is to gain a richly detailed understanding of the e-GP based on first-hand experience.

The unit of the study is two selected upazila parishads. Upazilas have been selected based on the e-GP implementation of the upazila parishad. One upazila is Feni Sadar under the district of Feni, where the upazila parishad has implemented e-GP. Another upazila is Hatiya Upazila under the district of Noakhali, where e-GP is not implemented by the upazila parishad yet.

Both the upazilas are located in Chattogram⁷, the south-easternmost division of Bangladesh.

For the purpose of primary data collection, an interview guide was used for data collection from procuring entities, enlisted bidders. The number of respondents from study areas for data collection was twenty. Since the respondent's number is limited, an in-depth interview of a small number of key informants (KIs)⁸ and experts has been done to overcome the problem. Among them, ex-DG of CPTU, Executive Engineer (Purchasing), LGED, Dhaka, ex and present UNOs of other Upazilas, and former Upazila Engineer of Feni Sadar Upazila were included. Besides, four case studies have been done.

⁷ Chattogram division, previously known as Chittagong Division, is geographically the largest of the eight administrative divisions of Bangladesh. It covers the south-easternmost areas of the country. The administrative division includes Brahmanbaria, Chittagong, Cumilla, Lakshmipur, Noakhali, Feni, Cox's Bazar, Chandpur districts, and three districts of the Chittagong Hill Tracts viz. Bandarban, Rangamati, Khagrachari.

⁸ Key informants are those involved with public procurement. Upazila Parishad Chairman is an elected representative. Among KIs except for tenderers, all are government employees. Contractors who provided information participate in local tenders.

Figure-4: Particulars of the respondents of two selected upazilas

Feni Sadar Upazila			Hatiya Upazila			
Name of respondents	Number of respondents	Current state	Name of respondents	Number of respondents	Current state	
Upazila Parishad Chairman, Upazila Nirbahi (Executive) Officer (UNO), Upazila Engineer, Sub-Assistant Engineers	05	Upazila Parishad has been using e-GP for procurement for more than two years.	Upazila Parishad Chairman, Upazila Nirbahi (Executive) Officer (UNO), Upazila Engineer, Project Implementation Officer (PIO), Sub-Assistant Engineers	06	Upazila Parishad has been recently registered in the e-GP portal and is waiting to procure goods and works through the e-GP.	
Suppliers and contractors	04		Suppliers and contractors			05
Total	09		Total			11
Total respondents from two upazilas: 20						

To compare the pre- and post-procurement scenario of the e-GP, four procurement cases of Hatiya and Feni Sadar upazila have been examined. Among the four cases, two cases have been chosen from manual tendering methods and the rest two cases of e-GP.

Secondary sources are reviewed to collect the necessary information. It includes relevant documents such as circulars, policies, and web portals. Because of COVID-19⁹ outbreak,

⁹Coronavirus disease, also known as COVID-19, is an infectious disease caused by the coronavirus.

physical data collection could not be possible. Therefore, utilizing e-mail, Messenger, WhatsApp, and mobile to gather data from key informants and respondents has been considered the best alternative way of data collection. So, this study has used all the way as mentioned above of communication.

1.8 Limitations of Study

Like other social studies, this study has some limitations. Because of time and resource constraints, this study focuses on only two upazilas. However, the main limitations of the study are as follows-

1. This study is limited to two upazilas out of 492 upazilas in Bangladesh. Hence, the generalization of the findings is challenging from the external validity point of view.
2. Due to the Covid-19 pandemic, field data collection has been significantly interrupted by limited access and closure of public offices and imposed lockdown. However, with the relaxation of the lockdown and resuming public offices, limited access to data has been possible by contacting officials and accessing data electronically amid the health and safety concerns.
3. The on-site visit was not possible due to restrictions in movement due to lockdown and safety concerns.

1.9 Reliability of data and Validity of inferences:

According to Robert K. Yin, four tests are standard, used to establish any empirical social research quality. Reliability refers to whether the data collection techniques and analytic procedures would reproduce consistent findings. Yin said, "Demonstrating that the operations of a study such as the data collection procedures-can be repeated, with the same result (Yin, 2002)." If findings were repeated on another occasion or if another

When an infected person coughs, sneezes, or exhales, the virus is transmitted through accumulated droplets, resulting in COVID-19. These droplets are too heavy to hang in the air and quickly fall to the floor or surface.

researcher replicated them, that is reliable. Similar studies on e-GP have already been done under BRAC University, and similar findings have been produced. The examples 'A Review of Public Sector e-Procurement System of Bangladesh' and 'Benefits and Difficulties of Electronic Government Procurement (e-GP) An Analysis of Local Government Engineering Department (LGED), Thakurgaon', etc. can be given in this regard.

Amongst all the available data sources on e-GP implementation at the upazila level, this study has used quite comprehensive, reliable, authentic, and rigorous data sources to establish a correct operational measure.

In this study, variables have been chosen from the well-accepted existing implementation theory of Merilee S. Grindle. Internal validity is to find out the establishment of a causal relationship, whereby definite conditions are believed to steer to other conditions, as distinguished from fake relationships. By using qualitative techniques, this study establishes a causal relationship between independent variables and the dependent variable.

External validity is concerned with whether a study's research findings can be generalized to other relevant settings or groups. Based on only two upazilas out of four hundred ninety-two upazilas, generalization about e-GP implementation is relatively challenging. But findings can help to understand about uneven progress of the e-GP implementation at the local level.

1.10 Structure of the Study/ Outline of the Study

This study comprises five chapters. The first chapter introduces the study's background, statement of the problem, literature review, research objective, research questions, methodology, limitations of research, validity, and reliability of the investigation, and finally indicates the outline of the work.

The second chapter outlines the upazila and upazila parishad and gives a brief idea about the functions of the upazila Parishad. This chapter also provides the conception of procurement and e-procurement in the context of Bangladesh.

The third chapter has three parts. The first part deals with the conceptual overview; the second part deals with theoretical discussion, and the third part is about the analytical framework. This chapter also includes variables of implementation and operationalization of dependent and independent variables along with measuring indicators.

The fourth chapter presents an empirical analysis and interpretation of data gathered from the content analysis, field studies, case studies, expert opinions, and reports in light of the analytical framework.

The fifth chapter concludes the study and presents the findings in light of the research questions, the problem statement, and the theoretical framework. This chapter presents a conclusion based on chapter four.

1.11 Concluding Remarks

In this chapter background of the study, problem statement, objectives, research questions, and research methods have been discussed. For this study, two upazilas have been chosen for data collection. Upazila selection was purposively to examine the state of e-GP adoption. Noted that, in between two selected upazilas, one upazila parishad adopts the e-GP while the other is yet to implement the e-GP. Based on the formation and the functions, both the upazila parishad are similar. Nevertheless, in the case of e-GP implementation, both are distinct. So, this study examines why does one upazila parishad lagging in e-GP implementation and what are the reasons for uneven progress? Besides, this study wants to identify the benefits of the e-GP implementation at the upazila level. The next chapter deals with the overview of the upazila parishad and the e-GP related issues with an emphasis on the upazila level.

Chapter- Two

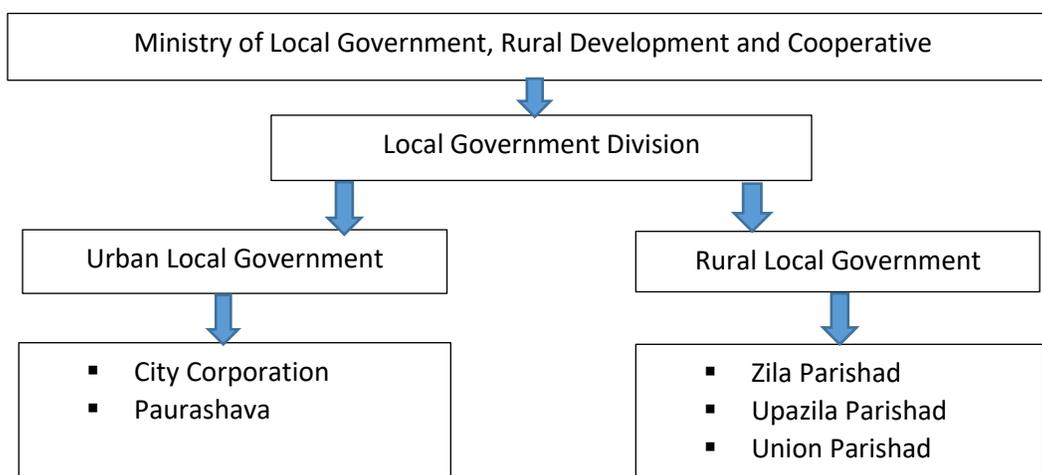
Title of the Chapter: An overview of the processes of e-GP implementation in the upazila

2.1 Introduction

This study focuses on investigating the implementation status of e-GP and highlights its comparative advantages and implementation challenges. Since the unit of analysis is upazila parishad, and the data collection scope is not highly extensive, the second chapter is designed to focus on the issues related to upazila, upazila parishad, and public procurement in the context of Bangladesh.

Upazilas and upazila parishads play a significant role in the administrative structure of Bangladesh. In the organizational structure, upazila is one of the main tiers of the government service delivery system. Here the line departments of almost all the ministries are serving the citizens. At present, Bangladesh has 8 divisions, 64 districts, and 492 upazilas. A division consists of several districts, and a district consists of several upazilas.

Figure-1: The current structure of the local government in Bangladesh



Source: Self Compiled

Upazila parishad is a rural local government unit established at the upazila level. “Local government is one form of a decentralized governance system which is affected by the

transfer of authority or responsibility for decision making, planning, management or resources allocation from a higher level of government to its subordinate units (Rondinelli, et al., 1989; Sarker, 2003; (As-Saber & Rabbi, 2009).” According to the law, seventeen government departments working at the upazila level have been transferred to the upazila parishad. Since seventeen government departments at the upazila level are transferred to the upazila parishad, it isn't easy to differentiate the work scope between the upazila administration and the upazila parishad. The chairman elected by the direct vote of the people is the administrative head of the upazila parishad. The Upazila Nirbahi Officer (UNO) provides secretarial assistance to the parishad. Upazila parishads receive a handsome amount of money from the government every year. Besides the government allotment, the upazila parishad earns a large amount of money locally, although the amount differs from upazila to upazila. Following the Upazila Parishad Manual provisions, the upazila parishad implements many development projects by using its fund.

The presence of widespread corruption in government procurement in Bangladesh has been discussed and criticized at home and abroad. In Bangladesh, besides corruption at the national level, corruption at the local level is not negligible. Hence, the sources of corruption need to be identified so that course of action must be taken to curb corruption (Chowdhury, 2008).

In this context, in 2011, the government has introduced e-GP to bring systematic changes in government procurement to use public money with utmost efficiency, transparency, and accountability. At first, the electronic procurement system was introduced on a pilot basis. Seeing the positive change in public procurement, the government wanted to bring all upazila parishads under the e-GP web-portal in 2016. According to the latest information, 489 upazilas have been registered in the e-GP portal. As e-GP removes the drawbacks of the manual tendering system of government procurement, the e-GP system is regarded as a weapon to prevent corruption and nepotism.

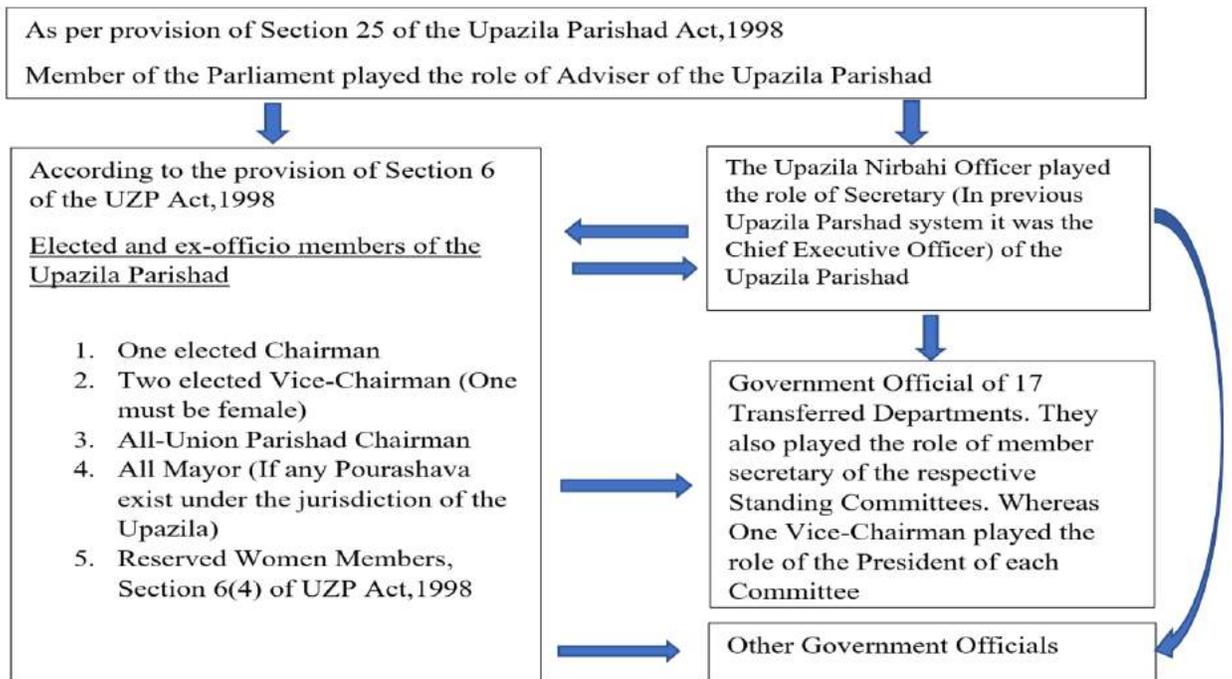
2.2 Overview of Formation of Upazila Parishad and Way of Functioning

It has already been mentioned that the upazila parishad is a rural local government unit where the chairman and vice-chairmen are elected by direct vote of the electorate.

The chairman can enforce executive power to implement the decisions taken at the upazila parishad meeting. The UNO provides secretarial assistance to the parishad. One important issue is that section 69 of the same Act identifies the chairman, vice-chairmen, members, and officers-employees of the upazila parishad as public servants as defined in the Penal Code of 1860. (See-Formation of upazila parishad-Appendix-7)

Seventeen standing committees are formed to assist the parishad. Section 29 of the Upazila Parishad Act 1998 (As amended on 1st December 2011) illustrates the committees. The male (or female) vice-chairman is the president of 11 committees, and the female vice-chairman is the chairperson of six committees. The concerned departmental officer working at the upazila level acts as the member secretary. (See-list of the standing committees- Appendix-9)

Figure-2: Current structure of the upazila parishad



Source: Self-compiled

The Upazila Parishad Chairman act as the Head of Procuring Entity (HOPE) of the upazila parishad. Besides, UNO act as the chairperson, and the UE act as the member secretary for the upazila parishad procurement. In the absence of the UPZ chairman, the vice-

chairman plays the role of upazila chairman as HOPE. Transferred departments could submit the proposal for procurement from the upazila parishad fund.

2.2.2 Functions of upazila parishad

According to section 23 of the Upazila Parishad Act 1998, the functions of the parishad are described in the second schedule of the Act. As the local elected representatives are members of the upazila parishad, they know the local problems, possibilities, and needs. Thus, they can work for the benefit of the people by taking up various projects with the funding of the upazila parishad, considering the needs of the local level.

Section 23 of the Upazila Parishad Act 1998 describes the functions of the upazila parishad. The upazila parishad could formulate a five-year plan and various other term plans, assist in implementing the programs, and monitor the transferred department's functions. The upazila parishad also constructs, repairs, maintains the inter-union roads, and builds wash blocks in markets and educational institutes. Installs tube-wells to provide safe drinking water to protect public health, construct drains, distributes fans, tables, and chairs to the educational institutions, develops fields by filling sands, distributes sports equipment for the development of sports. Besides these, the upazila parishad takes and implements projects, including bridges, culverts, road soiling, and guard walls. It provides necessary assistance to the government for self-employment and poverty alleviation, self-initiated programs, and implementation of related government programs. Besides these, the upazila parishad accepts and implements projects taking into account the transferred department's proposal. (See-Functions of the upazila parishad- Appendix-8)

Upazila parishad has to spend a large amount of money every year to carry out the works, as mentioned earlier. It needs to be mentioned here that not all upazilas have the same financial capacity. So, despite the differences in the type of project adoption and implementation, it can be said that transparency and accountability are vital in project acceptance and implementation to ensure maximum benefits. That is why the Bangladesh government wants all upazila parishads to register in the e-GP portal and invite tenders through e-GP.

2.2.3 Financial Resources of the upazila parishad

As per the provision of Section 35 of the Upazila Parishad Act 1998, every upazila parishad has a fund. The primary sources of this fund are 1% of the land transfer registration fee, 2% of land development tax, the rent of the housing of upazila parishad, rent of shops, various taxes/rates/tolls, donations of individuals or organizations, and markets or other properties owned by parishad. Government grants and development allocations also are other main sources of income for the UZP. (See- The Income of the upazila parishad- Appendix-10)

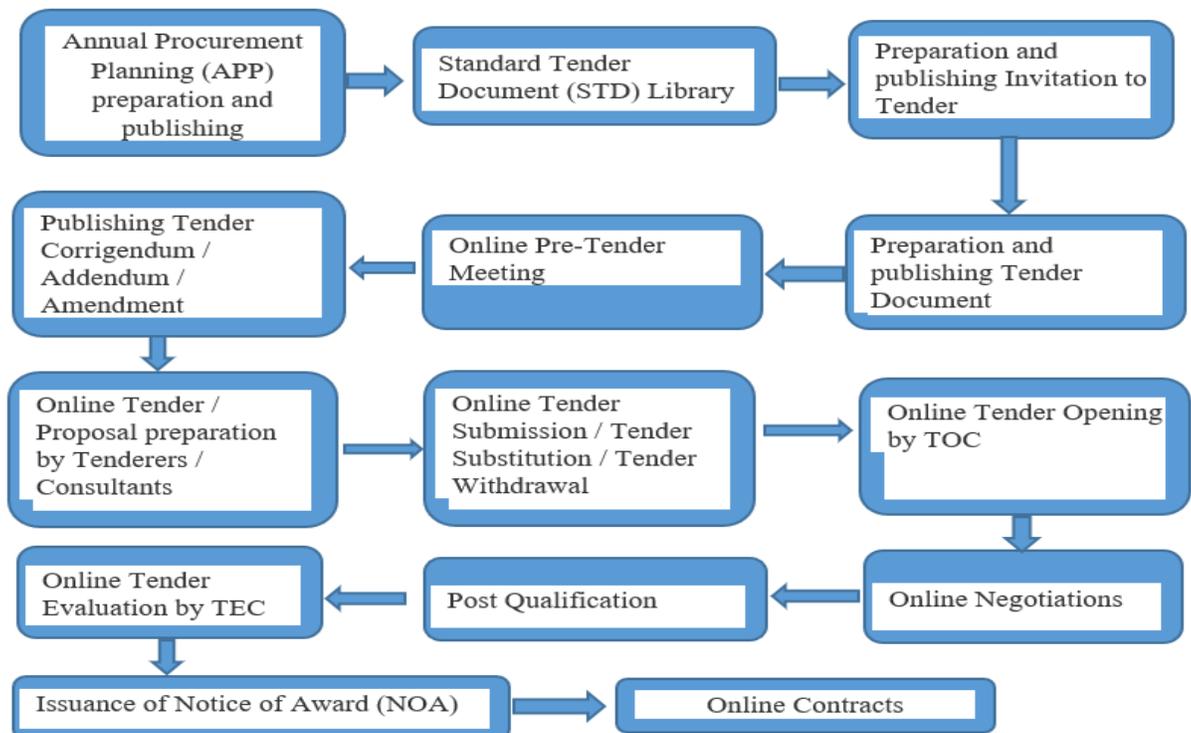
The fund has separated into two parts. One portion is the revenue fund, and the other is the development fund. To manage and use both funds, the government has circulated separate instructions. Following the instructions, upazila parishad can take several projects for the betterment of the inhabitants. Consequently, for securing transparency, efficiency, and accountability, upazila parishads need to obey the guidelines or provisions of PPA,2006, PPR, 2008, and other government instructions (Local Government Division, Ministry of Local Government, 2013).

