



TRANSPARENCY
INTERNATIONAL
BANGLADESH

Social movement against corruption

e-Procurement in Bangladesh-

Market Concentration,
Collusion, and
Political Influence

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Rationale & Background

- e-Procurement was introduced in Bangladesh 12 years back to ensure fair competition and transparency.
- Political influence, collusion between influential people, and syndication still play a crucial role in getting public procurement contracts.
- In the research titled “e-Government Procurement in Bangladesh: A Trend Analysis of Competitiveness (2012-2023)” TIB found that Bangladesh’s e-procurement market has a concentration problem, with few companies having a larger market share.
- Empirical studies also indicate that concentrated markets often result from collusive behaviour and are highly susceptible to cartelization.

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Research Objectives

- **Given the above context, this study analyses the overall extent of market concentration(in terms of value);**
- **Market Concentration pattern among the top spending ministries, their changes over time;**
- **Identify the collusive pattern or hidden networks contributed to market concentration.**
- **Identify the extent of political influence in the e-procurement system.**

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Data Source, Range & Analytical Approach

Leverage e-procurement data from the e-GP portal to analyse a decade of procurement activities (2015–December 2024). The analysis will focus on:

Market Share Analysis: Evaluate the market share of the top 5% and bottom 10% of contractors by value of contracts within the highest-spending ministries and divisions.

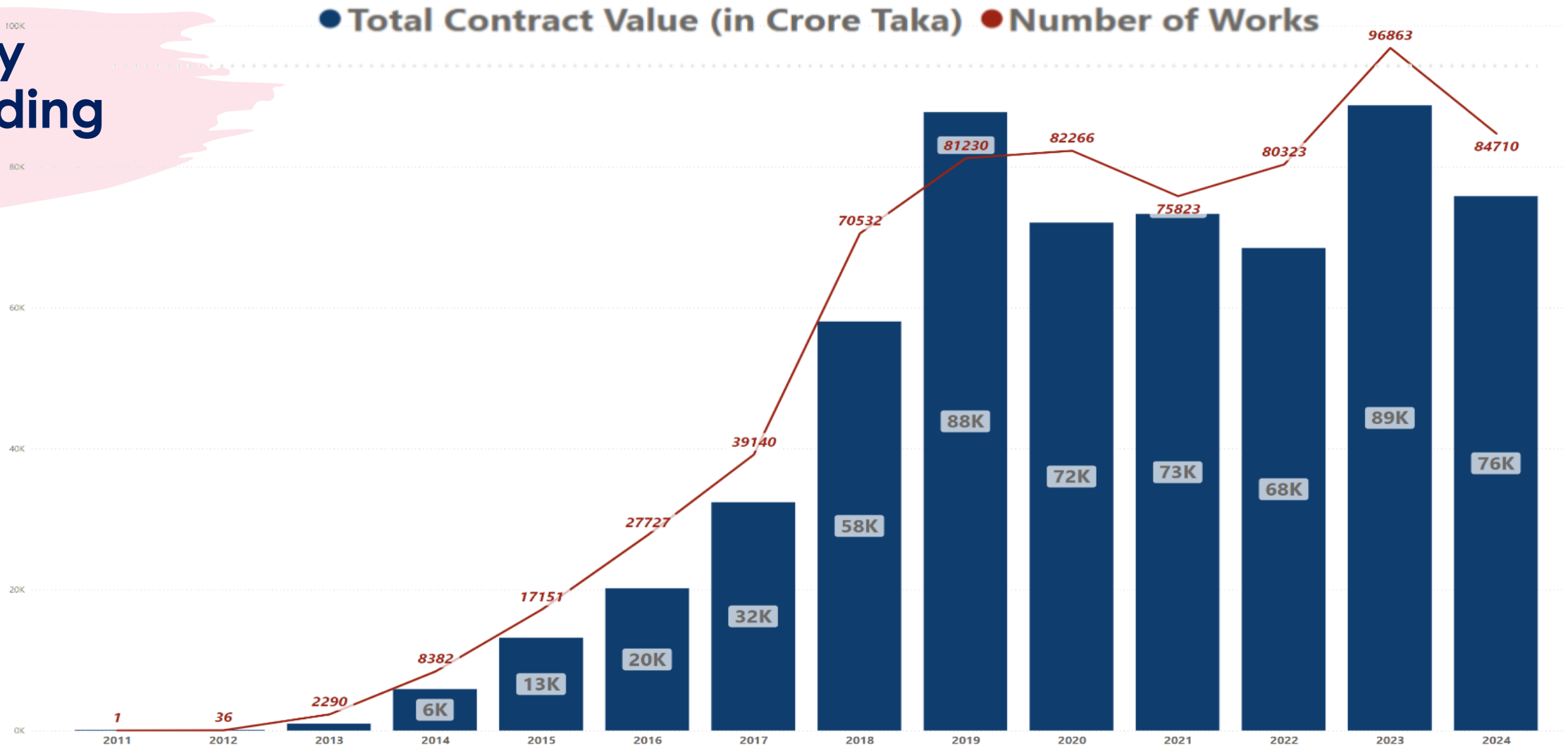
Collusive Bidding and Cartelization Patterns: Graph theory based Network Analysis of joint bidding or consortia. By applying the Louvain algorithm, collaborative clusters of bidders can be identified, revealing patterns of cooperation and potential collusion within the bidding process.