2.3 Overview of procurement and the e-GP process-how does it works in the context of Bangladesh

Bangladesh had a kind of anarchy for a long time in government procurement. In the absence of a specific legal framework, various government procurement agencies followed their own rules and regulations. For that reason, there was a waste of government money on the one hand and a lack of transparency and accountability on the other hand. Corruption, tender snatching, etc. were very common scenarios. After publishing a joint study report titled 'Bangladesh Country Procurement Assessment Report,' significant changes came into action, prepared by the World Bank in the agreement of Bangladesh's government in 2002. This report examined the evolution of the public procurement management in Bangladesh, the development of the legal and regulatory framework, the volume and handling of public procurement, overviewed the system's procedures and practices, pinpointed areas needing remedy, and made

recommendations for modification. The strategic approach the report recommended was one of the gradual improvements to the existing procurement system by a set of actions that it assesses as feasible and practical (*Document Detail*, n.d.). Thus, it is clear that the report reviewed almost all aspects of government procurement and made recommendations for short-term, medium-term, and long-term reforms in public procurement. The government considered the recommendations and implemented various initiatives to bring about a qualitative change in public procurement in Bangladesh. The steps of the e-tendering system are highlighted in the following flowchart. The steps follow from the central level to the upazila level.

Figure-3: e-Tendering (e-Publishing/e-Advertisement, e-Lodgment, e-Evaluation, e-Contract award) System



Source: Self-compiled from CPTU website

Compared to the traditional method, the procedure of e-GP is very easy. As stated by the rule, the tender notices of to-be-procured items under the e-GP system are publicized in

the e-GP website along with the national dailies. A tenderer needs to log-on to the CPTU-managed e-GP website and can submit their bids for tenders of their interest. But a contractor needs to enlist firstly. For the enlistment, he/she needs to pay a lumpsum fee in the national e-GP system. The tender evaluation is done mainly by electronic means, even though it is checked by an evaluation committee to confirm that the right bidder is selected. All the tenderers for a specific procured item can check the tender winner by logging into the e-GP system (Abdallah, 2016). Evaluation Committee members only have access to e-GP systems to evaluate tenders for a specified period configured/set by PE. The e-GP system automatically generates a comparison matrix of all tenders based on their quoted prices and evaluation criteria for the evaluation. The evaluation committee prepares the evaluation report with all the necessary information, comparative charts, and their opinions and recommendations and sends the electronically compiled evaluation report to the appropriate authority through the workflow prescribed in the e-GP system for the specific tender (*E-GP FAQ*, n.d.). In FY 2019, 62% of public procurement in Bangladesh is done through e-GP. This figure amounts to 24 billion US dollars (The World Bank, 2020).

The list of mandatory documents for registering on the e-GP systems varies on the user's type and country of origin.

Tenderer (national) needs the following scanned or pdf documents for registering in the e-GP portal. Registration Document or Company Incorporation Certificate (in case of Company), Trade License, Valid Tax Identification Number (TIN) Certificate, Valid Value Added Tax (VAT) Certificate, an authorization letter from the owner of the firm/company's admin, National ID or Passport of Authorized Admin (First 2 pages of passport), e-GP Registration Fee Payment Slip, one passport size photo of authorized admin (*CPTU | Central Procurement Technical Unit*, n.d.-b). For Government Owned Enterprise, scanned/pdf copy, Government Order (GO) as a proof for statutory status, Financial Autonomy Certificate from Finance Division (FD), National ID or Passport of Authorized Admin (First 2 pages of passport), one passport size photo of authorized admin, authorization letter for authorized admin, e-GP Registration Fee Payment Slip are

mandatory for registering in the e-GP portal (CPTU | *Central Procurement Technical Unit*, n.d.-b).

Bangladesh will celebrate 50 years of independence in 2021. In this situation, Bangladesh is implementing several visionary plans like Vision 2021, Seventh Five Year Plan, SDGs, and the country has given priority to the fight against corruption (Kaunain Rahman, 2018). Since the conventional government procurement system is a major source of corruption, the implementation of e-GP in all government procurement agencies will accelerate the fight against corruption. That will help Bangladesh meet the expectations of becoming a developed country by 2041.

2.4 Concluding remarks

In this chapter, an overview of upazila, upazila parishad has been discussed briefly. Then, the functions of the upazila parishad have been elaborated. Discussions also cover the details of traditional procurement and electronic procurement. Upazila parishad is commonly considered a crucial strategic area for improving service delivery and development activities. The introduction of technology-based services, including the e-GP, changes this important area rapidly. The next chapter deals with the conceptual overview, theoretical discussion & analytical framework to investigate practice and procedure, the outcomes, and the e-GP implementation hinders.

Chapter Three

Title of the Chapter: e-GP: Conceptual Overview, Theoretical Discussion & Analytical Framework

3.1 Introduction

The introduction of e-GP in the public procurement process has been advantageous not only from the economic point of view but also from the point of openness and transparent operation of the procurement processes. Therefore, the government has wanted to introduce e-GP with all the procuring entities, thereby formulated laws, rules, guidelines and established Central Procurement Technical Unit (CPTU) as the regulatory authority to spearhead the e-GP adoption across the country. The e-GP implementation is being facilitated by a regulatory regime and the establishment of the CPTU- an agency mandated to provide advisory and technical support for public procurement.

3.2 Conceptual overview

The e-GP in upazila leads to transparent operation of the public procurement process, thereby raises efficiency and accountability of public resources and increases the efficiency of the procurement; that means it optimizes the utilization of the resources. Since the system is transparent and assures more accountability, it reduces many procedural hurdles, and it can thus be used as a weapon of curbing corruption. In this connection, the definition of some key terms and concepts is given below.

3.2.1 Definition of some key terms and concepts:

3.2.1.1 Digital Bangladesh: Digital Bangladesh concept is closely related to the "Vision 2021". By using computers and technology to uplift the socio-economic, administrative capacity' digital Bangladesh' concept helps the government take various reforms and farsighted steps. Digital Bangladesh aims to establish a knowledge-based society through information technology.

3.2.1.2 Vision 2021: Vision 2021 was the political manifesto of the Bangladesh Awami League before the Ninth National Parliamentary Election. After the election, that declaration became the political vision of Bangladesh. Bangladesh will celebrate the 'Golden Jubilee' of its independence in 2021. By 2021, the government set goals to transform Bangladesh into a middle-income country. For this reason, the optimal use of technology has been designated as one of the core goals of Vision 2021.

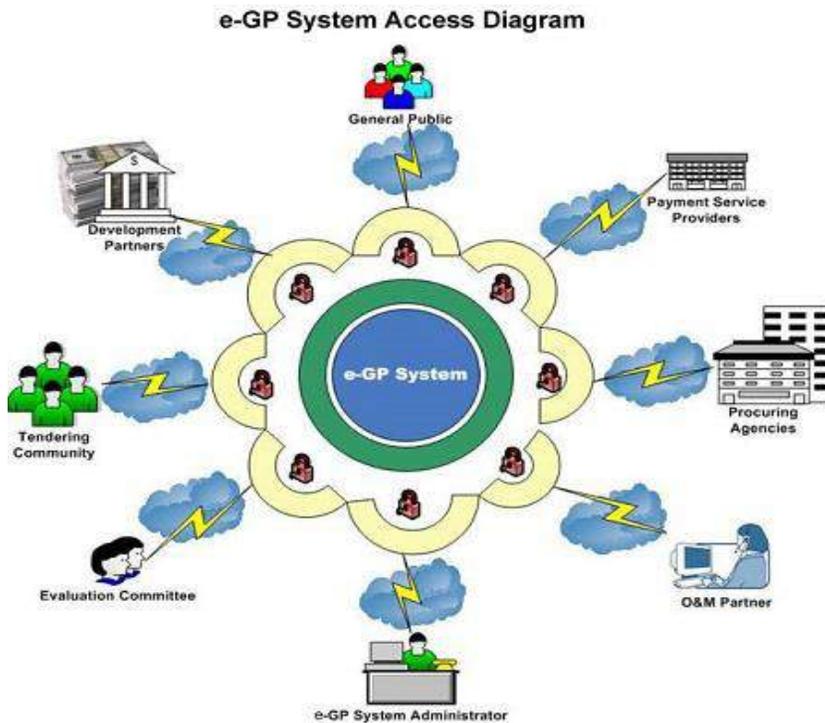
3.2.1.3 Public Procurement: Procurement involving public funds is treated as public procurement. Public funds include government budget, loan, and grants allocated among the procuring entities for purchasing goods, works, and services in following the procurement related Act, Rules, and guidelines.

3.2.1.4 CPTU: CPTU stands for Central Procurement Technical Unit. This permanent unit was established in April 2002 under the IMED of the Ministry of Planning. The CPTU was established for fulfilling the purpose of section 67 of PPA 2006. CPTU is responsible for managing public procurement of public bodies.

3.2.1.5 e-GP: e-GP is a web-based procuring system. This system is developed, owned, and operated by the CPTU under the Public Procurement Reform (PPR) Program. This system provides an online platform. By using this platform, Procuring Agencies and Procuring Entities can carry out all procurement-related activities. The e-GP web portal is accessible through the internet. This system provides unbiased information to all potential bidders and keeps the whole procurement history. The e-GP system has been developed and introduced in two phases- one is e-Tendering, another is e-Contract management System (e-CMS).

3.2.1.6 e-GP Guideline: To run e-GP smoothly, the GoB formulated the e-Government Procurement (e-GP) Guideline following the provision of Section 65 of PPA 2006 and Rule 128 of PPR 2008. The guideline provides the general principles of e-GP operation and represents the government's views for carrying out the electronic procurement system.

Figure-1: e-GP System Access Diagram



“This complete e-GP solution introduced under the Public Procurement Reform (PPR) Program is being supported by the World Bank and gradually used by all government organizations.(About E-GP, n.d.)”

3.3 Theoretical discussion

Policy implementation includes interpreting the goals and purposes of a policy into action. In this study, Merrill S. Grindle's (1980) implementation theory has been chosen to investigate the e-GP implementation.

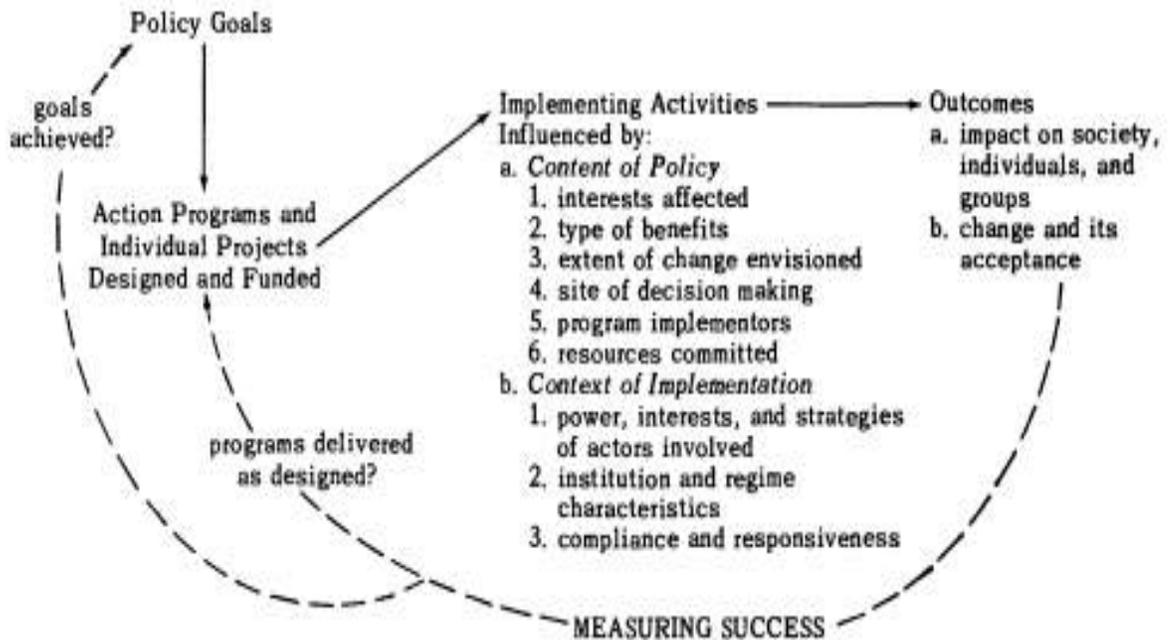
According to this theory, the policy's content and the context of implementation are the two factors that influence policy implementation. It is an ongoing decision-making process of different actors, the outcome of which is determined by the content of the decision-making program and decision-makers' interaction in a determined political-administrative context. Policy implementation brings a change in social, political, and economic conditions. To what extent the change happens generally excites those who are affected by the new policy. As a result, they try to oppose or even protest the policy. But those who are beneficiaries adopt the policy. Besides, "the form in which policy goals themselves are stated may have a decided impact on implementation (Grindle, 2017).” “Therefore, it is crucial to consider the policy implementation context or the environment

because it influences the policy output. In any policy implementation process, many actors may change the allocations of public resources, and many others may influence decisions (Grindle, 2017).

3.3.1 Policy Content and Context in Implementation

The following figure shows that the policy has a distinct purpose as a form of value orientation policy. The policy implementation's objective is to formulate a specific action of program and project that was designed and funded. The program has conducted the following activities and budget plans (Hadianto et al., 2018).

Figure-2: Implementation as a Political and Administrative Process



Source: (Grindle, 2017)

Grindle's (1980) implementation model describes the policy implementation as a political process and administration. It illustrated a decision-making process carried out by several actors, ultimately determined through the interaction between decision-making in terms of political administration. As a public policy, the electronic government procurement implementation is much more associated with political decisions and administration. If e-

GP is implemented at the local level, it will impact stakeholder's interests, such as bidders, political influencers, etc. The system also will bring a change in the conventional method. Policy implementation needs resources in the form of skilled-manpower and equipment. Responsiveness and compliance, and other factors also influence the e-GP implementation at the upazila level. Therefore, this theory-based analytical framework may help to carry out the purpose of the study.

3.4 Analytical Framework

Based on the implementation theory by Merrill S. Grindle (1980), the following analytical framework has been developed for the study.

This analytical framework provides an overview of dependent and independent variables.

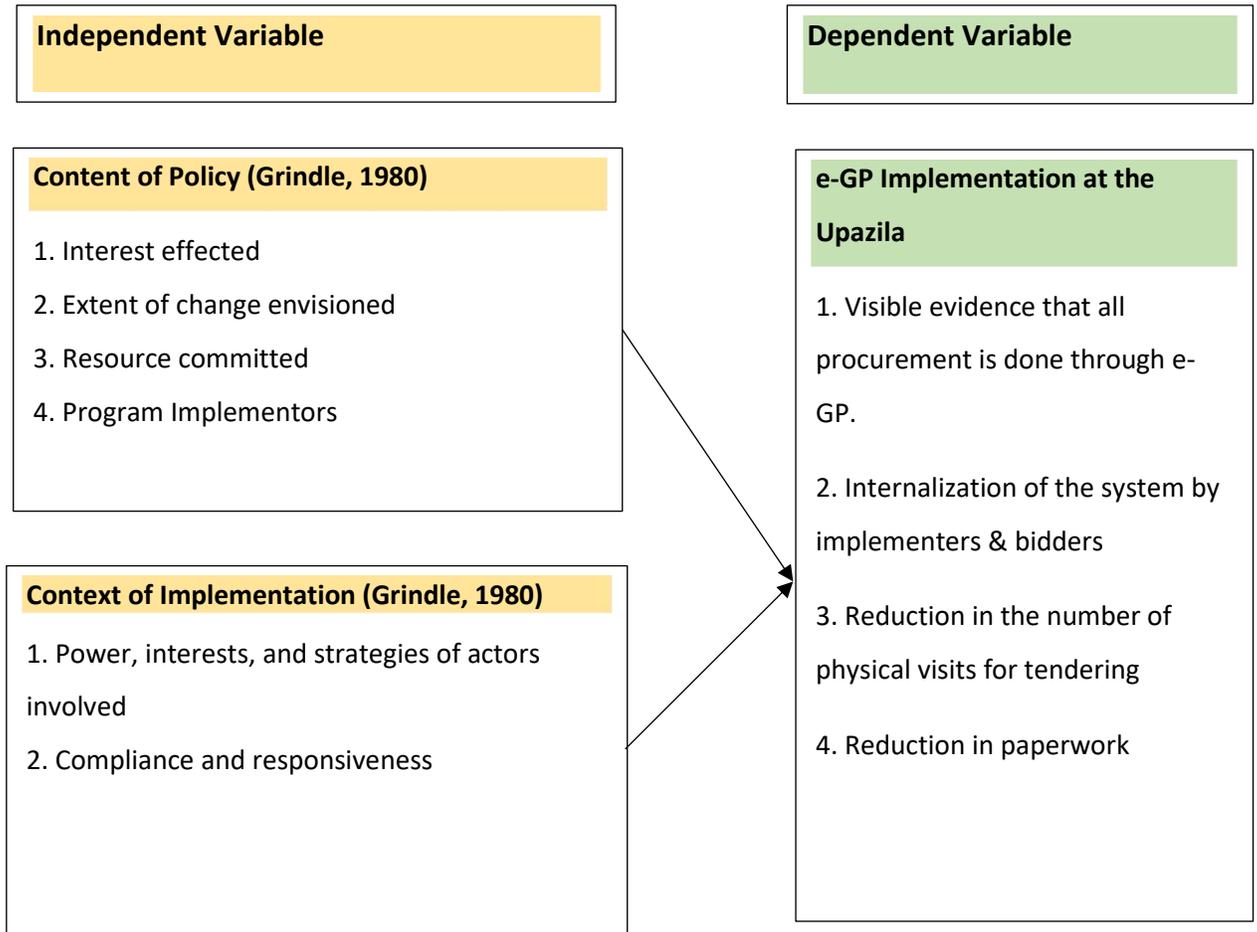
Dependent variable 'e-GP implementation at upazila level' is measured by four indicators:

1. Visible evidence that all procurement is done through e-GP.
2. Internalization of the system by implementers and suppliers/contractors.
3. Reduction in the number of physical visits for tendering.
4. Reduction in paperwork, whereas explanatory variables, have been chosen that influence the dependent variables.

The explanatory variables are 1) content of the policy and 2) context of implementation.

'Content of Policy' is measured by the following indicators: 1) Interest effected, 2) Relative advantages, 3) Resource involved, 4) Program Implementors. 'Context of implementation' is measured by three indicators. Indicators are 1) Power, interests, and strategies of actors involved, and 2) Compliance and responsiveness.

Figure-3: Analytical Framework



In this study, explanatory variables have been chosen in such a way that covers essential aspects of policy implementation, which will help fulfill the study's purpose.

3.5. Operationalization of Variables.

Figure-4: Operationalization of Variables

Variables	Kind of Variables	Indicators	Data Collection Methods
e-GP Implementation at Upazila	Dependent Variable	<ol style="list-style-type: none"> 1. Visible evidence that all procurement is done through e-GP. 2. Internalization of the system by implementers & bidders 3. Reduction in the number of physical visits for tendering 4. Reduction in TCV and paperwork 	Content analysis, Feedback from KIs, Open-ended questioner, Interview, Direct Observation, Case study
Content of Policy (Grindle, 1980)	Independent Variable	<ol style="list-style-type: none"> 1. Interest effected 2. Relative advantages 3. Resource involved 4. Program Implementors 5. Site of decision making 	Content analysis, Feedback from KIs, Case study, Expert opinion, Direct observation
Context of Implementation (Grindle, 1980).	Independent Variable	<ol style="list-style-type: none"> 1) Power, interests, and strategies of actors involved, 2) Characteristics of institutions and authorities, 3) Compliance and responsiveness 	Open-ended questionnaire, Interviews, Expert opinion Content analysis, Direct Observation

Both the upazila parishads of Feni Sadar and Hatiya were instructed to adopt e-GP from 2016. However, one upazila implement the e-GP in line with the government decision; other upazila could not implement e-GP yet. However, both the upazila parishad has

similar regulatory bodies, stakeholders, resources. Therefore, by using the before-mentioned indicators, investigation of the e-GP implementation might be possible.