Contractor-Political Links: Explore changes in the contractor landscape over time, correlating these shifts with political officeholders or transitions in political leadership

Contract Details

| Item | Number |
|-------------------------------------|------------|
| Time period | 2012- 2024 |
| Ministry & Division | 66 |
| Procuring Entity | 6,914 |
| Contractor | 52,837 |
| Total awarded contract | 666,474 |
| Total Contract value (in Crore BDT) | 596,921 |
| Highest contract value (in Crore) | 881 |

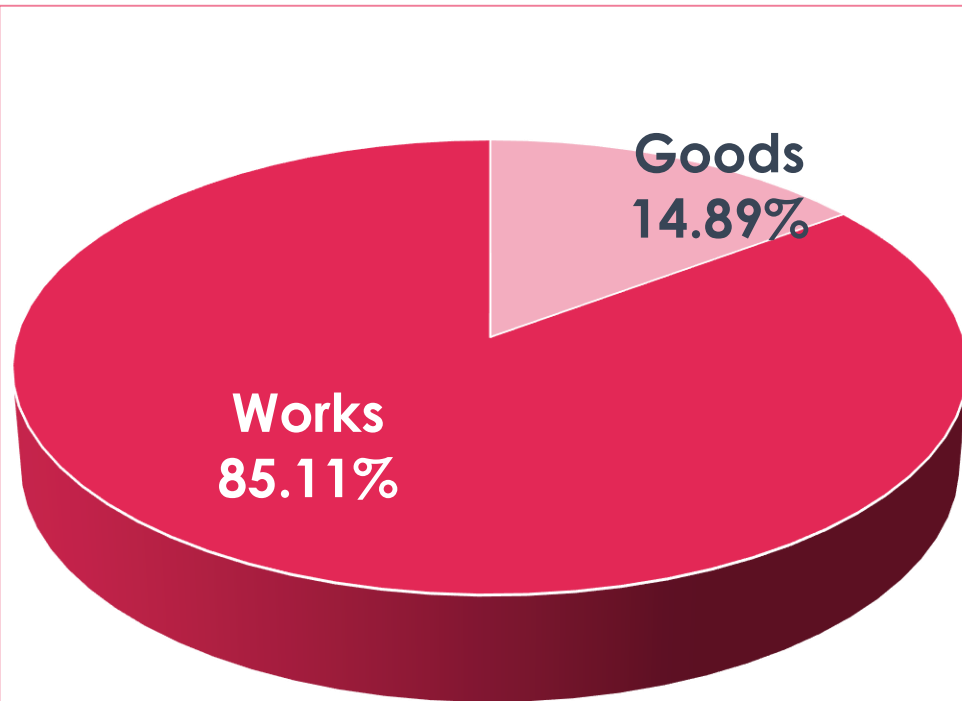
Yearly Spending trend



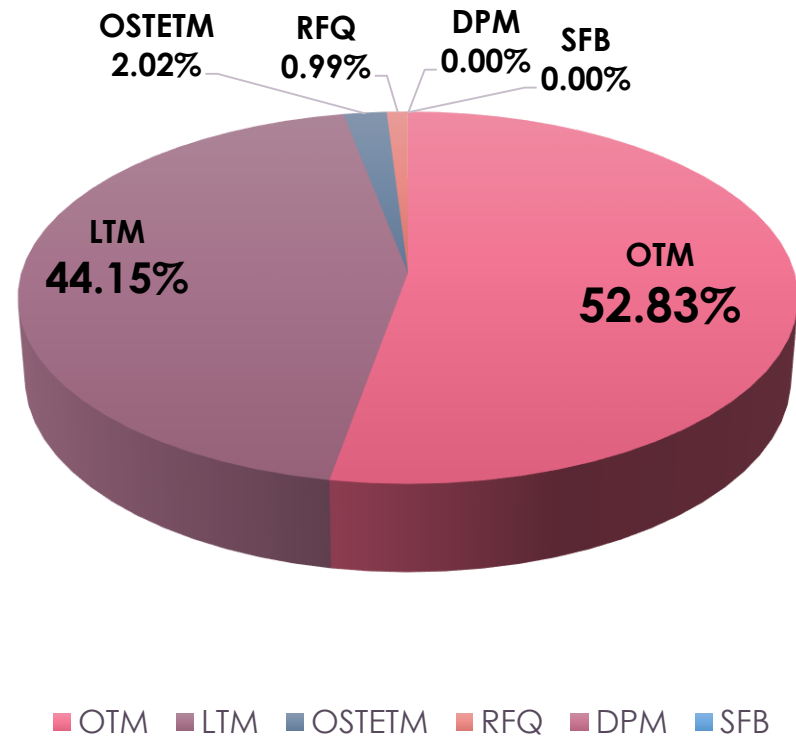
- After its introduction in 2011 with just one tender, spending through the e-GP platform steadily grew, reaching 88 thousand crore BDT by 2019.
- Due to the impact of Covid-19, spending declined for three consecutive years. Despite this setback, the platform eventually rebounded and peaked at 89 thousand crore BDT.

Procurement Method & Type of contract

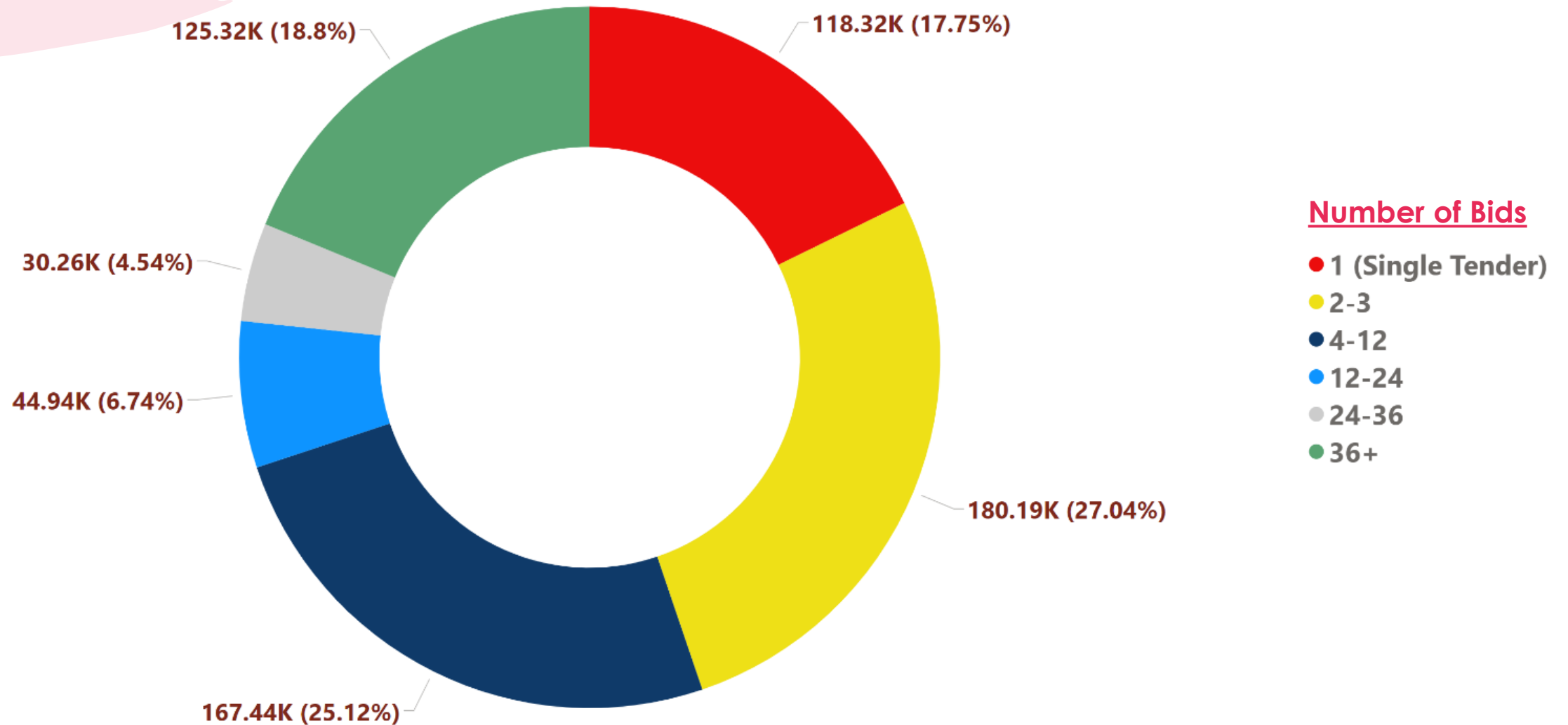
Type of Contract



Procurement Method



Distribution of Tender by Number of Bids



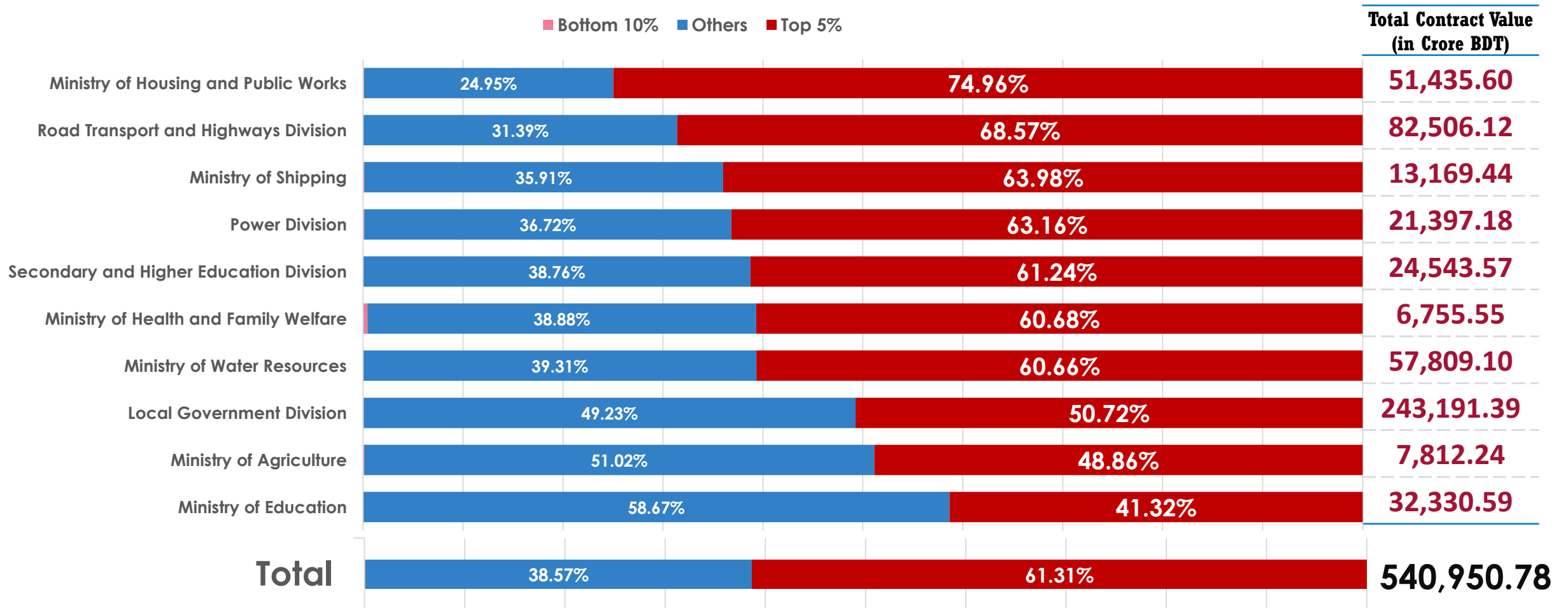
Top 10 Ministries/ Division Based on Contract Value (2015-2024)

| | Ministry/Division: | Total Contract Value(In Crore BDT) | Number of Contracts |
|-----|---|------------------------------------|---------------------|
| 1. | Local Government Division | 243,191.39 | 286,782 |
| 2. | Road Transport and Highways Division | 82,506.12 | 39,489 |
| 3. | Ministry of Water Resources | 57,809.10 | 23,305 |
| 4. | Ministry of Housing and Public Works | 51,435.60 | 103,824 |
| 5. | Ministry of Education | 32,330.59 | 36,742 |
| 6. | Secondary and Higher Education Division | 24,543.57 | 35,119 |
| 7. | Power Division | 21,397.18 | 37,097 |
| 8. | Ministry of Shipping | 13,169.44 | 9,108 |
| 9. | Ministry of Agriculture | 7,812.24 | 18,463 |
| 10. | Ministry of Health and Family Welfare | 6,755.55 | 12,491 |

- From 2015-2024, Top 10 Ministries Contract Value is **91.72** Percent of total contract Value.
- Local Government alone consists of **47.2%** of total contract value.

Market Concentration in Contract Value (2015-2024)

- Top 10 ministry's Top 5% Contractor awarded **61.31%** of contract value.
- Ministry Of Housing and Public works' Top 5% Contractor awarded **74.96%** of total contract value, followed by Road Transport and Highway division **68.57%**
- Bottom 10%'s Market Concentration is **less than 1%** for All Ministries.