2.7 Concluding remarks

This chapter provides conceptual overviews of some key ideas, including digital Bangladesh, vision 2021, public procurement, CPTU, e-GP, and e-GP guidelines. Then, to fulfill the purpose of theoretical discussion, Merilee S. Grindle's (1980) theory on 'Policy Content and Context in implementation' has been taken for discussion. From Grindle's theory, two variables have been identified: the policy's content and another, the context of implementation. These variables influence policy implementation. Based on Merilee S. Grindle's (1980) theory, an analytical framework has been formulated. The analytical framework provides a synopsis of the dependent and independent variables. In this framework, 'e-GP implementation at the upazila' is the dependent variable, and the 'content of policy' and 'context of implementation' are independent variables. Later on, the operationalization of variables and data collection methods has been discussed. The data collection methods include in-depth interviews, content analysis, feedback from key informants, observation, expert opinion, and case studies. The next chapter deals with data presentation and interpretation.

Chapter: Four

Title of the Chapter: Data Presentation and Analysis

4.1 Introduction

Purpose of the chapter to present data gathered from study areas, content analysis, expert opinion, and case studies. Technological development, the government's vision 2021, is bringing rapid change in Bangladesh's governance system. Like other areas, the introduction of e-GP in the government procurement system has brought about a groundbreaking change. The government wants to bring all government procuring entities under the e-GP portal to conduct e-procurement.

Therefore, this study has collected primary and secondary data and would answer whether the e-GP has eased business transactions at the upazila level. The data also explain the following questions:

Has the e-GP system been internalized? Meaning, what is the capability and understanding of the staff and officials operating e-GP at upazila? From the user's perspective, what is the general perception of e-GP? Has this improved their transaction of business?

What challenges the users of e-GP generally face? What is the pattern of e-GP implementation? What are the challenges in implementing e-GP are usually faced by the implementing agencies?

4.2 Data Presentation, Analysis, and Interpretations

This study identifies three statements of the problems. The problem statements are 'e-procurement has been criticized for its complexity by its users-both service provider and receiver.' The second problem statement is 'e-Procurement has further been criticized for its over-emphasis on procedural requirements than the outcomes, i.e., 'means' rather than 'ends'-providing no guarantee for quality assurance.' The third one is 'many upazila parishad and officials are lagging in e-GP adoption.'

Besides, in this study, three research questions have been formulated. Similarly, an analytical framework has formed based on the theoretical discussion to examine the e-

GP implementation at the upazila level. In light of the analytical framework, the next discussion will be presented and analyzed the data.

4.2.1 Data collection and presentation from two selected upazilas

The first research question is, what practices and procedures are in place for the e-GP implementation at upazila? The second research question is, what does the process of e-GP implementation ease the transaction of business at the level of upazila? The third research question is, what are the challenges that impede the implementation of e-procurement at the upazila level? In light of the analytical frameworks dependent and independent variables and their indicators, data is being presented descriptively under titles and subtitles below.

4.2.1.1 Case-1: Feni Sadar Upazila¹⁰

In between two selected Upazilas for this study, Feni Sadar Upazila has already implemented the e-GP. Feni Sadar Upazila Parishad under Feni district has invited tenders through e-GP since FY 2017-18. In the FY2019-20, the income of the revenue surplus fund was BDT. 4,25,00,000 / -, and in the Annual development fund (ADP) was BDT 1,25,00,000 / -. By utilizing the Annual Development Fund, sixty-three projects have been taken by the Parishad in FY 2019-20. Revenue Surplus funded projects were in the process at the time of data collection.

What is the difference between the manual procurement system and e-procurement?

¹⁰ According to the Bangladesh Bureau of Statistics report, the population of the Feni Sadar Upazila was 512646. Among them, males and females were respectively 254751 and 257895. The literacy rate amid the 7+ population was 62.8%. Geographically Feni Sadar Upazila is located in the Feni district center, and the total land area is 55894 acres. During the census, the number of households was 97869. One Municipality, twelve Unions, and one hundred twenty-five villages are situated in this Upazila (BBS, 2014).

Are there any differences between manual and e-GP?

According to the Upazila Engineer of Feni Sadar Upazila,

“e-GP is unquestionably an online-based tendering system where tender dropping, tender opening, tender closing, and tender evaluation can be done within 24 hours in a day. But in manual methods, similar advantages cannot be available. Furthermore, an online-based procurement system eradicates the weakness of the manual system, for instance, tender snatching, obstacles during tender submission, etc.”

The proprietor of Maya Enterprise Sumon Hazari said,

“In the manual system, for the purpose of buying tender documents, advertisements had to be searched by purchasing various newspapers. It was a waste of time and money. Tenders of all departments can be easily viewed on a website in e-GP.”

A.B. Siddique, proprietor of M/S Saz Enterprise, another bidder of Feni Sadar said,

“The advantages are that at any time tender can be submitted & there is no opportunity to interfere in the evaluation process. So, the eligible & responsive tenderer will be the winner.”

Babu Shusen Chandra Shill of M/S Setu Enterprise reports,

“In the manual tender system, there is a potential of dropping tender documents in the name of another person. But due to security in e-GP, there is no opportunity to submit a tender in the name of another person.”

He also said,

“In the manual system, one has to go to the concerned officers to purchase the tender documents and then need to go to a scheduled bank for tender security (pay order), then for dropping the tender documents in the tender box, again need to go to the concerned office.”

But in the e-GP system, the contractor can buy the tender documents and tender security and submit in the bank. This saves both time and money.”

Whose interest affected by the e-GP implementation?

Nasrin Sultan, Upazial Nirbahi Officer said,

“The procurement of Upazila Parishad has been changed to a great extent through the implementation of e-GP. Especially I can note that there is no hassle & no interference occurs nowadays in procurement.”

According to Babu Shusen Chandra Shill, a bidder of Feni Sadar,

“Incidents like tender box snatching can happen in manual tenders. But there is no chance of such an incident in e-GP.”

So, from their response, it is clear that e-GP implementation affects local influencers’ interest, who usually try to interfere in the manual tendering method.

What types of changes envisioned expected through e-GP?

What changes have been made in the procurement process of Feni Sadar Upazila Parishad through e-GP implementation?

Interview of Mr. Abdur Rahman, Upazila Parishad Chairman, Feni reports that,

“Because of e-GP, financial transparency has increased, the quality of work has improved, and the hassle of the manual tendering system has been avoided.”

According to the Upazila Nirbahi Officer,

“e-GP has made significant developments in the procurement of Upazila Parishads. She also said that e-GP is a more transparent, hassle-free, and impact-free tendering system.”

According to the Upazila Engineer,

“the quality of the record-keeping has been improved after adopting e-GP.”

Are there any problems prevail in e-GP implementation regarding resource? Or whether there are any limitations in the e-GP system in the light of the experience of implementing e-GP?

In answer to this question, Upazila Nirbahi Officer said,

“One of the challenges may be the tenderers are not trained for the e-GP system. Moreover, there are a lot of banks that do not yet serve e-GP services.”

The Upazila Parishad Chairman identified the shortage of skilled staff, and the lack of necessary equipment is the challenge to the implementation of e-GP at the local level. On the other hand, according to the Upazila Engineer and Sub-Assistant Engineer, they have to execute and supervise the departmental projects (projects of LGED), and the projects of Upazila Parishad. Estimations, implementation, and supervision of the various task create a heavy load on them. So, they have identified the personnel crisis as the main challenge. According to them, the post of Assistant Engineer has been prevailing vacant in Feni Sadar Upazila for a long time. Sub-Assistant Engineer Iqbal Hossain reports,

“e-GP is much more associated with computer knowledge & procurement methods & e-GP guidelines. Due to a lack of knowledge of computers, procurement methods & training, some staff and officers are lagging behind. “

Who are the e-GP implementors in the upazila parishad?

According to the KIs, UPZ Chairman, UNO, UE and his associates and dealing staff have a pivotal role in e-GP implementation. That means they are the e-GP implementors at the level of upazila. The UE reports:

“In case of procurement of upazila parishad the UPZ Chairman is the HOPE, UNO is the Chairperson, and UE is the Member Secretary.”

What is the significance of power, interests, and strategies of actors involved in e-GP implementation at the level of upazila?

Nasrin Sultana, Upazila Nirbahi Officer of Feni Sadar Upazila reports,

“Officers can play a vital role in the e-GP system through the practice in their own procurement in the e-GP system.”

Md. Monir Haider, Upazila Engineer, did not give any direct answer; instead he said,

“It needs more study to know the answer.”

What are the characteristics of the upazila parishad and authorities? Are the characteristics helps or hinders the e-GP implementation?

The Upazila Nirbahi Officer of Feni Sadar Mrs. Nasrin Sultana stated that,

“Surrounding Environments have a good impact on the e-GP system for Upazila Parishad. If fairness & discipline exist in the environment, people become conscious of the rules and procurement regulations. As a result, implementation of e-GP will be easier & more effective.”

Upazila Engineer said,

“Of course, the environment has an impact. Since e-GP is completely online-based, so whether the situation good or bad, that cannot affect the implementation of e-GP.”

How could compliance and responsiveness impact e-GP implementation?

The Upazila Parishad Chairman said,

“Yes, the implementer's positive attitude influences the e-GP implementation through e-tender invitation timely.”

Can the Upazila level officials play a significant role in the implementation of e-GP?

What role upazila officials play in the implementation of e-GP?

Babu Shusen Chandra Shil, the proprietor of M/S Setu Enterprise a respondent of Feni Sadar Upazila, reports:

“...since tenders through e-GP have not yet been made mandatory by the law, the role of the concerned officials is considered vital in the implementation of e-GP.”

Can e-GP implementation assure the quality of the work?

Upazila Parishad Chairman Mr. Abur Rahman of Feni Sadar Upazila claims that e-GP implementation increases the quality of the work. UNO thought that proper implementation of e-GP enhances the quality of works.

But the UE slightly differs from Upazila Parishad Chairman and UNO. He reports:

“I think e-GP does not have any direct impact on the quality of works; rather, it makes procurement more transparent. But as there is a chance to get quality tenderer from the e-GP system, it indirectly improves quality.”

What does the process of e-GP implementation ease the transaction of business at the level of upazila?

What are the benefits achieved through e-GP implementation?

Respondent's response regarding the question, as mentioned earlier, shows that lots of papers have to be signed and photocopied after filling the tender documents in the manual system. But there is no before-mentioned problem in e-GP. For this reason, the e-GP system saves both time and money.

Tender snatching by the miscreants during submitting tenders in the manual tender system was a common problem. Since the e-GP system does not demand to go to the office to submit the tender papers, there is no possibility of such a risk. In e-GP, contractors/tenderers can submit tender documents from any place.

In the manual procurement system, there has the potential for mal-strategy in tender evaluation; due to the system-generated evaluation system, manipulation is not possible in the e-GP system.

In the manual system, the contractor needs to go to the office to collect Notification of Awards (NOA) or wait for the post to receive NOA. There is a possibility of missing the

NOA documents in the manual method. Contrary, in the e-GP system, NOA comes to the contractor's ID and also notifies via SMS. Thus, there is no possibility of missing the message.

Contrary to the manual method, the following benefits are available in the e-procurement system. In the manual system, to buy tender documents, bidders searched advertisements in various newspapers. It was a waste of time and money. In the e-GP system, tender notice/ advertisement of all departments published on the e-GP website. The contractor cannot know what items are included in the tender without purchasing the tender documents in the manual method. But in the e-GP system, the contractors can easily understand that without buying the tender schedule in the e-GP system. This opportunity gives preconceived notions about the work to the interested contractor.

In the manual system, one has to go to the concerned officers or staff to purchase the tender documents. Then need to go to a scheduled bank for tender security (pay order), then again for dropping the tender documents in the tender box need to go to the concerned office. But in the e-GP system, the contractor can buy the tender documents and tender security from an enlisted scheduled bank and submit the tender documents in the bank. Therefore, this approach saves both time and money. Not only that also reduces the scope of corrupt practices.

The Upazila Engineer and dealing staff said,

“...for those who are involved procurement process of the upazila parishad, at first, the process seemed to them complicated but, later on, they used to the system and found the e-GP system is more convenient than the conventional system.”

The proprietor of M/S Setu Enterprise, one of the prominent contractors of Feni Sadar Upazila told,

“In the manual procurement system, there is a potential of dropping tender documents in the name of another person. In the electronic procurement system,

there is no chance to submit a tender in the name of a different person for the sake of defense.”

How can the current practices and procedures be assessed for e-GP implementation at the upazila?

Present Upazila Engineer of and ex- Upazila Engineer of Feni Sadar expresses the same views. According to them,

“Both the manual and e-GP follow the PPA 2016 and PPR 2008. However, e-GP implementation increases the use of ICT and removes many procedural bottlenecks. Philosophically, there is no big difference between two procurement systems.”

The bottom line is that in contrast to the manual system, the e-GP system saves time, cost, visit, and labor. This procurement system is a transparent and accountable tendering system. Therefore, the e-GP system is an internet-based fabulous tendering system.

4.2.1.2 Case-2: Hatiya Upazila¹¹

Hatiya upazila Parishad registered in the e-GP portal. The key informants of Hatiya upazila were expecting that they could use the e-GP portal for e-tender from this fiscal year.

¹¹ Hatiya Upazila is one of the big and island Upazila in Bangladesh. The total land area is 372476 acres. During the population and housing census, total households were 91013. In this Upazila, the 7+ literacy rate relatively lower than most of the Upazilas - only 34.2%. The population size was 452463, and among them, males and females were 223853 and 223610, respectively. One Municipality, eleven unions, are situated in this Upazila. Hatiya is the remotest Upazila in the Noakhali district (BBS, 2014).

The data collected from Hatiya Upazila shows that Hatiya Upazila Parishad has taken the initiative to implement 95 projects at the cost of Tk 156.32 lacs (BDT 15.6 million+) in the 2019-20 financial year.

Hatiya Upazila Parishad has not yet accomplished any procurement through the e-GP. However, the parishad has recently registered in the e-GP portal. Therefore, the Upazila Parishad Chairman, UNO, Upazila Engineer, and other officers have expressed hope that they will be able to procure through e-GP from the 2020-21 financial year. Note that in the case of the purchase of upazila parishad, mostly construction or repair work, rests are goods and services.

Whose interest affected by the e-GP implementation?

In reply to why Hatiya Upazila has not implemented e-GP earlier, the Upazila Parishad Chairman has identified the pressure from political and influential people as the reason. Upazila Engineer, Sub-Assistant Engineer, and PIO have shared the same view.

According to the Upazila Parishad Chairman,

“Through the e-GP Implementation, political influencers interest affected.”

Other respondents report political influencers and politically elected representatives’ interest affected if e-GP is implemented at the upazila level.

What types of changes envisioned expected through e-GP?

Although respondent bidders of Hatiya Upazila did not find any problem in the conventional system, on the other hand, officials, including the Upazila Chairman, has said the manual tendering method was burdened and troubled by politically and locally influenced. Influencers obstruct many qualified contractors willing to participate in tenders. The respondents hope that the e-GP system will eliminate these problems.

According to the UNO,

“Since Upazila Parishad is one of the vital areas to serve the people and also implement many development projects based on local demand, therefore to

increase transparency and accountability, e-GP implementation at the upazila level is quite necessary.”

Are there any problems prevail in e-GP implementation regarding resource?

Mr. Mahbub Mushed, Upazila Parishad Chairmen of Hatiya Upazila, said

“Slow internet speed hinders the e-GP implementation at Hatiya Upazila.”

UNO said,

“...all equipment is available at the upazila, but problems lie in the implementers’ positive disposition.”

UE identifies skilled staff, slow internet speed as the problems of e-GP implementation at Hatiya Upazila.

The other informants have identified the shortage of competent human resources, slow internet speed, etc. are the main barriers in e-GP implementation at Hatiya. It takes an enormous time to upload and download any documents.

Who are the e-GP implementors in the upazila parishad?

According to UNO and UE, Upazila Parishad Chairman, UNO, UE, and related staff and bidders also part of the e-GP implementation.

What is the significance of power, interests, and strategies of actors involved in e-GP implementation at the level of upazila?

The Upazila Engineer said,

“All the tenders of LGED in Hatiya Upazila are inviting through e-GP. In the case of upazila Parishad’s procurement, tenders invite through manually or offline. In the offline tender system, the Procuring Entity faces some problems. For example, the influence of the people of the influential. Moreover, they force to sell tender schedules to their nominated tenderer, and also push to manipulate the tendering process for giving work order to their people.”

What are the characteristics of the upazila parishad and authorities? Are the characteristics helps or hinders the e-GP implementation?

Upazila parishad is a local government unit. The Chairman, vice-chairmen, and other members, including UP chairmen, Mayor, and female reserve seats, are somehow elected or nominated. According to the respondents, in many cases, the upazila parishad members make obstacles to procure works and goods through e-GP. They fear that if e-GP implements, their people may not get the task.

How could compliance and responsiveness impact e-GP implementation?

Nevertheless, the Upazila Nirbahi Officer has opined that the reason behind the late e-GP adoption by the parishad was lacking due importance to the implementation of e-GP.

In light of the analytical framework, it is seen that Feni Sadar Upazila Parishad has implemented the e-GP. Contrary, e-GP has not been implemented in Hatiya Upazila Parishad. Hatiya Upazila Parishad has registered on the e-GP portal, and the key informants are expecting- from the current financial year, they will purchase through the e-GP.

The implementation of e-GP has reduced the time, cost, and paperwork. But influential people's pressure is the main obstacle in the implementation of e-GP at the local level. They fear that if e-GP is implemented, their choice contractors will fail to get work on tender. However, almost all the respondents said that implementing the e-GP removes many bottlenecks of manual tender and increases the transparency and accountability of the tendering process. Not only that, the e-based procurement system improves the quality of documentation. Furthermore, they have identified the lack of a skilled workforce, lack of training, and slow internet speed as impediments. If the elected representatives of the upazila parishad and the local level bureaucrats such as UNO, Upazila Engineers, and other staff have a good working relation, the implementation of e-GP like other public policies becomes easier; otherwise, many problems arise.

4.2.3 Content Analysis and Experts Opinion

4.2.3.1 Content Analysis

CPTU website, public procurement related Acts, Rules, e-GP guideline, and security policy, government circulars, daily newspapers, implementation theories, and other articles have been reviewed as part of content analysis.

The CPTU is a permanent institution under IMED, Ministry of Planning, funded under the revenue budget and established in 2002 and working to bring all PEs under the e-GP umbrella.

In Bangladesh, the e-Government Procurement (e-GP) system forms an extensive set of interlinked modules. These modules are given below:

Centralized Registration (Contractors/Suppliers/Consultants, Procuring Entities and other participants of e-GP), Workflow Management System, e-Tendering (e-Publishing/e-Advertisement, e-Lodgment, e-Evaluation, e-Contract award), e-Contract Management System (e-CMS)¹², e-Payments, Procurement Management Information Systems (PROMIS), System and Security Administration, Handling Errors and Exceptions, Application Usability & Help (CPTU | Central Procurement Technical Unit, n.d.)

All of the modules above-mentioned are not fully operational yet. If all the modules are fully commenced at the upazila level, the benefits of e-GP will be more than evident.

The Digitalizing Implementation Monitoring and Public Procurement Project (DIMAPPP) of \$55 million will expand electronic public procurement (e-GP) to all public sector organizations and improve the capability to monitor development projects and programs

¹² “e-CMS/e-Contract Management System means the process involved between the issuance of a work order and completion of the work handled electronically with the tools available e-GP system. (Planning Ministry, 2011)”

utilizing digital technology. (*World Bank Helps Bangladesh Improve Public Procurement Performance*, n.d.)

e-Procurement is a useful tool for preventing corruption in goods and services procurement (Nurmandi & Kim, 2015). The irregularities that could be possible in the manual tendering system, many of them remove through the e-GP implementation. The e-GP also eliminates systematic corruption. For example, it removes the possibilities of fake tender submission. Furthermore, the possible deviations in the tender evaluation exclude in the e-GP.

Available resources may facilitate administration to policy implementation. Resources include funds and other incentives (Van Meter & Van Horn, 1974). Necessary resources play a vital role in the implementation of the policy. The resources can be types of financial, equipment, technology, or human resources. In the case of e-GP, the following hardware and software are recommended by the CPTU for implementing e-GP.

Figure-1: Recommended Hardware and Software

Hardware Requirement	A system with a dual-core processor 1 GB RAM or above 10 GB HDD or above Ethernet-based Network Interface Modem or mode of connecting Internet UPS for power backup
Software Requirement	Windows-based operating system – Windows XP, Windows 7 or 8, Windows Vista Web browser - Internet Explorer 8 or 9, Mozilla Firefox 3.6x,13x,14x. Latest antivirus running on the system.
Connectivity	Connect to the Internet via Dial UP Modem or any other mode (ISDN Modem / Cable connection, etc.) Broadband connection with a minimum speed of 512 Kbps www.eprocure.gov.bd

Source: CPTU website

Information gathered from the CPTU, and LGED shows that 100% of LGED offices at the upazila level use e-Tendering. Upazila Engineer at upazila level performs as the member secretary of the procurement of upazila parishad. Since LGED adopted e-GP from commencement, at the upazila level, officers and staff of the Office of the Upazila Engineer play the role of pioneer in implementing e-GP at the upazila parishad.

Considering the indicator 'program implementor' of the independent variable, 'the content of policy' Soren C. Winter includes Lipsky's (1980) perceptions of 'street-level bureaucracy' is essential. The street-level bureaucrats work directly with mass people. They work in situations that are considered by many demands and limited resources. Most of the mass people do not read the law. They realize public policy regarding how the street-level bureaucrats behave with them while delivering the service and implementing the law. So, their role regarding policy implementation is crucial. They make critical discretionary decisions to cope with the situation. According to Lipsky, "the coping behaviors of street-level bureaucrats systematically bias the delivery behavior in relation to the policy mandates (Ridley, 1990). At upazila parishad, regarding procurement, UPZ Chairman acts as the HOPE of upazila parishad, whereas UNO is the chairperson, and UE is the member secretary of the upazila parishad. Hence, their role vis-à-vis the procurement of the upazila parishad is interlinked. So, their power, interest, compliance, responsiveness, understanding, cooperation, and favorable disposition help implement the e-GP.

Information collecting from CPTU shows that almost all upazila parishad already has registered in the e-GP portal. Up to 26th July 2020, a total of 489 upazila out of 492 has registered in the system.

4.2.1.2 Experts Opinion

A former DG of the CPTU, Md Saifur Rahman¹³ MCIPS, PMP,¹⁴ Former Procurement Specialist, Bangladesh Regional Connectivity Project, M/O Commerce, at present working as Senior Assistant Secretary, Ministry of Planning, Mr. Abdus Sattar, Executive Engineer (purchase) of LGED, Dhaka, Mr. Anup Barua, Former Upazila Engineer of Feni Sadar Upazila was consulted for getting an expert opinion. The purpose of the expert opinion is to obtain in-depth insights about e-GP and validate the findings obtained from the respondents of the two selected study areas.

Abdus Sattar¹⁵, Executive Engineer (Purchasing), LGED, Dhaka, identified bidders' syndicate as one of the mammoth problems. He claimed,

“it is predetermined who will get which work. If a contractor submits a tender disobeying the decision of the syndicate, and selected and got the NOA, the miscreants usually beat the contractor and obstruct during the work (Sattar, 2008).”

In response to the researcher's query, Mr. Abdus Sattar, Executive Engineer (Purchasing), LGED, Dhaka, said that,

“By 2022, everyone involved in the implementation of e-GP will be trained. He also argued that e-GP has two phases. One is e-tendering, and the next phase is e-CMS. Now e-GP brings significant change up to contract signing, contract management, or the quality of the works does not depend on e-GP, depends on the integrity of officers and contractors.”

¹³ Md Saifur Rahman is Former Procurement Specialist, Support to Sustainable Graduation Project and Bangladesh Regional Connectivity Project and Former Procurement Consultant at Integrated Agricultural Productivity Project

¹⁴ MCIPS stands for Membership of Chartered Institute of Purchasing Supply
PMP stands for Project Management Professional

¹⁵ Mr. Abdus Sattar is working in LGED as Executive Engineer. He is a trainer and procurement specialist. He has been working as elected convener of the Bangladesh Government-Tenderers' Forum (BGTF).

To answer the question about the uneven progress of e-GP implementation at the local level, he uttered,

“The negative attitude of politically elected people is one of the main challenges of e-GP implementation.”

The TIB report found this to be true. Iftekharuzzaman, executive director of TIB, said that the aim of introducing e-GP could have been effectively achieved if political leaders had stayed away from engaging in public procurement. He added that the main hurdle in implementing e-GP in the country is the use of political influence, and this issue needs to be resolved politically (*Public Procurement Contracts: Collusion Still Key in Winning | The Daily Star*, n.d.).

Anup Barua, Upazila Engineer, Burirchang Upazila, Comilla, Former Upazila Engineer, Feni Sadar, Feni stated that

“At present, Upazila Parishad Chairmen and UNOs are not fully trained to act as HOPE and President. Moreover, due to the busyness of multifaceted work, they cannot focus on e-GP related work. In this cause, they give their user ID and password to the UE. Upazila Engineers use the IDs of the UPZ chairman and UNO and do the work of three people. For this reason, if the Upazila Engineer has wicked intentions, then it is possible to manipulate the system.”

Subsequently, this statement is alarming; it needs intensive investigation.

Shahida Fatema Chowdury (16442), Ex-UNO, Chhagalnaiya Upazila, Feni expressed her hope and said that e-GP should be introduced for every procurement at the Upazila level.

“Officers of the Upazila level are capable enough to deal with this process. Proper training and commitment and the officers’ responsiveness will help implement e-GP at the Upazila level.”

Muhammad Minhazur Rahman (16446), Senior Assistant Secretary, Ministry of Public Administration described his working experience regarding procurement at upazila level in following ways:

“I have worked as an Upazila Nirbahi Officer (UNO) in several upazilas (sub-district). Carrying out the responsibilities, I had undergone both kinds of experiences of e-GP and non-e-GP.

While working as the UNO of Sonagazi upazila of the district of Feni, tendering activities were operated manually (non-e-GP). It would pose some severe problems. Hundreds of projects under the Annual Development Programme (ADP) were implemented at a sizeable amount of money in an upazila every year. But, due to the manual tendering procedure, influential people often dominated the process. By the collusion of the powerful persons, a very small group of people used to win the tender in most cases. Transparency was hardly there. Even violence occurred over winning the tenders. Corruption and harassment would accompany the tenderers for their frequent visit to the offices.

On the other hand, as the UNO of Senbag upazila of the district of Noakhali, I had the experience of e-GP regarding the implementation of the Annual Development Programme (ADP). By means of the procedure of e-tendering, there were some conspicuous positive changes observed. First, the traditional illegal intervention, disorder, harassment, and clashes almost became out of sight. Second, the tenderers had the scope to drop tender from anywhere, avoiding the recurrent visits of the government offices. The rate of corruption or unwanted expenses automatically went down. Besides, transparency saw a palpable increase in the tendering process. One disadvantage of the e-GP felt was that most tenders would go to the affluent people. I think that people will easily get adapted to the benefits of e-GP with time.”

Md Saifur Rahman MCIPS, PMP, Former Procurement Specialist, Bangladesh Regional Connectivity Project, M/O Commerce, now serving as Senior Assistant Secretary, Ministry of Planning, has expressed his opinion about e-GP. He said,

“The public sector utilizes a huge amount of national budget for procurement; implementation of e-GP will have certainly support good governance. Conducting public procurement on digital platforms has created a great opportunity to

increase transparency and non-discrimination in the process. The platform, e-GP, has effectively connected all the stakeholders and act as the interface among them. However, the adoption of e-GP varies. Engaging local suppliers/contractors at the upazila level in the process is difficult, given the level of investment and technical know-how involved.”

A former DG of CPTU said,

“the Prime Minister had directed to bring all PEs under e-GP by 2016. But all PEs could not be brought under e-GP by 2016. Because-

- 1. The storage capacity of the server was limited*
- 2. The training has not been completed*
- 3. Connectivity problem prevailed*

But at present, there is no such obstacle. At present, if any department does not adopt e-GP, it is nothing but negligence. In this case, it is the responsibility of the respective ministry to ensure that all the PEs under the ministry carry out the procurement through e-GP.”

He also said,

“Law has not yet been passed to make all procurement compulsory through e-GP. The e-GP for public procurement was made compulsory by the Cabinet Division and ICT Taskforce.”

In light of the analytical framework, it is noticed that the government has taken action to bring all upazila parishads under e-GP in 2016. Though due to lack of training, lack of server capacity, and connectivity problems, all upazila parishads could not be brought under the e-based system. But as there is no before-mentioned problem now, so if any PEs does not implement e-GP, it is nothing but their negligence. However, the elected representatives’ negative mentality and contractors’ syndicate are other prime obstacles in implementing e-GP at the local level. Firm political decisions are necessitated to eliminate political influence. Only then possible to achieve the purpose of the e-GP.

4.2.4 Four Case Studies

The researcher reviewed four procurement cases of Feni Sadar Upazila and Hatiya Upazila as part of the case studies. One case from Hatiya Upazila Parishad and the rest three procurement cases of Feni Sadar Upazila have been selected to realize the comparative picture of manual and electronic systems. In this case, four purchase packages have been chosen randomly; the first two were through the manual method and the next two through the e-GP.

Before comparing four procurement cases, some features of the selected procurements are given in the tabular form.

Figure-2: Information regarding selected four procurement for case studies

Case No.	Nature	Name of the Project	Some features
Case no-1	Offline procurement of Hatiya Upazila	Repairing the garage for the car of Upazila Nirbahi Officer and Upazila Parishad Chairman and ramp for cleaning the car of Upazila Parishad Chairman.	Source of fund: Upazila Revenue Surplus (Development Fund) Fiscal year: 2019-2020 Estimated value: BDT 7,00,000/- Contract price: BDT 7,00,000/- Date of commencement of work: 03.12.19 Date of completion of work: 19.01.2020 Deadline for completion of work: Within 60 Days Responsive Tenderer: M/S Meghna Enterprise
Case no-2		A) Mohammadpur Musa Mia's house road soling B) Mufti Hashem's house	Source of fund: Upazila Revenue Surplus (Development Fund)

		<p>road soling</p> <p>C) Machimpur Liton</p> <p>Member's house road soling</p> <p>D) Dhalia Primary School</p> <p>Road Soling</p> <p>E) Guard wall of the pond of Mohammadpur Baitun Nur Jame Mosque, and</p> <p>F) Construction of Dhalia Bazar High School Road and Wall on East Daulatpur Forkania Madrasa Road</p>	<p>Fiscal year: 2016-2017</p> <p>Estimated value: BDT 7,50,000/-</p> <p>Contract price: BDT 7,50,000/-</p> <p>Date of commencement of work: 16.08.2017</p> <p>Date of completion of work: 15.11.2017</p> <p>Deadline for completion of work: Within 90 days</p> <p>Responsive Tenderer: M/S Kamrul Enterprise</p>
Case no-3	After e-GP	<p>Ghagra Bottola Paka Soroke</p> <p>Kalvert Nirman</p> <p>Noabad miji barir rastar kalvert</p>	<p>Source of the project: ADP</p> <p>Package no: e-GP.fen.2018-2019.1</p> <p>Tender ID: 299978</p> <p>Invitation Reference no: ADP/Fen/2018-2019/001</p> <p>Fiscal year: 2018-2019</p> <p>Estimated value: 525000</p> <p>Tender Opening 22 April 2019</p> <p>Performance Security: BDT 26250/-</p> <p>Contract No: F/2018-19/1</p> <p>Contract price BDT 525000/-</p> <p>Date of final payment: 17.06.2019</p> <p>Responsive Tenderer: M/S Ifty and brothers</p>
Case no-4		<p>Estimate for Development of Dolatpur Siddeq Sodagor Road, incomplete portion by</p>	<p>Source of fund: ADP</p> <p>Package No: ADP/FNI/2019-20/05</p>

		brick flat soling Under Dalia Up Feni-s. Feni	Fiscal year: 2019-20 Estimated value: 385185.43 Contract price:384607.652 Date of commencement of work:12/05/2020 Date of completion of work: 11/06/2020 Deadline for completion of work:11/06/2020 Responsive Tenderer: M/S Emon Enterprise
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The fore-mentioned procurement cases 1,2 and 5 were done through the manual system, and the other two cases, 3 and 4, were completed through e-GP. The table below presents at a glimpse the four selected cases in light of some questions. That highlights some of the characteristics of both systems.

Figure-3: Four Cases at a glance

In light of the following questions tested the four procurement cases	Case-1	Case-2	Case-3	Case-4
	Procurement through manual system		Procurement through e-GP	
1. Was the annual procurement plan made?	No	No	Yes	Yes
2. When was the tender called?	13.11.2019	12.05.2018	03.04.2019	18.03.202.
3. How many newspapers were advertised?	Two	Two	Two	Four

4. Was the advertisement published on CPTU's website?	No	No	Yes	Yes
5. How many contractors participated in the tender?	Three Contractors	Three Contractors	One Contractor	One Contractor
6. When was the tender opened?	03.12.2019	16.05.2018	22.04.2019	02.04.2020
7. Who were the members of the tender opening committee?	UNO, UEO, Sub-Assistant Engineer, UE	UNO, UEO, Sub-Assistant Engineer, UE	UE Sub-Assistant Engineer	UE Sub-Assistant Engineer
8. When was the tender evaluated?	05.12.2019	28.05.2018	08.05.2019	11.05.2020
9. Who were the members of the tender evaluation committee?	UE, Female Vice Chairman, UAO, UEO, USEO, USWO, Sub-Assistant Engineer (Public health), One Female Member nominated by UZP, UNO & UPZ Chairman	UE, Female Vice Chairman, UAO, UEO, USEO, USWO, Sub-Assistant Engineer (Public health), One Female Member nominated by UZP, UNO & UPZ Chairman	UNO, UE, Sub-Assistant Engineer	UNO, UE, Sub-Assistant Engineer
10. How much was the performance security?	BDT 35,000/-	BDT 25000/-	BDT 26,250/-	BDT 11,000/-

11. Did the working end on time?	Yes	Yes	Yes	Yes
12. When was the final bill paid?	19.01.2020	19.08.2018	17.06.2019	21.06.2020
13. What was the name of the responsive contractor/ farm.	Md. Hanif, M/S Meghna Enterprise	Md. Mosaraf Uddin Nasim. M/S P Electric	M/S Ifty and Brothers	M/S Emon Enterprise

One of the features of upazila parishad projects is a combination of small projects formulated based on local demand. Multiple works are accomplished under one package as they are small in size.

In the manual system, the Annual Procurement Plan was not formulated by the upazila parishad, whereas the e-GP system Annual Procurement Plan was formulated. Another finding is that, in the manual method, the number of the Tender Opening Committee (TOC) and Tender Evaluation Committee (TEC) were 04 and 10, respectively. However, in the e-GP system, it was 02 and 03, respectively. That means, in the e-GP system, fewer members are included or required in the TOC (Tender Opening Committee) and TEC (Tender Evaluation committee).

In theory, an e-procurement system can restrain collusive and corrupt practices and encourage more authentic competition from both local and national bidders (Abdallah, 2013).

One curious finding is that the number of participating contractors in each of the two manual tenders were three. But in the case of e-GP, the number of contractors participating in both tenders was one. It was expected that the competition would be more in a transparent tender process. But in reality, we can see that the competition has decreased instead of increased. Though it is not possible to generalize about the decreasing trend of competition in the e-GP system by taking into account only two cases, there is scope for future study on this matter.

In the manual system, TEC members select the lowest responsive tenderer. Contrary, the e-GP system automatically selects the lowest responsive tenderer. Another essential feature from case studies is that eligible single tender in the e-GP tendering method is considered responsive. Whereas, in the manual system, at least three participants in the tendering process needed to validate the process, otherwise there is an obligation of re-tendering.

The informants of Feni Sadar Upazila claimed that the e-GP system is a more user-friendly, transparent, and hassle-free tendering method. They also claimed, with the pace of time, the competition will increase. Due to the transparent system, the quality of documentation increased and easy to find.

4.3 Concluding remarks

The fourth chapter manifested the data. Evaluating-research questions, statements of the problems, and analytical framework, data has been collected through questionnaires, interviews, content analysis, case studies, expert opinions, and observation. As a part of the digitization process, the Government of Bangladesh has taken the initiative to bring groundbreaking change in the field of public procurement and has introduced the e-GP. Step by step, the government will fetch all public procuring entities under the e-GP system. The Ministry of Local Government, Rural Development and Co-operatives, the regulatory ministry of the local government of Bangladesh, Ministry of Planning, and CPTU have been wanted to bring all upazila parishad under the shadow of the e-GP system from 2016. During data collection, respondents cited many bitter experiences of the conventional procurement system and told about their expectations, benefits, and recommendations about the e-GP system. Not only that but also uttered about the hinders of e-GP at the local level. Although 100% of success has not been achieved in this case, the achievement so far is not negligible. However, to eliminate the problems affecting the uneven progress in the e-GP implementation-political commitment, actions are vital. Based on this chapter, the next chapter will present the findings and then conclude this study.

Chapter Five

Title of the Chapter: Findings and Conclusion

5.1 Introduction

This chapter aims to conclude the study by presenting the findings in light of the analytical framework and its research objectives and research questions. Most of the existing literature on electronic procurement indicates the e-GP implementation has brought considerable change in the procurement system. Implementation of e-GP increases transparency, efficiency, quality of documentation, ensure wide competition in the tendering process, and decrease corruption and TCV (time, cost, and visit). To establish significant relationships between the dependent variable 'e-GP implementation at the local level' and the independent variables, 'the content of the policy' and 'context of implementation'- four sets of open-ended semi-structured questionnaires have been used to collect data from the study area. Notwithstanding, physical data collection was not possible because of the Coronavirus outbreak. Besides interviews, experts' opinions, content analysis, and case studies were used to investigate the state of the e-GP at the local level. Later, by interpreting the data, this study ventured to meet the purpose of the research and try to answer the research questions.

5.2 Findings

This final chapter contains a summary of the overall study. After analyzing the field data, in light of the research questions, purposes of the research, and variables of the analytical framework, overall findings need to be specified to understand the study's significance. The findings are bestowed in tabular form.