Market Concentration

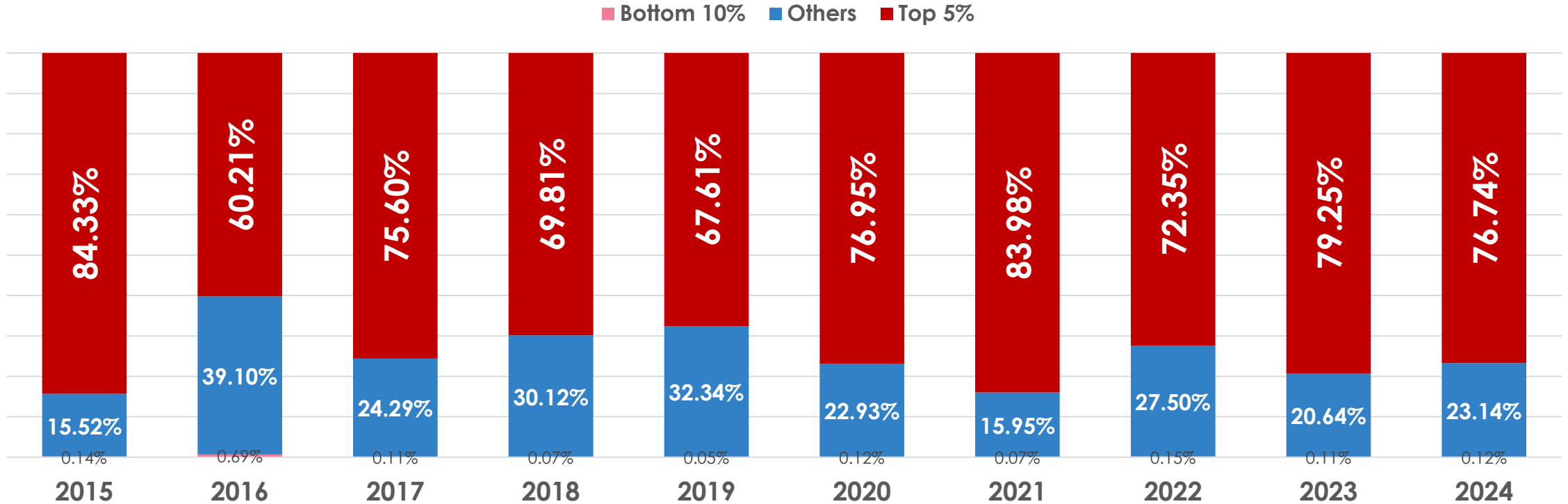
Comparison between two periods (2015-2019 and 2020-2024)

| Ministry | Total Contract Value (2015-2019) | Total Contract Value (2020-2024) | Top 5% bidders Market Share (2015-2019) | Top 5% bidders Market Share (2020-2024) |
|---|----------------------------------|----------------------------------|---|---|
| Local Government Division | 88,242.26 | 154,949.13 | 45.62% | 53.63% |
| Road Transport and Highways Division | 36,315.44 | 46,190.68 | 60.32% | 75.06% |
| Ministry of Education | 23,173.50 | 9,157.09 | 38.41% | 48.70% |
| Ministry of Housing and Public Works | 19,342.25 | 32,093.35 | 68.96% | 78.58% |
| Ministry of Water Resources | 15,660.59 | 42,148.51 | 55.63% | 62.52% |
| Power Division | 10,272.38 | 11,124.80 | 59.25% | 66.77% |
| Ministry of Health and Family Welfare | 3,420.87 | 3,334.68 | 59.60% | 61.78% |
| Ministry of Shipping | 3,022.10 | 10,147.34 | 65.24% | 63.61% |
| Ministry of Agriculture | 1,515.46 | 6,296.78 | 45.16% | 49.75% |
| Secondary and Higher Education Division | 333.67 | 24,209.89 | 61.13% | 61.24% |
| Total | 112,457.09 | 212,840.24 | 55.87% | 62.66% |

Market Concentration

Ministry of Housing and Public Works

Yearly Market Concentration Trend

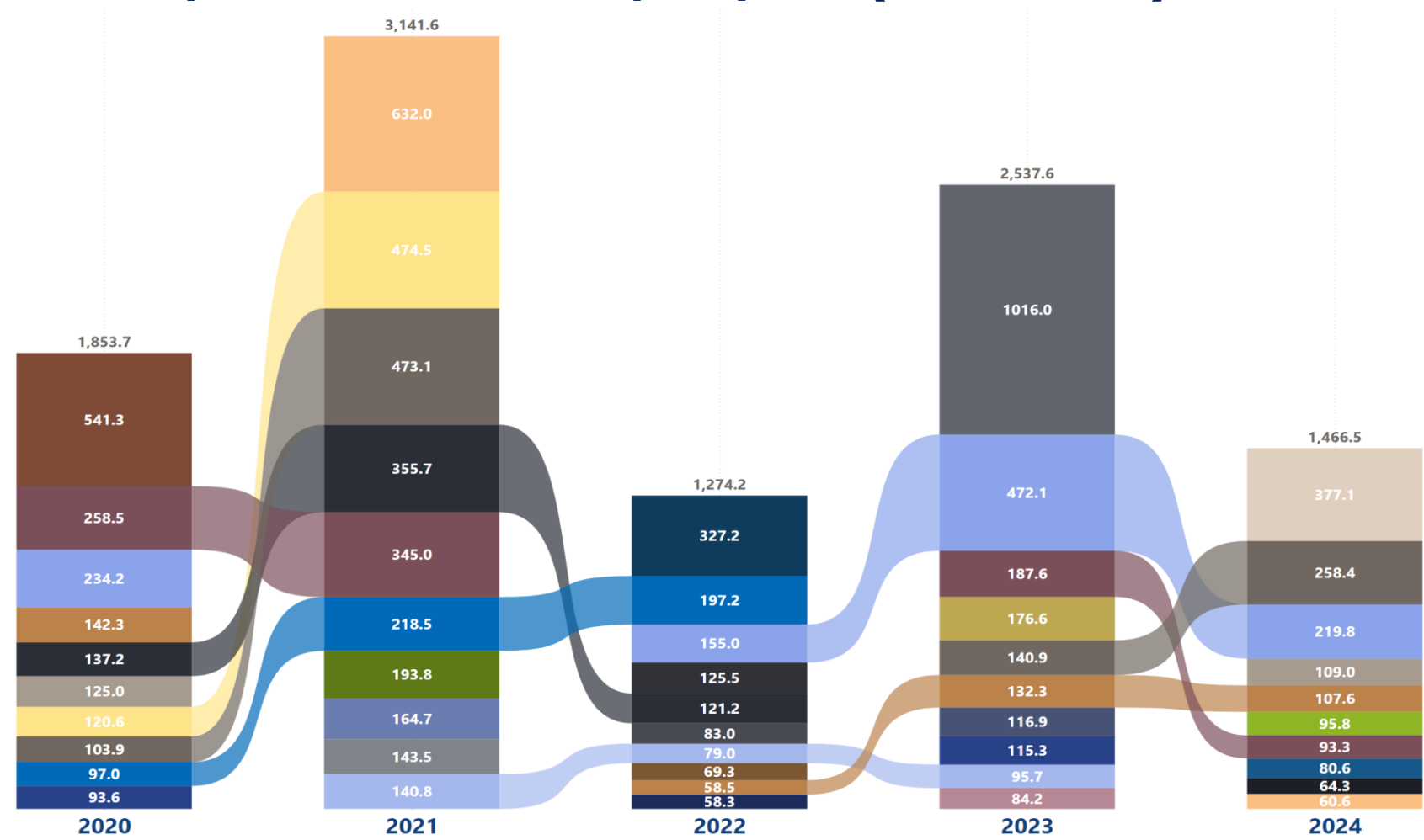


The Top 5% of contractors dominate the market throughout the period, ranged from 84.33% (2015) to 76.74% (2024). Indicates it is a highly concentrated market.

Ministry of Housing and Public Works

Top 10 Contractors per year (2020-2024)

- Name of Supplier/Contractor/Consultant:
- Ataur Rahman Khan Ltd & Mahabub Brothers (Pvt) Ltd JV
 - BABOR ASSOCIATES
 - Banga Builders Limited
 - Confidence Trade Limited
 - Delta Engineers & Consortium Ltd.
 - Desh Unnayan Ltd.
 - DIENCO-MIR AKHTER JV (JVCA Partners : DIENCO LIMITED , M...
 - Kusholi Nirmata Limited
 - M Jamal & Company Limited
 - M/S. Amanat Enterprise
 - M/S. Royal Associates
 - Mazid Sons Construction Ltd.
 - MSCL-MKB (JV)
 - NATIONAL DEVELOPMENT ENGINEERS LTD.
 - National Development Engineers Ltd. - Delta Engineers & Cons...
 - NDE-UCC JV (JVCA Partners : NATIONAL DEVELOPMENT ENGI...
 - Noorani Construction Ltd
 - Noorani_Bethi (JVCA Partners : Bethi Construction , Noorani Co...
 - Padma Associates & Engineers Ltd.
 - PAEL-NDE-MIR AKHTER JV (JVCA Partners : Padma Associates ...
 - Rangpur Metal Industries Limited
 - Sazin Construction Ltd.
 - Spectra Engineers Ltd.
 - Super Star Engineering Ltd
 - THE CIVIL ENGINEERS LIMITED - NATIONAL DEVELOPMENT EN...
 - The Engineers & Architects Limited
 - TL-BA-UL JV (JVCA Partners : The Engineers & Architects Limit...
 - Wahid Construction Ltd.



Same Color represent
same Contractor

Most of the Contractors
are repeated each year

19 Contractors and 9
Joint Ventures in Top 10
list in last 5 years

Ministry of Housing and Public Works

| Top 15 Contractors in last 10 Years | Total Contract Value |
|---------------------------------------|----------------------|
| National Development Engineers Ltd. | 1,294.73 |
| Spectra Engineers Ltd. | 1,123.48 |
| Padma Associates & Engineers Ltd. | 1,090.22 |
| Noorani Construction Ltd | 1,034.57 |
| Mazid Sons Construction Ltd. | 954.42 |
| Kusholi Nirmata Limited | 885.97 |
| M Jamal & Company Limited | 885.11 |
| Banga Builders Limited | 856.52 |
| Sazin Construction Ltd. | 850.87 |
| M/S. Amanat Enterprise | 706.05 |
| Wahid Construction Ltd. | 698.64 |
| G.K.B & Company Private Limited | 607.47 |
| Mohammed Eunus & Brothers (Pvt.) Ltd. | 485.63 |
| Babor Associates | 484.66 |