5.2.1 Overall findings in light of the Statement of the Problems

Figure-1: Findings; based on the Statement of the Problem

Statement of the Problems	Major Findings
<p>a) e-Procurement has been criticized for its complexity by its users -both service provider and receiver.</p>	<ol style="list-style-type: none"> 1. At the upazila level, the LGED office invites 100% tenders through e-GP. The contractors who participate in the tender of LGED participate in the tender of the upazila parishad. As a result, e-GP should not be considered a complicated process. 2. For those involved in the procurement process of the upazila parishad without training, the method may seem complicated at first, but it became easier soon. 3. Moreover, according to respondents, the implementation of e-GP reduces the complexity of preparing tender documents.
<p>b) e-Procurement has further been criticized for its over-emphasis on procedural requirement than the outcomes, i.e., ‘means’ rather than ‘ends’ having no guarantee for quality assurance.</p>	<ol style="list-style-type: none"> 1. e-GP brings significant change up to contract signing. 2. Contract implementation and the quality of the works depend on morality and the efficiency of the contractors and the officers. 3. The implementation of the agreement has not yet been included in the e-GP. In the second phase, CPTU developed and implemented the e-Contract Management System (e-CMS). Now, the system is running on an experimental basis. Positive change could have occurred if all PEs apply e-CMS.
<p>c) Many Upazila Parishad and officials are lagging in e-GP adoption.</p>	<ol style="list-style-type: none"> 1. Despite constant supervision by the higher authorities from 2016, all upazila parishad did not give equal importance to procure through the e-GP. 2. e-GP is not mandatory by law. 3. Political influence at the local level and reluctance to adopt new methods also existed as reasons.

5.2.2 Overall findings in light of the research questions

Figure-2: Findings; based on the Research Questions

Research Question	Major Findings
1. What practices and procedures are in place for the e-GP implementation at upazila?	<p>In Bangladesh PPA 2006, and PPR 2008 have to be followed in both manual procurement systems and electronic procurement methods. Therefore, there is no fundamental difference between the two processes. However, the implementation of the e-GP has eliminated most of the malpractices of manual tendering. Besides, it is ensuring greater transparency, accountability, and value for money in government procurement. Moreover, the e-GP system removes hassle & interference.</p>
2. What does the process of e-procurement ease the transaction of business at the level of upazila?	<ol style="list-style-type: none"> 1. Online-based procurement system-tender schedule purchase, tender submission, tender evaluation all are online-based. 2. The more transparent and user-friendly system, nearly all the information related to the procurement process publishes on the website. 3. Tender documents can submit at any time from any place within the scheduled time frame. 4. In the manual tendering system, there is an opportunity for manipulation in tender evaluation. Nevertheless, the scope of malpractice has been reduced in e-GP. So, in e-GP, the tender is being transparently evaluated through system generated evaluation method. 5. Without buying tender documents, the contractor can know what items are included in the tender schedule. 6. No scope to add and subtract documents after submitting the tender documents. 7. Single tender accepted if it is responsive.

	<p>8. It ensures wide participation. (In the Case studies, find different scenario!)</p> <p>9. Implementation of e-GP at the local level enhances the concern’s institutional structural and managerial capabilities.</p>
<p>3. What are the challenges that impede the implementation of e-procurement at upazila level?</p>	<p>1. The politically elected people’s representatives’ negative attitude impedes e-GP implementation at the local level. <i>“e-GP bastobayito hole nijeder lok kaj pabe na!”</i> “If e-GP is implemented at the Upazila Parishad, own-people may not be able to get projects” - this fear works in their mind.</p> <p>2. Syndication of the contractors</p> <p>3. Outsiders get tender because of competition</p> <p>4. If any contractor disobeys the syndicate or local influencer, gets the NOA, cannot work uninterruptedly, the miscreants beat that contractor and make an obstacle.</p> <p>5. Lack of skilled workforce- The shortage of a trained, skillful workforce is one of the prime problems in implementing e-GP.</p> <p>6. Slow internet speed- In the case of Hatiya Upazila, one of the obstacles in implementing e-GP is the internet’s slow speed. Since there is no broadband internet in Hatiya, concerned staff and contractors use Grameen Modem to upload and download required documents.</p> <p>7. For the implementation of e-GP in the upazila parishad, training of those concerned is required. In this case, there is still a deficit.</p> <p>8. e-GP users frequently confront many difficulties related to e-GP. A 24/7 helpdesk has been established on the CPTU to resolve the queries. However, users said that they do not get solutions immediately.</p> <p>9. Limited knowledge and understanding of the key actors’ electronic procurement system to implement e-GP at the upazila level create substantial dependency on a few skilled staff.</p>

5.2.3 Overall findings in light of the dependent and independent variables of the analytical framework

Figure-3: Findings; based on the analytical framework

Variables	Kind of Variables	Indicators	Major Findings
e-GP Implementation at the Upazila	Dependent Variables	<ol style="list-style-type: none"> 1. Visible evidence that all procurement is done through e-GP. 2. Internalization of the system by implementers & bidders 3. Reduction in the number of physical visits for tendering 4. Reduction in paperwork 	<ol style="list-style-type: none"> 1. In Feni Sadar Upazila, e-GP is being implemented, and the procurement is done through e-GP. Hatiya Upazila has registered in the e-GP portal recently, and the respondents expect that they could procure from this fiscal year. 2. Physical visits for tendering reduced. 3. Paperwork reduced in the Feni Sadar Upazila as a result of the e-GP implementation
Content of policy (Grindle, 1980)	Independent Variable	<ol style="list-style-type: none"> 1. Interest effected 2. Extent of change envisioned 3. Resource committed 4. Program Implementors 	<ol style="list-style-type: none"> 1. The influential bidders and the politically powerful might face increasing competition in the tendering process due to the implementation of the e-GP; hence in many cases, they are not interested in implementing e-GP. 2. e-GP brings significant positive change. Respondents argue that e-GP

		<p>implementation increased documentation quality and has reduced time, cost, and visit.</p> <p>The chance of false tender submission has been eradicated cent percent. The scope of tender submission in the name of another person is not possible in the e-GP system.</p> <p>3. According to the respondents, the lack of a skilled, trained workforce, equipment such as computers, laptops, training, and the slow speed of the internet somewhat hampered the implementation of e-GP. Human Resources are the pivotal component that regulates the performance of e-GP.</p> <p>4. In the case of upazila parishad, the role of Upazila Parishad Chairman, Upazila Nirbahi Officer, Upazila Engineer, Assistant/Sub-Assistant Engineer, and staff is significant as the program implementer of e-GP.</p>
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<p>Context of implementation (Grindle, 1980).</p>	<p>Independent Variable</p>	<p>1. Power, interests, and strategies of actors involved, 2. Compliance and responsiveness,</p>	<p>1. The e-GP is not mandatory by any law. In this context, local-level officials' role in implementing e-GP at the local level is of great importance in light of government decisions. Both the service providers and receivers accept the idea of e-GP in public procurement. To implement e-GP, competent actors formulate the Standard Operating Procedure (SOP). For instance, e-GP Guidelines, e-GP portal.</p> <p>2. Officials and contractors from both study areas treated the e-GP system as a reliable procurement system. Respondents of CPTU also support their opinion. Besides the street-level bureaucrats, the politically elected people's representatives influence the implementation of e-GP. Since the introduction of new technological concepts is always challenging, the e-GP concept is a governmental priority and force majeure. In</p>
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			the existing reality, there is no scope for the implementers or stakeholders to avoid the e-GP.
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Reviewing the before-mentioned findings in light of the analytical framework and research questions, independent variables taken from Merrill S. Grindle’s implementation theory have been capable of explaining the e-GP implementation at the local level. Additionally, the study has identified the benefits and difficulties of the e-GP implementation by collecting and analyzing data qualitatively. All-inclusive findings have explained that the manual tendering system and e-GP both follow the PPA 2016 and PPR 2018. Therefore, the main difference between the two systems stays in the procedural practice and utilization of ICT.

5.3 Implications for future research

As part of the digitization process, the Government of Bangladesh has introduced the electronic procurement system in Bangladesh. Undoubtedly, the policy eradicates commonly known procurement-related problems and brings tremendous benefits for all procurement related entities.

In this study, the main focus was given on e-GP implementation at the local level. Due to the pandemic circumstances, data had been collected from very few respondents of two selected Upazilas. Because of the before-mentioned reason, this study excluded all departments except the upazila parishad and chose the upazila parishad as the unit of analysis. Nevertheless, intensive research on the same matter needs to be done. In that case, this study could be the pathfinder for future researchers.

Case studies on four procurement of Hatiya and Feni Sadar Upazila Parishad have shown that the e-GP system has been experienced less competition than the manual tendering system. Specialists and other inquiries glorified the electronic procurement system for transparency, accountability, and increased competition. Consequently, why did

competition in the e-tender of Feni Sadar Upazila Parishad less than the manual method? That needs to be investigated further.

TIB published a report titled ‘Governance in Public Procurement: Effectiveness of e-GP in Bangladesh.’ In this report, TIB said, “In some areas, political leaders, especially local lawmakers, decide who will submit tenders for a particular project (*Public Procurement Contracts: Collusion Still Key in Winning | The Daily Star*, n.d.)” This allegation needs to be investigated in detail.

Anup Barua, Upazila Engineer, Burirchang Upazila, Comilla, Former Upazila Engineer, Feni Sadar, Feni indicate malpractice in the electronic government procurement system. He stated that, at the Upazila level, Upazila Engineer uses the User ID and Password of the Upazila Parishad Chairman and Upazila Nirbahi Officer to finish the e-tender related task. He also mentioned that lack of training and UPZ Chairman and UNO’s busyness lead to malpractice, as mentioned earlier. Perhaps, this wicked practice is not a common practice. Nevertheless, his allegation demands a systematic, intensive study. Furthermore, how e-GP at the upazila level momentum the digitization process and achieve vision 2021 require intensely studied.

From an administrative point of view, since each upazila parishad has similar features, this study provides more authentic and context-dependent knowledge, which may help future research.

So, in this regard, there is a chance for future studies by considering the recent political, economic, and technological trends and advancement in Bangladesh.

5.4 Concluding Remarks

Digitization is transforming governance systems all over the world. To achieve vision 2021, the Government of Bangladesh has taken numerous steps to introduce many e-based systems. This study has examined one of the whole digitization processes, i.e., e-GP implementation at the local level. Though e-GP has two phases-e-tendering and e-CMS, the term e-GP is used in this study in the meaning of the e-tendering. Because of the COVID-19 pandemic, data was collected from a few respondents from two selected

upazilas to examine e-GP implementation by the upazila parishad. Findings pointed out that Feni Sadar Upazila Parishad implemented e-tendering two years back. Contrary, Hatiya Upazila Parishad wait to procure through the e-GP.

Merrill S Grindle's implementation theory provides a theoretical perspective through which e-GP implementation at the local level has been examined. This theory seems to be adequate in explaining the e-GP at the upazila level. During the data collection stage, the researcher has come to know that except LGED, other government departments use e-GP partially. They procure through e-GP only when they get instruction from line departments or ministry. Since CPTU can cover all the department's e-tendering now, then why the other departments do not use e-GP, that needs to be investigated. Therefore, this study will help us to understand the state of the e-GP implementation at the upazila (Sub-district) level. Besides, this study helps us to realize the benefits and hinders of the e-GP implementation.



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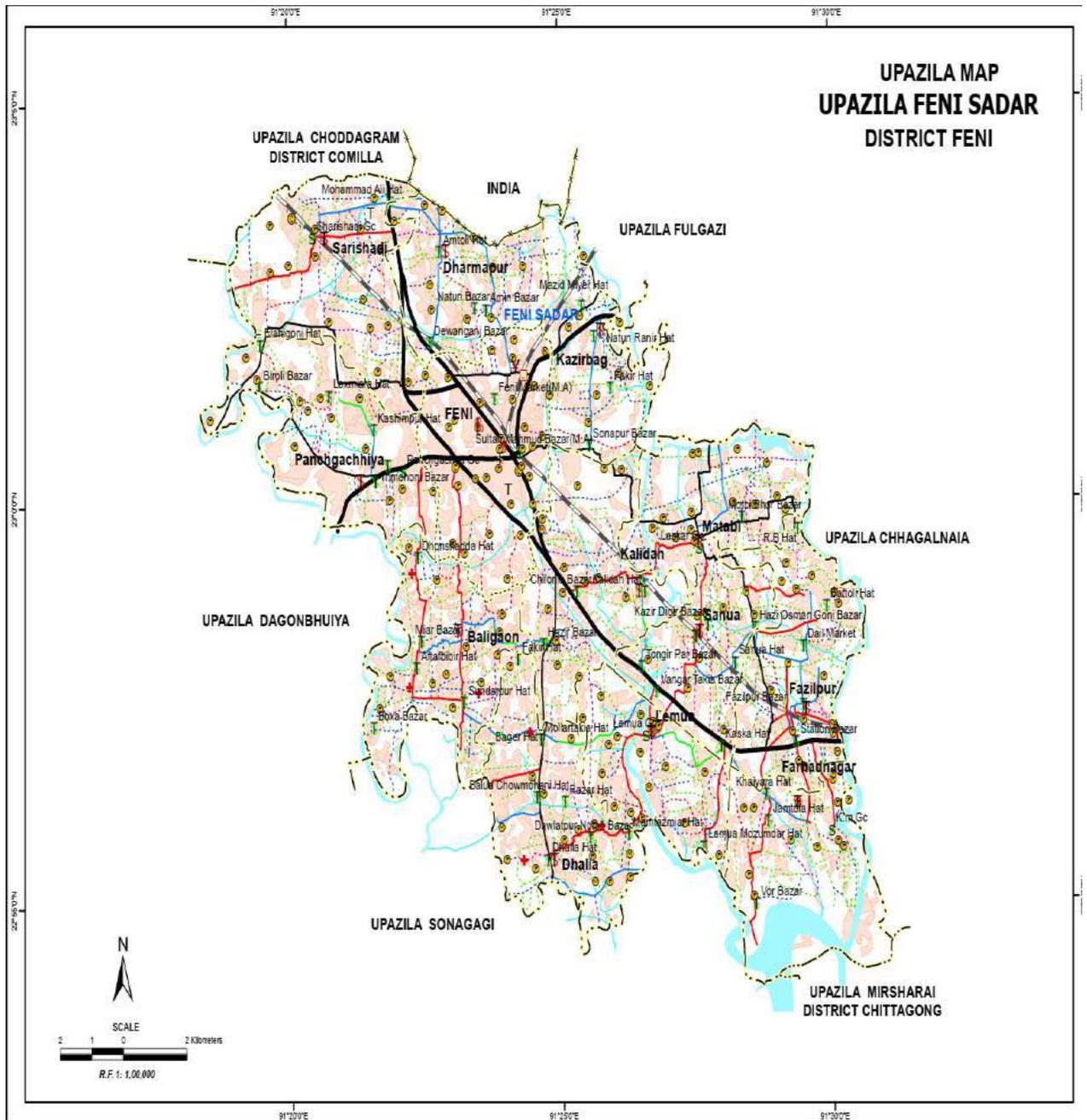
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Annexure

Annexure- 1. Map of Feni Sadar Upazila



Annexure-3. Questionnaire for Key informants of Feni Sadar Upazila

Research Questions

Feni Sadar, Feni

Name of the Respondent:

Designation:

Organization:

[This is a questionnaire intended to perform my academic research. To carry out the research, I need to collect primary as well as secondary data from you and your organization. The collected data will only be used for academic purposes. Your cordial cooperation is being sought.]

Title of the Thesis: Digital Governance at the Local Level: The Case of e-Procurement at Two Selected Upazilas (Sub-district) in Bangladesh

Please use Bengali or English as a means of answering. [উত্তর দেয়ার মাধ্যম হিসেবে বাংলা অথবা ইংরেজি ব্যবহার করুন।]

Question no-1:

1. What are the differences between e-GP and conventional purchasing method? (প্রচলিত ক্রয় পদ্ধতির সাথে ই-জিপি কী ধরনের পার্থক্য আপনার চোখে পড়েছে?)
2. What kind of changes have been made in the procurement process of Feni Sadar Upazila Parishad through e-GP implementation? (ই-জিপি বাস্তবায়নের মাধ্যমে ফেনী সদর উপজেলা পরিষদের ক্রয়-প্রক্রিয়ায় কী ধরনের পরিবর্তন সাধিত হয়েছে?)
3. How long did it usually take to complete the procurement process before implementing e-GP? (ই-জিপি বাস্তবায়নের আগে ক্রয় প্রক্রিয়া সম্পন্ন হতে সাধারণত কত সময় লাগতো?)

4. How long does it generally take to complete the procurement process after the implementation of e-GP? (ই-জিপি বাস্তবায়নের পর ক্রয় প্রক্রিয়া সম্পন্ন হতে সাধারণত কত সময় লাগে?)
5. Which one costs higher to operate, the conventional purchasing method or the e-GP? (পরিচালন ব্যয় প্রচলিত ক্রয় পদ্ধতি ও ই-জিপি কোন পদ্ধতিতে বেশি?)
6. What are the challenges do you think of implementing e-GP? (আপনার দৃষ্টিতে ই-জিপি বাস্তবায়নের চ্যালেঞ্জগুলি কী কী?)
7. What is the amount of revenue and development fund of Upazila Parishad in the financial year 2019-20, and how many projects have been taken up with the fund? (২০১৯-২০ অর্থ বছরে উপজেলা পরিষদের রাজস্ব ও উন্নয়ন তহবিলের অর্থের পরিমাণ কত এবং এ' অর্থে কতগুলি প্রকল্প গ্রহণ করা হয়েছে?)
8. Have you received any training on e-GP implementation? Has anyone else of your office received e-GP training? (আপনি কি ই-জিপি বাস্তবায়নের উপর প্রশিক্ষণ পেয়েছেন? আপনার অফিসের অন্য কেউ ই-জিপি প্রশিক্ষণ পেয়েছে?)
9. Do you have a computer for your office work, especially for e-GP? (আপনার দাপ্তরিক কার্যাবলী বিশেষ করে ই-জিপি সংক্রান্ত কাজ করার জন্য আপনার কি কম্পিউটার রয়েছে?)
10. In your opinion, what are the comparative advantages of the e-GP method? (আপনার দৃষ্টিতে ই-জিপি পদ্ধতির তুলনামূলক সুবিধাগুলি কী কী?)

Annexure-4. Questionnaire for key informants (KIs) of Hatiya Upazia

Research Questions

Hatiya, Noakhali

Name of the respondent:

Designation:

Organization:

[This is a questionnaire intended to perform an academic research. To carry out the research, I need to collect primary as well as secondary data from you and your organization. The collected data will only be used for academic purposes. Your cordial cooperation is being sought.]

Title of the Thesis: Digital Governance at the Local Level: The Case of e-Procurement at Two Selected Upazilas (Sub-district) in Bangladesh

Please use Bengali or English as a means of answering. [উত্তর দেয়ার মাধ্যম হিসেবে বাংলা অথবা ইংরেজি ব্যবহার করুন।]

1. What is the amount of revenue and development fund of Upazila Parishad in the financial year 2019-20, and how many projects have been taken up in this regard? (২০১৯-২০ অর্থ বছরে উপজেলা পরিষদের রাজস্ব ও উন্নয়ন তহবিলের অর্থের পরিমাণ কত এবং এ' অর্থে কতগুলি প্রকল্প গ্রহণ করা হয়েছে?)
2. Are the projects funded by the Upazila Parishad to be implemented through the conventional procurement method or e-GP? (উপজেলা পরিষদের অর্থায়নে পরিচালিত প্রকল্পগুলি প্রচলিত ক্রয় পদ্ধতি না ই-জিপিএর মাধ্যমে বাস্তবায়িত হয়?)