63 Contractors in Top ten list in last ten Years.

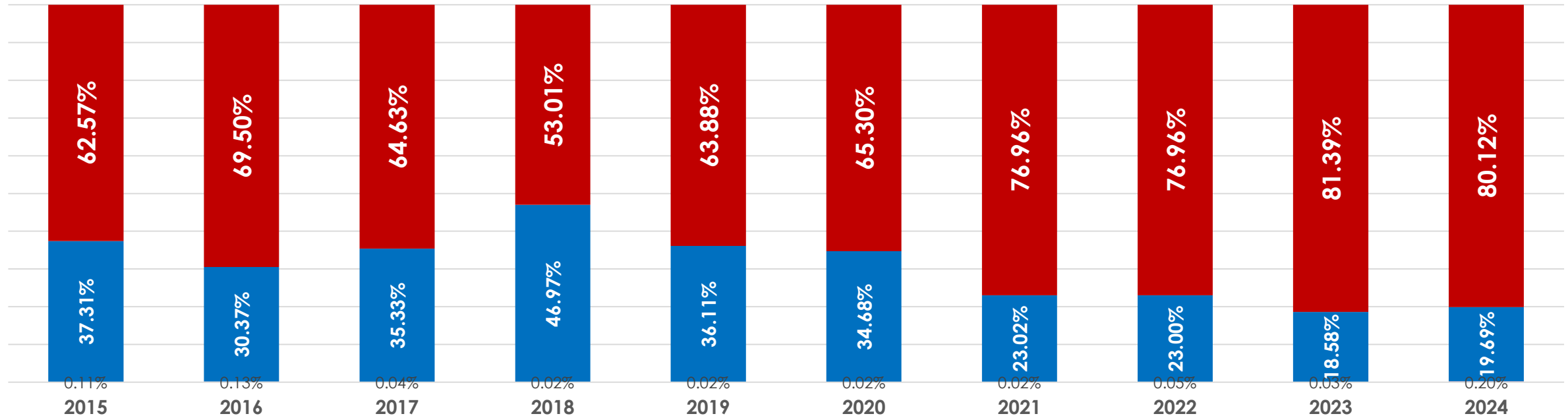
In Last 10 Years, these
63 Contractors Total
Contract Value is
18,229.23 Crore BDT
(**35.44%** of Total
Contract Value)

Market Concentration

Road Transport and Highway Division

Yearly Market Concentration Trend

Bottom 10% Others Top 5%



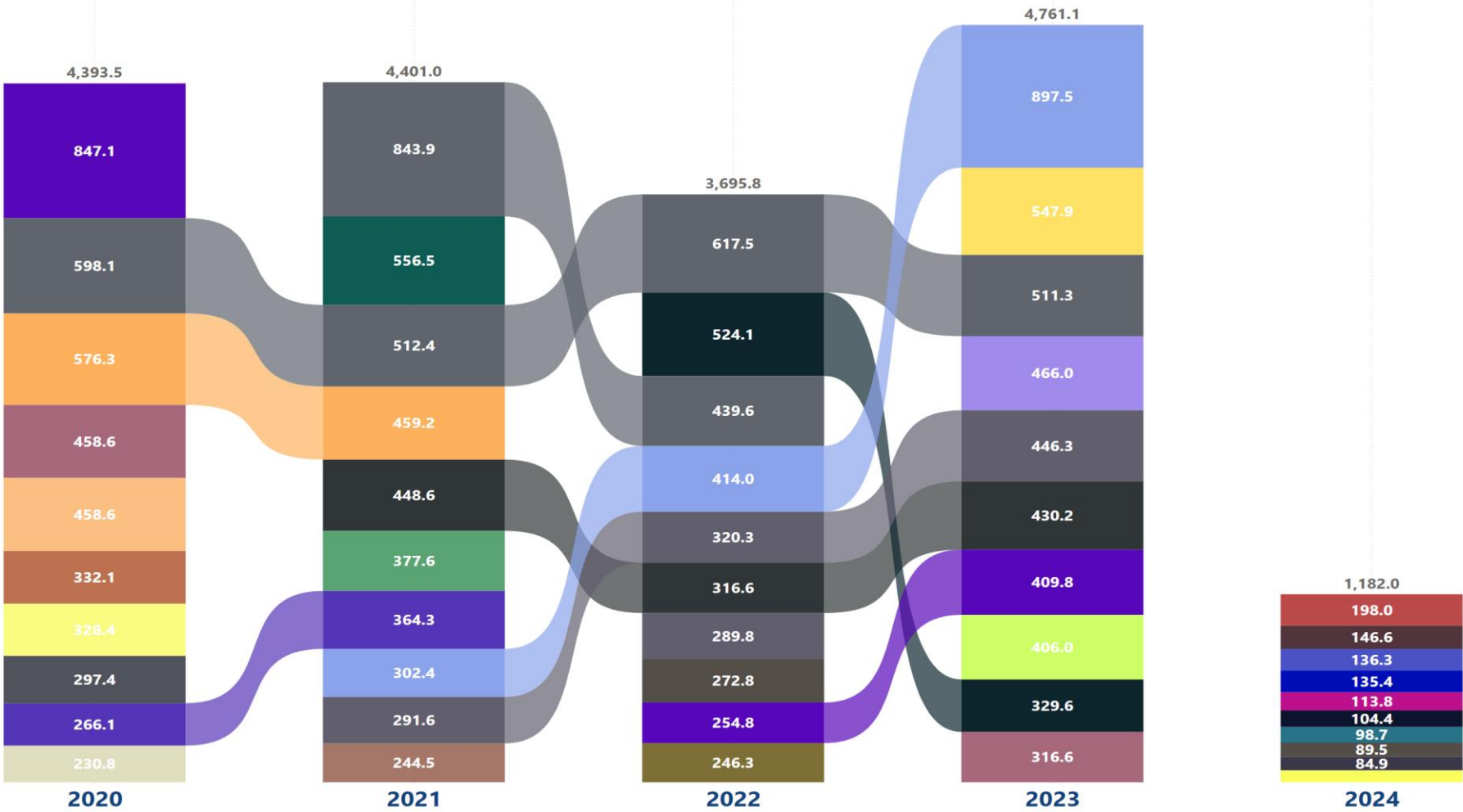
- The **Top 5% of contractors** dominate the market, from **62.10% in 2015** to a peak of **80.12% in 2024**, showing high market concentration.
- The **Others** category has seen a significant decline in market share, from **37.31% in 2015** to just **19.69% in 2024**.
- Negligible Share of Bottom 10% Contractors. Remaining near or below **0.2%** throughout the entire period