3. If it is not implemented through e-GP, how long does it take to process the project in the traditional manner, such as tender process, tender evaluation, and issuance of a work order? How many times do the tenderers have to come to the Upazila Parishad? (ই-জিপি মাধ্যমে বাস্তবায়িত না হলে প্রচলিত পদ্ধতিতে প্রকল্প বাস্তবায়নে টেন্ডার প্রক্রিয়া, টেন্ডার মূল্যায়ন ও কার্যাদেশ প্রদানে কত দিন লাগে? টেন্ডারদের কয়বার উপজেলা পরিষদে আসতে হয়?)
4. Do you think conventional purchasing methods require more time, money, and human resources? (আপনি কী মনে করেন প্রচলিত ক্রয় পদ্ধতিতে বেশি সময়, অর্থ ও লোকবল প্রয়োজন হয়?)
5. What are the challenges of conventional purchasing methods? (প্রচলিত ক্রয় পদ্ধতির চ্যালেঞ্জগুলি কী কী?)
6. Do you have any training on e-GP? Do you have an official computer/laptop? (আপনার কি ই-জিপি উপর কোন প্রশিক্ষণ রয়েছে? আপনার কি দাপ্তরিকভাবে কোন কম্পিউটার/ল্যাপটপ আছে?)
7. When will Hatiya Upazila Parishad start purchasing through e-GP? (কবে নাগাদ হাতিয়া উপজেলা পরিষদ ই-জিপি মাধ্যমে ক্রয় কার্য শুরু করবে?)
8. In your view, what are the challenges of implementing e-GP? (আপনার দৃষ্টিতে ই-জিপি বাস্তবায়নের চ্যালেঞ্জগুলি কী কী?)
9. What should be the role of street-level bureaucrats do you think in the implementation of e-GP? (ই-জিপি বাস্তবায়নে স্থানীয় পর্যায়ের জনপ্রতিনিধি/কর্মকর্তা (Street-level bureaucrats)-দের ভূমিকা আপনার দৃষ্টিতে কেমন হওয়া উচিত?)
10. What do you think are the comparative advantages of the e-GP method? (ই-জিপি পদ্ধতির তুলনামূলক কী কী সুবিধা রয়েছে বলে আপনি মনে করেন?)

Annexure-5. Questionnaire for the Contractors of Feni Sadar Upazila

Research Questions

Feni Sadar, Feni

Name of the Respondent/Contractor:

Designation:

Organization:

[This is a QUESTIONNAIRE intended to perform an academic research. To carry out the research, I need to collect both primary and secondary data from you and your organization. The collected data will solely be used for academic purposes. I expect your wholehearted cooperation.]

Title of the Thesis: Digital Governance at the Local Level: The Case of e-Procurement at Two Selected Upazilas (Sub-district) in Bangladesh

Please use Bengali or English as a means of answering. [উত্তর দেয়ার মাধ্যম হিসেবে বাংলা অথবা ইংরেজি ব্যবহার করুন।]

1. As a contractor, you take part in the procurement process of the Upazila Parishad. In your opinion, what are the comparative advantages of the e-GP method? (ঠিকাদার হিসেবে উপজেলা পরিষদের ক্রয় প্রক্রিয়ায় আপনি অংশ নেন। আপনার দৃষ্টিতে ই-জিপি পদ্ধতির তুলনামূলক সুবিধাগুলো কী কী?)
2. What are the problems of the existing system? What could be the solution you propose? (বিদ্যমান পদ্ধতিতে কী কী সমস্যা রয়েছে? এর সমাধান কী হতে পারে?)
3. Can e-GP implementation assure the quality of the work? What is your opinion? (ই-জিপি কি কাজের গুণগত মানের নিশ্চয়তা দেয়? আপনার মত কি?)

4. Do you think that the e-GP system creates difficulties for tenderers? If your response is yes, then how? (আপনি কি মনে করেন ই-জিপি ঠিকাদারদের জন্য জটিলতা তৈরি করে? উত্তর হ্যাঁ হলে কীভাবে?)
5. How can the contractors play a role in removing obstacles to the implementation of e-GP in the procurement of Feni Upazila Parishad? (ঠিকাদারগণ ফেনী উপজেলা পরিষদের ক্রয়কার্যে ই-জিপি বাস্তবায়নের বাধা অপসারণে কীভাবে ভূমিকা রাখতে পারে?)

Annexure-6. Questionnaire for the Contractors of Hatiya Upazila

Research Questions

Hatiya, Noakhali

Name of the Respondent/Contractor:

Designation:

Organization:

[This is a QUESTIONNAIRE intended to perform an academic research. To carry out the research, I need to collect both primary and secondary data from you and your organization. The collected data will solely be used for academic purposes. I expect your wholehearted cooperation.]

Title of the Thesis: Digital Governance at the Local Level: The Case of e-Procurement at Two Selected Upazilas (Sub-district) in Bangladesh.

Please use Bengali or English as a means of answering. [উত্তর দেয়ার মাধ্যম হিসেবে বাংলা অথবা ইংরেজি ব্যবহার করুন।]

1. As a contractor, you take part in the procurement process of the Upazila Parishad. In your opinion, what are the problems of the existing system? What could be the solution? (ঠিকাদার হিসেবে উপজেলা পরিষদের ক্রয় প্রক্রিয়ায় আপনি অংশ নেন। আপনার দৃষ্টিতে বিদ্যমান পদ্ধতিতে কী কী সমস্যা রয়েছে? এর সমাধান কী হতে পারে?)
2. In your opinion, what are the comparative advantages of the e-GP method? (আপনার দৃষ্টিতে ই-জিপি পদ্ধতির তুলনামূলক সুবিধাগুলি কী কী?)
3. What are the advantages and disadvantages of implementing e-GP at the Upazila Parishad as a contractor? (উপজেলা পরিষদে ই-জিপি বাস্তবায়ন হলে ঠিকাদার হিসেবে আপনাদের কী কী সুবিধা হবে এবং কী কী অসুবিধা হবে বলে মনে করেন?)

4. How can contractors play a role in removing obstacles to the implementation of e-GP in the procurement of Hatiya Upazila Parishad? (হাতিয়া উপজেলা পরিষদের ক্রয়কার্যে ই-জিপি বাস্তবায়নের বাধা অপসারণে ঠিকাদারগণ কীভাবে ভূমিকা রাখতে পারে?)
5. Do you think that the e-GP system will bring benefits for tenderers? If your response yes, then how? (আপনি কি মনে করেন ই-জিপি ঠিকাদারদের জন্য সুবিধা নিয়ে আসবে? উত্তর হ্যাঁ হলে কিভাবে?)

Annexure-7. Formation of upazila parishad

As per the provision of Section 6 of the Upazila Parishad Act 1998, the formation of upazila parishad is as follows:

1. Chairman
2. Two Vice-Chairman, one must be female
3. All Union Parishad Chairman or acting Chairman under the jurisdiction
4. Mayor or acting Mayor of each Pouroshova (Municipality), if exists in the geographical Jurisdiction
5. Female members of reserve seats as per the provision of sub-section of the UZP Act, 1998

Source: (Local Government Division, Ministry of Local Government, 2013)

Annexure-8. Functions of upazila parishad

According to the provisions of section 23 of the Upazila Parishad Act 1998, the functions of the Parishad are described in the second schedule of the Act.

1. Preparation of Five Years Plan and different time-bound development plan.
2. Implementation, monitoring, and coordination of the different programs of the transferred departments to the Parishad.
3. Constructions, repair, and maintenance of the inter-union connecting roads.
4. Following the government instructions, installation of the small irrigation project to ensure optimum uses of the surface water.
5. To ensure public health, nutrition, and family planning services.
6. To take measures to improve sanitation, drainage, and supply of safe drinking water.
7. Provide motivation and support for the expansion of education at the upazila level.
8. For improving the quality of secondary education and madrasa education, supervising the quality of the institutions, and assisting their activities.
9. Taking steps for the establishment and expansion of small and cottage industries.
10. To assist and coordinate the work of co-operative societies and private voluntary organizations.
11. Providing support for the activities of women, children, social welfare, and implementing youth, sports, and cultural activities.
12. Undertake and implement activities for the development of agriculture, livestock, fisheries, and forest resources.
13. Discuss the activities of the police department including the improvement of law and order situation in the upazila and sending regular reports to the higher authorities.
14. Provide necessary assistance to the government for self-employment and poverty alleviation, self-initiated programs, implementation, and implementation of related government programs.

15. Coordinating and monitoring the development activities of the Union Parishad and providing necessary assistance.
16. Creating public opinion/ awareness against committing crimes like violence against women and children, and taking other preventive measures.
17. To take other preventive measures including the creation of public opinion/ awareness against committing crimes like terrorism, theft, robbery, smuggling, drug use, etc.
18. Undertaking other activities including social forestry for environmental protection and development.
19. From time to time, other functions directed by the Government.

Source: (Local Government Division, Ministry of Local Government, 2013)

Annexure-9. List of the standing committees

1. Law and Order;
2. Communication and Physical Infrastructure Development;
3. Agriculture and Irrigation;
4. Secondary and Madrasa Education;
5. Primary and Mass Education;
6. Health and Family Welfare;
7. Youth and Sports Development;
8. Women and Child Development;
9. Social Welfare;
10. Freedom Fighter;
11. Fisheries and Livestock;
12. Rural Development and Cooperatives;
13. Culture;
14. Environment and Forest;
15. Market price monitoring, and control;
16. Extraction of money, budget, planning, and local resources;
- 17. Public Health, Sanitation and Pure/Safe Water Supply**

Source: (Local Government Division, Ministry of Local Government, 2013)

Annexure-10. Sources of Income of Upazila Parishad

1. Lease money from government-specified hat-bazaar, jalmahals, and ferry ghats located entirely within the Upazila boundaries.
2. Tax on business establishments and industries located with Thana Headquarters.
3. (a) Tax on Cinema Hall situated in the Thana headquarters of those Upazilas where there is no Municipality.
(b) Share of tax on drama, theatre, and jatra to be decided by rules.
4. Street lighting taxes.
5. Fees levied on fairs, exhibitions, and entertainment shows organized by the non-government sector.
6. Fees for licenses and permits granted by the Parishad on the profession, trade, and callings.
7. Fees for services and facilities maintained by the Parishad.
8. 1% of registration charges on property transfer and 2% of Land Development Tax.
9. Tax, rate, toll, and fees imposed on other sources as directed by the government from time to time, or income earned from other sources.

Source: (Local Government Division, Ministry of Local Government, 2013)

Annexure-11. Disposable subjects at the upazila parishad meeting

Without violating provisions of law, matters required to present at the upazila parishad meeting for discussion and decisions are as follows:

A. Financial:

1. Parishad fund related all issues;
2. Things related to imposing tax, rate, tolls, and fee under the upazila parishad;
3. Annual budgets of the parishad;
4. Revised budget of the parishad;
5. Proposals for expenditure that do not include the current year's budget;
6. Statement of income and expenditure;
7. Approval decisions relating to working quality and estimates;
8. Investment of UZP funds;
9. Audit matters about the Parishad expenditure.

B. Developmental

1. Approval of development projects or proposals and estimates of transferred subjects;
2. Preparing and updating of the yearly development plan, five-year plan, and plan book;
3. Monthly review, monitoring, and evaluation of development works implemented by parishad fund;
 1. The development projects transferred to the UZP by the government from time to time

C. Operational:

1. All affairs linked to the officers and staff of the UZP or the transferred departments
2. Review and endorsement of the recommendations of the standing committees
3. To review and approve the vice-Chairman's proposals and suggestions.

D. Co-ordination:

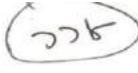
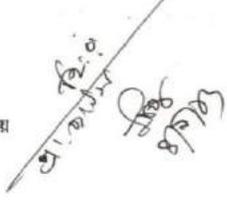
1. Review of performance of transferred departments, activities of NGOs and
2. Quarterly review of the reports and narratives of the government supervisory departments.

E. Miscellaneous:

Moreover, to fulfill the purpose of the Act, any considerable matters of UPZ.

Source: (Local Government Division, Ministry of Local Government, 2013)

Annexure-12. Circulars related to e-GP

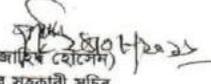
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নং- ৪৬.০০.০০০০.০৩৯.০১৮.০০৪.২০১৩- **২৪৪৮** তারিখঃ **০৯ ভাদ্র ১৪২৩ বঙ্গাব্দ**
২৪ আগস্ট ২০১৬ খ্রিস্টাব্দ

বিষয়ঃ ই-জিপি বাস্তবায়ন সংক্রান্ত।
সূত্রঃ ০৩.০৭৩.০৪৬.২১.০০.০০১.২০১৬-২৬১ তারিখঃ ০৪ আগস্ট ২০১৬ খ্রিঃ।

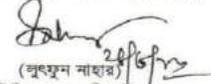
উপর্যুক্ত বিষয় ও সূত্রসম্মত প্রেক্ষিতে প্রধানমন্ত্রীর কার্যালয় হতে প্রাপ্ত পত্রটি এতদসঙ্গে প্রেরণ করা হল। উক্ত পত্রের নির্দেশনা মোতাবেক ডিসেম্বর ২০১৬ এর মধ্যে দেশের সকল সরকারি ক্রয় ই-জিপিতে প্রক্রিয়াকরণ তৎপর হওয়ার জন্য নিম্নবর্ণিত নির্দেশনা গুলো বাস্তবায়নের প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য নির্দেশক্রমে অনুরোধ করা হলঃ

- (১) www.cptu.gov.bd থেকে নির্ধারিত ফরম সংগ্রহপূর্বক সকল ক্রয়কারী সংস্থাকে ই-জিপিতে রেজিস্ট্রেশন গ্রহণের নিমিত্ত [cptu](http://cptu.gov.bd) এর সলে যোগাযোগ করার জন্য মন্ত্রণালয়/বিভাগ থেকে যথাযথ নির্দেশ প্রদান ও বিষয়টি নিয়মিত মনিটর করা;
- (২) অনলাইন পদ্ধতি নিরাপত্তা ও নির্ভরযোগ্যতার স্বার্থে ব্যবহারকারীগণকে সরকারি অথবা নিজস্ব প্রাতিষ্ঠানিক জোনে যুক্ত ই-মেইল ব্যবহার করা। এ ক্ষেত্রে সংস্থার নিজস্ব ই-মেইল সার্ভিস না থাকলে, বাংলাদেশ কম্পিউটার কাউন্সিল (বিসিসি) থেকে সরকারি ই-মেইল আইডি গ্রহণ করা;
- (৩) ই-জিপি প্রশিক্ষণে উপযুক্ত কর্মকর্তা মনোনয়ন এবং ই-জিপি পদ্ধতি পরিচালনায় আন্তরিকভাবে মনোনিবেশ করা; লক্ষ রাখতে হবে যে, প্রশিক্ষণপ্রাপ্ত কর্মকর্তা যাতে ই-জিপি পদ্ধতির দায়িত্ব পালন করেন;
- (৪) সর্বোপরি মন্ত্রণালয়/বিভাগসহ যে সকল ক্রয়কারী সংস্থা ই-জিপিতে যুক্ত হয়েছে এবং প্রশিক্ষণ গ্রহণ করেছে তারা যেন ই-জিপিতে দরপত্র প্রক্রিয়াকরণ করে তা নিশ্চিত করা।


মোঃ জাহিদ হোসেন
সিনিয়র সহকারী সচিব
ফোন- ৯৫৭৫৫৭৩
e-mail: lgadmin1@lgd.gov.bd

স্থানীয় সরকার বিভাগ
উপজেলা-২ শাখা
www.lgd.gov.bd

স্মারক নং- ৪৬.০৪৫.০২২.১০.৩১.০৩১.২০১৬- **২০২২** তারিখঃ **২৮/০৮/২০১৬**
 উপর্যুক্ত বিষয়ের নির্দেশনা অনুযায়ী ই-জিপি বাস্তবায়ন বিষয়ে প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য পত্রের ছায়াছবি নির্দেশক্রমে এসাথে প্রেরণ করা হলো।


সুফিয়ান নাহার
সিনিয়র সহকারী সচিব
ফোনঃ ৯৫৭৭২৩০

১. চেয়ারম্যান (সকল).....উপজেলা পরিষদ।
 ২. উপজেলা নির্বাহী অফিসার (সকল).....উপজেলা।
অনুলিপিঃ
 ১. সহকারী প্রোগ্রামার, স্থানীয় সরকার বিভাগ (ওয়েবসাইটে আপলোড করার অনুরোধসহ)।

[Handwritten signatures and stamps]

১১০৬
জরুরী/তাগিদ পত্র

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়
স্থানীয় সরকার বিভাগ
উপজেলা ২ শাখা
www.lgd.gov.bd

স্মারক নং-৪৬.০৪৫.০২২.১০.৩১.০৩১.২০১৬-২২৮

তারিখঃ ১৭/০৮/২০১৬

বিষয় : উপজেলা পরিষদে শতভাগ e-GP বাস্তবায়ন নিশ্চিতকরণ।

সূত্র ১ (১) উপজেলা-২ এর স্মারক নং-৪৬.০৪৫.০২২.০৮.০৩.০০৩.২০১২-৩১৭, তারিখঃ ১৪/০২/২০১৬
(২) উপজেলা-২ এর স্মারক নং-৪৬.০৪৫.০২২.০৮.০৩.০০৩.২০১২-৮৩৮, তারিখঃ ১৭/০৭/২০১৬

উপর্যুক্ত বিষয় ও সূত্রস্থ স্মারকের প্রেক্ষিতে জানানো যাচ্ছে যে, গত ২৯ জুন ২০১৬ তারিখে সচিব মহোদয়ের সভাপতিত্বে অনুষ্ঠিত সমন্বয় সভায় নিম্নবর্ণিত সিদ্ধান্ত গৃহীত হয়ঃ-

"২০১৬ সালের মধ্যে স্থানীয় সরকার বিভাগের আওতাধীন দপ্তর/সংস্থা ও স্থানীয় সরকার প্রতিষ্ঠানে শতভাগ e-GP বাস্তবায়ন নিশ্চিত করতে হবে। e-GP বাস্তবায়ন আগতি হার অনুবিভাগ প্রধানগণ সমন্বয় সভায় উপস্থাপন করবেন।"

উল্লেখ্য যে, একই বিষয়ে গত ২৬/০৭/২০১৬ তারিখে অনুষ্ঠিত স্থানীয় সরকার বিভাগের মাসিক সমন্বয় সভায় পুনরায় অনুরূপ সিদ্ধান্ত গৃহীত হয়। অদ্যাবধি তাঁর উপজেলা পরিষদের e-GP বাস্তবায়ন সংক্রান্ত তথ্যাদি পাওয়া যায়নি।

এমতাবস্থায়, ২০১৬ সালের মধ্যে সকল উপজেলা পরিষদে শতভাগ e-GP বাস্তবায়ন নিশ্চিত করার লক্ষ্যে, সিপিটিইউ এর ২১/০৬/২০১৬ তারিখের ১০৯২ নং স্মারকের নির্দেশনা মতে সংযুক্ত নমুনা ছক মোতাবেক তথ্যাদি পূরণ করে এ বিভাগের lgd.upazila2@gmail.com নং ই-মেইলে ০৩ (তিন) কার্যদিবসের মধ্যে প্রেরণের জন্য নির্দেশক্রমে পুনরায় অনুরোধ করা হলো।

[Handwritten signature]
(মোঃ মাহাবুবুর রহমান)
উপ-সচিব
ফোনঃ ৯৯৫৭৭২৩৩

সংযুক্ত নমুনা ছক

১. চেয়ারম্যান (সকল).....উপজেলা পরিষদ।
২. উপজেলা নির্বাহী অফিসার, (সকল).....।

অনুলিপিঃ

১. জেলা প্রশাসক (সকল)।
২. প্রোগ্রামার, স্থানীয় সরকার বিভাগ (পত্রটি ওয়েব সাইটে প্রকাশের অনুরোধসহ)

১০/০৮/১৬

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়
স্থানীয় সরকার বিভাগ
উপজেলা-২ শাখা
www.lgd.gov.bd

১০/০৮/১৬
১০/০৮/১৬
১০/০৮/১৬
১০/০৮/১৬
১০/০৮/১৬
১০/০৮/১৬
১০/০৮/১৬
১০/০৮/১৬
১০/০৮/১৬
১০/০৮/১৬

স্মারক নং- ৪৬.০৪৫.০২২.১০.৩৫.০৩৫.২০১৬-১০২৪

তারিখঃ ২০/০৮/২০১৬

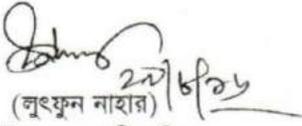
বিষয় : ২৯ মার্চ, ২০১৬ তারিখে অনুষ্ঠিত সচিব-সভায় গৃহিত সিদ্ধান্ত বাস্তবায়ন প্রসঙ্গে।

সূত্র : মন্ত্রিপরিষদ বিভাগের আধাসরকারি পত্র সংখ্যা-০৪.০০.০০০০.৭১২.০৬.০১০.৪৩ তাং ১০/০৮/২০১৬

উপর্যুক্ত বিষয়ে সুত্রোক্ত স্মারকের পরিপ্রেক্ষিতে গত ২৯ মার্চ, ২০১৬ তারিখে অনুষ্ঠিত সচিব-সভায় গৃহিত নিম্নবর্ণিত সিদ্ধান্ত যথাযথভাবে বাস্তবায়নকরতঃ অগ্রগতির প্রতিবেদনে আগামী ১৫ (পনের) কার্য দিবসের মধ্যে এ বিভাগকে অবহিতকরণের জন্য নির্দেশক্রমে অনুরোধ করা হলোঃ

সিদ্ধান্ত নং- (খ) স্থানীয় সরকার বিভাগের আওতাধীন উপজেলা পরিষদে টেন্ডারিং কার্যক্রম ডিসেম্বর, ২০১৬ এর মধ্যে ই-সেবার আওতায় আনতে হবে।

সিদ্ধান্ত নং- (গ) সরকারি কাজে ব্যবহৃত সাইনবোর্ড/বিলবোর্ড গুলোতে বাংলা ভাষার ব্যবহার নিশ্চিত করার প্রয়োজনীয় ব্যবস্থা গ্রহণ করতে হবে।


(লুৎফুন নাহার)

সিনিয়র সহকারী সচিব
ফোনঃ ৯৫৭৭২৩০

১। চেয়ারম্যান (সকল)..... উপজেলা পরিষদ।

২। উপজেলা নির্বাহী অফিসার (সকল).....।

অনুলিপিঃ

০১. জেলা প্রশাসক (সকল)

০২. সচিবের একান্ত সচিব, স্থানীয় সরকার বিভাগ।

০৩. সহকারী প্রোগ্রামার, স্থানীয় সরকার বিভাগ (ওয়েবসাইটে আপলোডের অনুরোধসহ)।

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
স্থানীয় সরকার প্রকৌশল অধিদপ্তর
আগারগাঁও, শেরেবাংলা নগর
ঢাকা-১২০৭
www.lqed.gov.bd

স্মারক নং-এলজিইডি/সিই/পিইউ-৬৩(অংশ-১)/২০১০/৯৭৭০

তারিখ: ০৫/০২/২০১৫

প্রতি,

- ১। নির্বাহী প্রকৌশলী
স্থানীয় সরকার প্রকৌশল অধিদপ্তর
জেলাঃ
- ২। উপজেলা প্রকৌশলী
স্থানীয় সরকার প্রকৌশল অধিদপ্তর
.....উপজেলা, জেলাঃ

বিষয়ঃ e-GP পদ্ধতিতে দরপত্র কার্যক্রম সম্পাদনের লক্ষ্যমাত্রা শতভাগ অর্জন প্রসঙ্গে।

উপর্যুক্ত বিষয়ের প্রেক্ষিতে জানানো যাচ্ছে যে, মাননীয় প্রধানমন্ত্রীর কার্যালয় এবং স্থানীয় সরকার বিভাগের নির্দেশনা মোতাবেক আগামী ডিসেম্বর/২০১৬ এর মধ্যে সকল ক্রয়কার্য e-GP প্রক্রিয়ায় সম্পন্ন করতে হবে। কিন্তু মাঠ পর্যায়ে হতে বিগত অর্থ বৎসরে (২০১৫-১৬) দরপত্র আহ্বান সংক্রান্ত প্রাপ্ত তথ্য অনুযায়ী পরিলক্ষিত হচ্ছে যে, অদ্যাবধি e-GP পদ্ধতিতে দরপত্র আহ্বানের ক্ষেত্রে শতভাগ সফলতা অর্জন সম্ভব হয়নি। এ প্রেক্ষিতে কাক্সিত লক্ষ্যমাত্রা অর্জনে এখন হতে স্ব-স্ব দপ্তর হতে আহ্বানকৃত সকল দরপত্র প্রক্রিয়া e-GP পদ্ধতিতে বাস্তবায়ন করতে হবে। কোন বিশেষ ক্ষেত্রে e-GP পদ্ধতি ব্যতিরেকে দরপত্র আহ্বানের উপযোগীতা পরিলক্ষিত হলে নিম্ন স্বাক্ষরকারীর নিকট হতে পূর্ব অনুমোদন সাপেক্ষে Off-Line এ দরপত্র আহ্বানের ব্যবস্থা গ্রহণ করতে হবে।

এমতাবস্থায়, e-GP পদ্ধতিতে দরপত্র কার্যক্রম শতভাগ বাস্তবায়নের লক্ষ্যে সকলকে সচেতন হওয়ার জন্য বলা হলো।



(শ্যামা প্রসাদ অধিকারী)

প্রধান প্রকৌশলী

ফোনঃ ৯১২৪০২৭

ই-মেইলঃ ce@lqed.gov.bd

অনুলিপি :

- ১। অতিরিক্ত প্রধান প্রকৌশলী (সকল), এলজিইডি, সদর দপ্তর/বিভাগ।
- ২। তত্ত্বাবধায়ক প্রকৌশলী (সকল), এলজিইডি, সদর দপ্তর/অঞ্চল।
- ৩। প্রকল্প পরিচালক (সকল)..... এলজিইডি, সদর দপ্তর, ঢাকা।

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CPTU-ট
E-6P
২৫/১১/১৫

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়
স্থানীয় সরকার বিভাগ
উপজেলা-২ শাখা
www.lgd.gov.bd

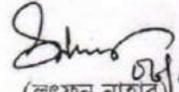
স্মারক নং- ৪৬.০৪৫.০২২.১০.৩৬.০৩৬.২০১৬-১০৬৪

তারিখঃ ০৮/০৯/২০১৬

বিষয় : স্থানীয় সরকার বিভাগের আওতাধীন ৪৯০টি উপজেলা পরিষদে ই-টেন্ডারিং পদ্ধতি চালুকরণ।

উপর্যুক্ত বিষয়ে জানানো যাচ্ছে যে, মন্ত্রিসভা বৈঠকের ১৬ ফেব্রুয়ারি, ২০১৫ তারিখের সিদ্ধান্ত মোতাবেক স্থানীয় সরকার বিভাগের আওতাধীন সকল দপ্তর/সংস্থায় ই-টেন্ডারিং পদ্ধতি প্রবর্তনের উদ্যোগ গ্রহণ করা হয়েছে। সে প্রেক্ষিতে স্থানীয় সরকার বিভাগের আওতাধীন ৪৯০টি উপজেলা পরিষদে ই-টেন্ডারিং পদ্ধতি চালুকরণের লক্ষ্যে ৪৩টি জেলার ১০১টি উপজেলা পরিষদ হতে প্রাপ্ত (তালিকা সংযুক্ত) Central Procurement Technical Unit (CPTU) এর নির্ধারিত ফরমসমূহ প্রয়োজনীয় কার্যক্রম গ্রহণের জন্য নির্দেশক্রমে এতদসঙ্গে প্রেরণ করা হলো।

সংযুক্তঃ বর্ণনামতে।


(লুৎফুন নাহার)
সিনিয়র সহকারী সচিব
ফোনঃ ৯৫৭৭২৩০

মহাপরিচালক
সিপিটিইউ, আইএমইডি,
সিপিটিইউ ভবন
শেরেবাংলা নগর, আগারগাঁও, ঢাকা।

অনুলিপিঃ জ্ঞাতার্থে/ কার্যার্থে (জ্যেষ্ঠতার ভিত্তিতে নয়):

- ১। অতিরিক্ত সচিব (প্রশাসন), স্থানীয় সরকার বিভাগ।
- ২। মাননীয় মন্ত্রীর একান্ত সচিব, স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়।
- ৩। সিনিয়র সহকারী সচিব (প্রশাসন-১/২), স্থানীয় সরকার বিভাগ।
- ৪। সচিবের একান্ত সচিব, স্থানীয় সরকার বিভাগ।
- ৫। চেয়ারম্যান,..... উপজেলা পরিষদ।
- ৬। উপজেলা নির্বাহী অফিসার.....।
- ৭। সহকারী প্রোগ্রামার, স্থানীয় সরকার বিভাগ (ওয়েবসাইটে আপলোডের অনুরোধসহ)।

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১৬২
১০/১০/১৬

১/১০/১৬

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়
স্থানীয় সরকার বিভাগ
উপজেলা-২ শাখা
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জরুরী/তাগিদ পত্র-০৩

কেন্দ্র	ফেনী
তারিখ	৪/১০/১৬
স্মারক	
তারিখ	২৯/০৯/২০১৬
স্বাক্ষর	

স্মারক নং-৪৬.০৪৫.০২২.১০.৩১.০৩১.২০১৬-১১০৮

বিষয় : উপজেলা পরিষদে শতভাগ e-GP বাস্তবায়ন নিশ্চিতকরণ।

- সূত্র : (১) উপজেলা-২ এর স্মারক নং-৪৬.০৪৫.০২৫.০৮.০৩.০০৩.২০১২-৩১৭, তারিখ : ১৪/০২/২০১৬
 (২) উপজেলা-২ এর স্মারক নং-৪৬.০৪৫.০২৫.০৮.০৩.০০৩.২০১২-৮৩৮, তারিখ : ১৭/০৭/২০১৬
 (৩) উপজেলা-২ এর স্মারক নং-৪৬.০৪৫.০২২.১০.৩১.০৩১.২০১৬-৯৯৮, তারিখ : ১৭/০৮/২০১৬

উপর্যুক্ত বিষয় ও সূত্রস্থ স্মারকদ্বয়ের প্রেক্ষিতে জানানো যাচ্ছে যে, মন্ত্রিসভার বৈঠকে ১৬/০২/২০১৫ তারিখে গৃহিত সিদ্ধান্ত মোতাবেক স্থানীয় সরকার বিভাগের আওতাধীন সকল উপজেলা পরিষদে ই-টেন্ডারিং পদ্ধতি চালুকরণের উদ্যোগ গ্রহণ করা হয়েছে। এ লক্ষ্যে ১০১টি উপজেলা পরিষদ কর্তৃক পূরণকৃত সিপিটিইউ (আইএমইডি) এর নির্ধারিত ফরম পরবর্তী কার্যক্রম গ্রহণের জন্য সেন্ট্রাল প্রকিউরমেন্ট টেকনিক্যাল ইউনিটে প্রেরণ করা হয়েছে। উল্লেখ্য যে, ২০১৬ সালের মধ্যে স্থানীয় সরকার বিভাগের আওতাধীন দপ্তর/সংস্থা ও স্থানীয় সরকার প্রতিষ্ঠানে শতভাগ e-GP বাস্তবায়ন নিশ্চিত করার নির্দেশনা রয়েছে।

উল্লেখ্য যে, e-GP বাস্তবায়নের লক্ষ্যে সেন্ট্রাল প্রকিউরমেন্ট টেকনিক্যাল ইউনিট এর মাধ্যমে রেজিস্ট্রেশন করতে হবে বিধায় উপজেলা পরিষদ কর্তৃক নির্ধারিত ফরমে তথ্যাদি পূরণ করা আবশ্যিক। এ বিষয়ে সূত্রস্থ স্মারকদ্বয়ের মাধ্যমে একাধিকবার অনুরোধ করা হয়েছে। অদ্যাবধি তাঁর উপজেলা পরিষদের e-GP সংক্রান্ত নির্ধারিত পূরণকৃত ফরম পাওয়া যায়নি।

এমতাবস্থায়, মন্ত্রিপরিষদ বৈঠকের সিদ্ধান্ত বাস্তবায়ন তথা ২০১৬ সালের মধ্যে সকল উপজেলা পরিষদে শতভাগ e-GP চালুকরণে সিপিটিইউ এর ২১/০৬/২০১৬ তারিখের ১০৯২ নং স্মারকের নির্দেশনা মতে সংযুক্ত নমুনা ছক মোতাবেক তথ্যাদি পূরণ করে ই-মেইল নং- lgd.upazila2@gmail.com তে ০২ (দুই) কার্যদিবাসের মধ্যে প্রেরণ নিশ্চিত করণের জন্য নির্দেশক্রমে পুনরায় অনুরোধ করা হলো। অন্যথায় সংশ্লিষ্ট উপজেলা পরিষদের বরাদ্দ বন্ধ রাখাসহ পরবর্তী ব্যবস্থা গ্রহণ করা হবে।

সংযুক্ত নমুনা ছক

সিনিয়র সহকারী সচিব
ফোন : ৯৫৭৭২৩০
e-mail : lgd.upazila2@gmail.com

১. চেয়ারম্যান উপজেলা পরিষদ।
২. উপজেলা নির্বাহী অফিসার,

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
জেলা প্রশাসকের কার্যালয়, ফেনী
(স্থানীয় সরকার শাখা)

স্মারক নং-৪৬.২০.৩০০০.০০৬.১৬.০০২.১৬. ৪০০,

তারিখ ০৫/১০/১৬
০৫/১০/১৬ খ্রিঃ

পত্রের মর্মমতে "ছক" মোতাবেক তথা স্থানীয় সরকার বিভাগ, ঢাকা বরাবর প্রেরণ পূর্বক এ কার্যালয়ে অনুলিপি প্রেরণের জন্য অনুরোধ জানানো হলো।

উপপরিচালক
স্থানীয় সরকার
জেলা প্রশাসকের কার্যালয়, ফেনী

চেয়ারম্যান, উপজেলা পরিষদ, ফেনী সদর/সোনাগাজী/দাগনভূঞা/ফুলগাজী/পরশুরাম/ছাগলনাইয়া, ফেনী
উপজেলা নির্বাহী অফিসার, ফেনী সদর/সোনাগাজী/দাগনভূঞা/ফুলগাজী/পরশুরাম/ছাগলনাইয়া, ফেনী

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U.F.
১২/১২/২০১৬
১২/১২/২০১৬

১২/১২/২০১৬

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়
স্থানীয় সরকার বিভাগ
উপজেলা-২ শাখা
www.lgd.gov.bd

জরুরী।
১২/১২/২০১৬

স্মারক নং- ৪৬.০৪৫.০২২.১০.৩৬.০৩৬.২০১৬- ১৩৫৩

তারিখঃ ২০/১২/২০১৬

বিষয়ঃ স্থানীয় সরকার বিভাগের আওতাধীন ৪৯০টি উপজেলা পরিষদে ই-জিপি চালুকরণ।

সূত্রঃ পরিকল্পনা মন্ত্রণালয়ের স্মারক নং-১৫২, তারিখঃ ২০/১১/২০১৬

উপর্যুক্ত বিষয়ে সূত্রোক্ত স্মারকের পরিপ্রেক্ষিতে জানানো যাচ্ছে যে, মন্ত্রিসভা বৈঠকের ১৬ ফেব্রুয়ারি, ২০১৫ তারিখের সিদ্ধান্ত মোতাবেক স্থানীয় সরকার বিভাগের আওতাধীন সকল দপ্তর/সংস্থায় ই-টেন্ডারিং পদ্ধতি প্রবর্তনের উদ্যোগ গ্রহণ করা হয়েছে। সে প্রেক্ষিতে স্থানীয় সরকার বিভাগের আওতাধীন ৪৯০টি উপজেলা পরিষদে ই-টেন্ডারিং পদ্ধতি চালুকরণের লক্ষ্যে উপজেলা পরিষদ কর্তৃক পূরণকৃত Central Procurement Technical Unit (CPTU) এর নির্ধারিত ফরম প্রেরণ করা হয়েছে। তদ্ব্যতিরিক্তে ২৭৯টি উপজেলা ই-জিপিতে তালিকাভুক্ত হয়েছে। কিন্তু একাধিক সূত্রে অনুরোধ করার পরও অদ্যাবধি তাঁর উপজেলা পরিষদ হতে Central Procurement Technical Unit (CPTU) এর নির্ধারিত ফরম প্রেরণ করা হয়নি। ফলে তাঁর পরিষদকে ই-জিপিতে অস্বত্বভুক্ত করা যায়নি। উল্লেখ্য যে, ৩০ ডিসেম্বর, ২০১৬ তারিখের মধ্যে আবশ্যিকভাবে ই-জিপিতে অস্বত্বভুক্ত হতে হবে।

এমতাবস্থায়, উপজেলা পরিষদে ই-জিপি পদ্ধতি চালুকরণের লক্ষ্যে তাঁর উপজেলা পরিষদ কর্তৃক পূরণকৃত Central Procurement Technical Unit (CPTU) এর নির্ধারিত ফরমসহ সিপিটিইউতে যোগাযোগকরতঃ অগ্রগতি আগামী ০৩ কার্যদিবসের মধ্যে এ বিভাগকে অবহিতকরণের জন্য নির্দেশক্রমে অনুরোধ করা হলো। অন্যথায় অর্থ বরাদ্দ বন্ধসহ প্রয়োজনীয় ব্যবস্থা গ্রহণ করা হবে।

সংযুক্তঃ বর্ণনামতে।

১২/১২/২০১৬
(লুৎফন নাহার)
সিনিয়র সহকারী সচিব
ফোনঃ ৯৫৭৭২৩০

বিতরণঃ কার্যার্থে-

১. চেয়ারম্যান,.....উপজেলা পরিষদ,.....জেলা।
২. উপজেলা নির্বাহী অফিসার,.....জেলা-.....।

অনুলিপিঃ

- ১। অতিরিক্ত সচিব (প্রশাসন), স্থানীয় সরকার বিভাগ।
- ২। মাননীয় মন্ত্রীর একান্ত সচিব, স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়।
- ৩। সচিবের একান্ত সচিব, স্থানীয় সরকার বিভাগ।
- ৪। প্রোগ্রামার, স্থানীয় সরকার বিভাগ (ওয়েবসাইটে আপলোডের অনুরোধসহ)।

উন্নয়নের পথকে
শেখ হাসিনার মূলমন্ত্র

2000060 76010707

স্মারক নং- ৪৬.০৪৫.০২২.১০.৩৬.০৩৬.২০১৬- ৭০১

তারিখঃ ৩১/০৫/২০১৭

বিষয়ঃ উপজেলা পরিষদসমূহের ই-জিপিতে কার্যক্রম গ্রহণ।

নিবন্ধন ও নিবন্ধনকারের তথ্য	
জেলা প্রশাসকের কার্যালয়, কুমিল্লা	
উক্তি নং	১৪
উক্তি তারিখ	২২/০৫/২০১৭
উক্তি প্রকার	উপস্থাপনা
উক্তি প্রকার (সংক্ষেপ)	ই-জিপি
উক্তি প্রকার (সংক্ষেপ)	আইপি
উক্তি প্রকার (সংক্ষেপ ও আইডি)	সংরক্ষণ
সহকারী কমিশনার পোপনারায়	
উক্তি নং	২২/২০৪
তারিখ	২৫/৫/১৭

- সূত্রঃ ১. স্থানীয় সরকার বিভাগের স্মারক নং-৮৩৮, তারিখঃ ১৭/০৭/২০১৬
২. এ বিভাগের স্মারক নং-৯৯৮, তারিখঃ ১৭/০৮/২০১৬
৩. এ বিভাগের স্মারক নং-১০১৩, তারিখঃ ২৩/০৮/২০১৬
৪. এ বিভাগের স্মারক নং-১০২২, তারিখঃ ২৮/০৮/২০১৬
৫. এ বিভাগের স্মারক নং-১১০৮, তারিখঃ ২৯/০৯/২০১৬
৬. এ বিভাগের স্মারক নং-১৭০, তারিখঃ ০৫/০২/২০১৭

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উপর্যুক্ত বিষয়ে সূত্রোক্ত স্মারকের প্রেক্ষিতে জানানো যাচ্ছে যে, মন্ত্রিপরিষদ বিভাগে ২৮ নভেম্বর, ২০১৬ তারিখে অনুষ্ঠিত সচিব-সভায় গৃহীত সিদ্ধান্ত অনুযায়ী স্থানীয় সরকার বিভাগের আওতাধীন ৪৯০টি উপজেলা পরিষদের মধ্যে ১১/০৫/২০১৭ তারিখ পর্যন্ত ৩৮-৭টি উপজেলা পরিষদ ই-জিপিতে নিবন্ধিত হয়েছে (তালিকা সংযুক্ত)। এখন পর্যন্ত যে সকল উপজেলা পরিষদ ই-জিপিতে নিবন্ধিত হয়নি তাদেরকে পত্র প্রাপ্তির ১০ (দশ) কার্যদিবসের মধ্যে Central Procurement Technical Unit (CPTU), সিপিটিইউ ভবন, পরিকল্পনা কমিশন, শেরে বাংলা নগর, ঢাকায় সরাসরি যোগাযোগ করে ই-জিপিতে নিবন্ধনকরণ ও বিভাগকে অবহিতকরণের জন্য নির্দেশক্রমে অনুরোধ করা হলো। নির্ধারিত সময়ের মধ্যে ই-জিপিতে নিবন্ধিত না হলে সংশ্লিষ্ট উপজেলা নির্বাহী অফিসার, উপজেলা পরিষদ চেয়ারম্যান ও কর্মকর্তা-কর্মচারীদের বিরুদ্ধে আইনানুগ ব্যবস্থা গ্রহণসহ ভবিষ্যতে সংশ্লিষ্ট উপজেলা পরিষদের আনুগত্যে এস্তিপির বরাদ্দ প্রদান স্থগিত রাখা হবে।

Handwritten signature and date: ৩১/০৫/২০১৭

সিনিয়র সহকারী সচিব

স্মারকনং: ০১.৪২.১৯০০.০০৯.৩৯.০০৮.১৭-৬৪৪ (২২)

তারিখঃ ২২/০৫/২০১৭

অনুলিপি সমস্ত অবগতি ও পত্রের নির্দেশানুযায়ী যথাসময়ে Central Procurement Technical Unit (CPTU), সিপিটিইউ ভবন, পরিকল্পনা কমিশন, শেরে বাংলা নগর, ঢাকায় সরাসরি যোগাযোগ করে ই-জিপিতে নিবন্ধন করণের স্থানীয় সরকার বিভাগসহ এ কার্যালয়কে অবহিতকরণের জন্য নির্দেশক্রমে অনুরোধ করা হলো। (ইতোমধ্যে যেসকল উপজেলা পরিষদের নিবন্ধন হয় নাই তাদের ক্ষেত্রে প্রযোজ্য)

০১। উপজেলা নির্বাহী অফিসার/প্রাকশাসক/বৃত্তিকর্তা/প্রদর্শন সচিব/কুমিল্লা সদর দক্ষিণ/চান্দিয়া/চৌকগ্রাম/মানোহরণ/মুরাদনগর/মেঘনা/ছোমনা/নাডালকোট, কুমিল্লা।

Handwritten signature and date: ২২/৫/১৭

ইশরাত সিদ্দিকা
সহকারী কমিশনার
স্থানীয় সরকার শাখা
জেলা প্রশাসকের কার্যালয়, কুমিল্লা
ফোন নং: ০৬১-৬০৩৪১

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়
স্থানীয় সরকার বিভাগ
উপজেলা-২ শাখা
www.lgd.gov.bd

উন্নয়নের গণতন্ত্র
শেখ হাসিনার মূলমন্ত্র

স্মারক নং-৪৬.০০.০০০০.০৪৫.৯৯.০৩৬.১৯-২৭২

তারিখ: ১৮/০৩/২০১৯ খ্রি:

বিষয় : উপজেলা পর্যায়ে ইলেকট্রনিক গভর্নেন্স প্রকিউরমেন্টের (e-GP) মাধ্যমে ক্রয় সংক্রান্ত কার্যক্রম পরিচালনা সংক্রান্ত।

সূত্র : প্রধান প্রকৌশলী, এলজিইডি এর স্মারক নং-৪৬.০২.০০০০.৩২২.১৮.০১০.১৮-৪৫৪ তারিখ: ০৪/১১/২০১৮খ্রি:

উপর্যুক্ত বিষয়ে ও সূত্রোক্ত স্মারকের পরিপ্রেক্ষিতে, উপজেলা পর্যায়ে ইলেকট্রনিক গভর্নেন্স প্রকিউরমেন্টের (e-GP) মাধ্যমে ক্রয় সংক্রান্ত কার্যক্রম পরিচালনার নিম্নোক্ত নির্দেশনাসমূহ নির্দেশক্রমে জারী করা হ'ল:

- ১ (ক) স্থানীয় সরকার প্রকৌশল অধিদপ্তর কর্তৃক স্থাপিত এলজিআই ই-মেইল (ডোমেইন (lgi.gov.bd) এর আওতায় প্রস্তুতকৃত আইডি ব্যতীত অন্য কোন আইডি ই-জিপির কাজে ব্যবহার করা থেকে বিরত থাকতে হবে;
 - (খ) অর্থমন্ত্রণালয় কর্তৃক জারীকৃত আর্থিক ক্ষমতা অর্পন আদেশ অনুযায়ী যে সকল দরপত্রের অনুমোদনকারী কর্তৃপক্ষ উপজেলা চেয়ারম্যান, সে সকল দরপত্রের ক্ষেত্রে অনুমোদনকারী কর্তৃপক্ষ হিসেবে উপজেলা চেয়ারম্যান সংযুক্ত খসড়া (সংযুক্তি-১) অনুসরণক্রমে "দরপত্র মূল্যায়ন কমিটি" ও "দরপত্র উন্মুক্তকরণ কমিটি" গঠন করবেন; এবং উক্ত কমিটিদ্বয়ের সভাপতি ও সদস্য সচিব হইবেন যথাক্রমে উপজেলা নির্বাহী অফিসার ও উপজেলা প্রকৌশলী।
 - (গ) উপজেলা পরিষদের ক্ষেত্রে দরপত্র আহ্বান করবেন উপজেলা প্রকৌশলী এবং তিনি ই-জিপি সিস্টেমে Organization Admin হিসেবে দায়িত্ব পালন করবেন;
 - (ঘ) উপজেলা পরিষদের সকল ক্রয়ের ক্ষেত্রে দরপত্র মূল্যায়ন কমিটির সভাপতি ও সদস্য সচিব, যথাক্রমে দরপত্র উন্মুক্তকরণ কমিটির সভাপতি ও সদস্য সচিবের দায়িত্ব পালন করবেন;
 - (ঙ) উপজেলা পরিষদ উপজেলা পর্যায়ে কর্মকর্তাদের মধ্য হতে একজন যোগ্য ফোকাল পারসন মনোনীত করে তার মাধ্যমে "proinfo.lgd.gov.bd" ওয়েবসাইটে নিয়মিত তথ্য হাল নাগাদ করবেন;
- ২। এ বিষয়ে বিস্তারিত তথ্যের প্রয়োজন হলে নির্বাহী প্রকৌশলী (প্রকিউরমেন্ট), এলজিইডি, (ই-মেইল: xen.procurement@lged.gov.bd মোবাইল: ০১৭০৮-১২৩১৩২, ফোন: ০২-৮১৮১১০৩), সিনিয়র সহকারী প্রকৌশলী (প্রকিউরমেন্ট), এলজিইডি (মোবাইল: ০১৭০৮-১২৩২৪৭), এবং ফোকাল (ই-মেইল focal@lgi.gov.bd, ফোন: ০২-৮১৮১৪৭৩) এর সাথে যোগাযোগ করা যাবে।

সংযুক্ত : বর্ণনামতে

(মোহাম্মদ জাহিরুল ইসলাম)

উপসচিব

ফোন: ৯৫৭৭২৩০

ই-মেইল: lgd.upazila2@gmail.com

বিতরণ :

১। চেয়ারম্যান, উপজেলা পরিষদ,.....উপজেলা, জেলা:.....।

২। উপজেলা নির্বাহী অফিসার,.....উপজেলা, জেলা:.....।

অনুলিপি: সদস্য অবগতি ও কার্যার্থে:-(জ্যেষ্ঠতার ক্রমানুসারে নয়)-

১। প্রধান প্রকৌশলী, স্থানীয় সরকার প্রকৌশল অধিদপ্তর, আগারগাঁও, শেরে বাংলা নগর, ঢাকা-১২০৭।

২। মহাপরিচালক, সিপিটিইউ, আইএমইডি, শেরে বাংলা নগর, ঢাকা-১২০৭।

৩। বিভাগীয় কমিশনার,..... (সকল)।

৪। জেলা প্রশাসক,..... (সকল)।

৫। নির্বাহী প্রকৌশলী, প্রকিউরমেন্ট, স্থানীয় সরকার প্রকৌশল অধিদপ্তর, আগারগাঁও, শেরে বাংলা নগর, ঢাকা-১২০৭।

৬। উপজেলা প্রকৌশলী/ উপজেলা মহকারী প্রকৌশলী, এলজিইডি,.....উপজেলা, জেলা:.....।

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
পরিকল্পনা মন্ত্রণালয়
বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ
সেন্ট্রাল প্রকিউরমেন্ট টেকনিক্যাল ইউনিট (সিপিটিইউ)
সিপিটিইউ ভবন, শের-ই-বাংলা নগর, ঢাকা।

Tel: 9144252-3, Fax: 9180968, E-mail: info@cptu.gov.bd, Website: www.cptu.gov.bd

নং-২১.০০.০০০০.৩৬৩.২২.০৯০.১৮-১৫৬

তারিখঃ ১১/১০/২০১৮ খ্রিঃ

পরিপত্র

বিষয়ঃ অবকাঠামো উন্নয়নমূলক কাজের প্রিওয়ার্ক মেজারমেন্ট গ্রহণের সময় প্রকল্প স্থানের ভিডিও ও বিভিন্ন এ্যাঞ্জেলের স্থির চিত্র এবং বাস্তবায়নের পর পোস্ট ওয়ার্ক মেজারমেন্টের সময় উক্ত স্থানের ভিডিও ও একই এ্যাঞ্জেলে স্থির চিত্র ধারণ করে সংশ্লিষ্ট প্রকল্প নথিতে সংরক্ষণপূর্বক চূড়ান্ত বিল পরিশোধ সংক্রান্ত।

উপর্যুক্ত বিষয়ে দুর্নীতি দমন কমিশনের ০৮/০৩/২০১৮ তারিখের ৭৯৯০ সংখ্যক পত্রের অগ্রায়নকারী মন্ত্রিপরিষদ বিভাগের পত্র নং-০৪.০০.০০০০.৫২১.৩৫.০৮৯.১৭-২০৫; তারিখঃ ১০/০৪/২০১৮ খ্রিঃ সংযুক্ত করা হ'ল।

০২। ক্রয় কাজ বাস্তবায়নে স্বচ্ছতার নির্দেশক হিসেবে কার্য (Works) (রাস্তা/ভবন নির্মাণ, সংস্কার, মেরামত ইত্যাদি) শুরুর পূর্বকার অবস্থার চিত্র এবং কার্য বাস্তবায়নের পরের চিত্রের দালিলিক সংরক্ষণ যথেষ্ট গুরুত্ব বহন করে। নিরীক্ষা, অনুসন্ধান এবং বিশেষ কোন তদন্তের ক্ষেত্রে এ ধরনের চিত্র গুরুত্বপূর্ণ সূত্র হিসেবে ভূমিকা রাখে।

০৩। উল্লেখ্য, সরকার প্রণীত আদর্শ দরপত্র দলিলে সন্নিবেশিত চুক্তির সাধারণ ও বিশেষ শর্তাবলীতে ক্রয় কাজ বাস্তবায়নে কাজের মান, সময়সীমা, স্বচ্ছতা ও দালিলিকরণে বিশেষ নির্দেশনা দেয়া আছে।

০৪। উপর্যুক্ত প্রেক্ষাপটে ক্রয়কার্য বাস্তবায়নে স্বচ্ছতা এবং বাস্তবায়িত কাজের সুষ্ঠু দালিলিকরণ (Documentation) নিশ্চিতকল্পে অবকাঠামো উন্নয়নমূলক কাজের প্রিওয়ার্ক মেজারমেন্ট গ্রহণের সময় প্রকল্প স্থানের ভিডিও ও বিভিন্ন এ্যাঞ্জেলের স্থির চিত্র এবং বাস্তবায়নের পর পোস্ট ওয়ার্ক মেজারমেন্টের সময় উক্ত স্থানের ভিডিও ও একই এ্যাঞ্জেলে স্থির চিত্র ধারণ করে ঠিকাদারকে বিল দাখিলের বিষয়টি, আবশ্যকীয় ক্ষেত্রে, কার্য ক্রয় চুক্তির বিশেষ শর্তের (Particular Conditions of Contract) (PCC) Payment Clause-এ বিল পরিশোধের শর্ত হিসেবে অন্তর্ভুক্ত করা যেতে পারে।

স্বাক্ষরিত/ -
মহাপরিচালক (অতিরিক্ত সচিব)
ফোনঃ ৯১৪৪২৫২-৩

নং-২১.০০.০০০০.৩৬৩.২২.০৯০.১৮-১৫৬

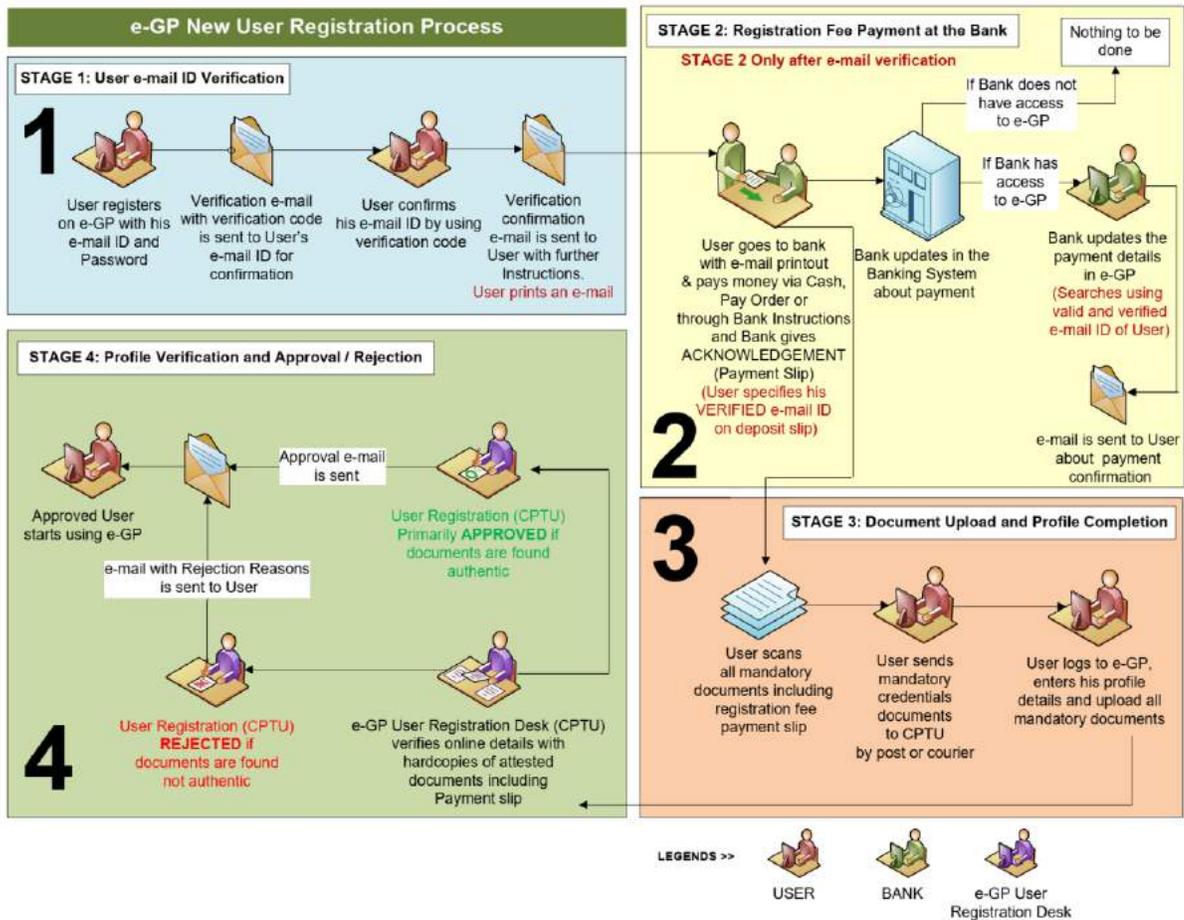
তারিখঃ ১১/১০/২০১৮ খ্রিঃ

বিতরণঃ (জ্যেষ্ঠতার ক্রমানুসারে নয়)

১. মন্ত্রিপরিষদ সচিব, মন্ত্রিপরিষদ বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
(মন্ত্রিপরিষদ বিভাগের জেলা ম্যাজিস্ট্রেসি নীতি অধিশাখা'র অনু: ১ এ উল্লিখিত পত্রের অনুবৃত্তিক্রমে এ পরিপত্র জারী করা হ'ল)।
২. মুখ্য সচিব, প্রধানমন্ত্রীর কার্যালয়, পুরাতন সংসদ ভবন, তেজগাঁও, ঢাকা-১২১৫।
৩. সিনিয়র সচিব,..... মন্ত্রণালয়/বিভাগ।
৪. সচিব, মন্ত্রণালয়/বিভাগ।
৫. সচিব, দুর্নীতি দমন কমিশন, প্রধান কার্যালয়, ১ সেগুনবাগিচা, ঢাকা।
৬. সদস্য, পরিকল্পনা কমিশন,শের-ই-বাংলা নগর, ঢাকা।

Annexure-13. New User Registration Process

The next flowchart shows how a new e-GP user can register on the e-GP portal. The flowchart is taken from the CPTU website.



Source: (CPTU | Central Procurement Technical Unit, n.d.-c)

Annexure-14. Steps to register with the e-GP System

BEFORE YOU START: Basic requirement from user side

1. Computer with one of the CPTU certified browsers (Internet Explorer 8.x, Internet Explorer 9.x, Mozilla Firefox 29.x,52.x)
2. Internet connectivity with appropriate bandwidth level
3. Valid e-mail account

STEPS FOR USER REGISTRATION

1. Please type www.eprocure.gov.bd in the address bar using one of the CPTU certified web browsers (list of Browsers are available at <http://www.eprocure.gov.bd/SupportingBrowser.jsp>) and click "Enter".
2. e-GP website will be opened. Then click the "New User Registration" button below the log-in box in the left-hand side menu.
3. A new webpage "New User Registration - Login Account Details" will open.
4. Click "Submit" button after entering user details including the verification code (CAPTCHA), and click the check box at the end of the form for accepting the Terms and Conditions.
5. Now you will receive an e-mail with Verification Code in your own e-mail account which you have provided for registering into the e-GP System.
6. Open the e-mail you received from e-GP System, and click on the link provided in the e-mail. It will open a page in e-GP website for e-mail verification.
7. Along with other details, enter the Verification Code you received in e-mail sent to you by e-GP System. If the verification code matches, then your e-mail account is verified.
8. You will receive another e-mail from e-GP System with further actions to be taken by you with a list of mandatory documents for scanning and uploading to e-GP System.
9. Before uploading documents, print the e-mail you have received and go to e-GP Member bank to pay a registration fee of BDT 5000/- (Bangladesh Taka Five Thousand Only) [Registration fee for International Tenderers is USD \$ 200 (US Dollar Two Hundred Only)].

10. After paying the registration fee through bank, login to e-GP System using your login information and upload all the scanned mandatory documents including registration fee payment slip.
11. Get a photocopy of all mandatory documents attested by a Class-I Government Official and send to CPTU for physical verification through mail post or courier.
12. Once the attested documents and uploaded documents are verified in the CPTU, you will get e-mail with your User Registration Approval information.
13. Now you can login to e-GP system and start using the system to participate in e-Tendering process. (CPTU | *Central Procurement Technical Unit*, n.d.-b)