Road transport and highway division

Top 10 Contractors per year (2020-2024)

Name of Supplier/Contractor/Consultant:

- ABAID MONSUR CONSTRUCTIONS
- Abdul Monem Ltd-Spectra Engineers Ltd.Jv
- Concrete & Steel Technologies Ltd.
- DON ENTERPRISE
- Hassan Techno Builders Ltd.
- Jahirul Limited
- M. M. Builders & Engineers Ltd.
- M/s. Eden Prise-M/S. Mostafa Kamal JV (JVCA Partners : M/S. ...
- M/S. Md. Jamil Iqbal
- MAISHA CONSTRUCTION (PVT.) LTD.
- Masud Hi-Tech Engineering Ltd.
- Md. Mahfug Khan Ltd
- MD. MOYENUDDIN (BASHI) LIMITED
- Mir Habibul Alam & Mahabub Brothers (Pvt.) Limited JV. (JVCA...
- MOZAHAR ENTERPRISE (PVT.) LTD.
- Muhammad Aminul Haque (Pvt.) Ltd.
- NATIONAL DEVELOPMENT ENGINEERS LTD.
- National Development Engineers Ltd. - Hasan Techno Builders L...
- National Development Engineers Ltd. - Hasan Techno Builders L...
- National Development Engineers Ltd. - Hassan Techno Builders ...
- National Development Engineers Ltd.- M. M. Builders & Engine...
- National Development Engineers Ltd-Taher Brothers Ltd-Hassan...
- Ohiduzzaman Chowdhury & M/S Janmabumi Nirmata (JON) JV ...
- Orient Trading & Builders Ltd.
- Rana Builders (Pvt.) Ltd.- Rezvi Construction Ltd.-Hassan Tech...
- Rana Builders (Pvt.) Ltd.
- REZVI CONSTRUCTION LTD.
- Spectra Engineers Ltd.
- Taher Brothers Ltd.
- Taher Brothers Ltd. - Rana Builders (Pvt.) Ltd. - JV
- Taher Brothers Ltd. - Rana Builders (Pvt.) Ltd. - Mozahar Enterpr...
- Toma Construction & Co. Limited
- Wahid Construction Ltd.



Same Color represent
same Contractor

Most of the Contractors
are repeated each year

25 Contractors (12 Joint
Ventures) in Top 10
Contractors in 5 years

Road transport and highway division

| Top 15 Contractor in Last 10 Years | Total Contract Value |
|-------------------------------------|----------------------|
| MOZAHAR ENTERPRISE (PVT.) LTD. | 2,440.54 |
| Muhammad Aminul Haque (Pvt.) Ltd. | 2,406.30 |
| MD. MOYENUDDIN (BASHI) LIMITED | 2,107.74 |
| NATIONAL DEVELOPMENT ENGINEERS LTD. | 1,826.41 |
| Spectra Engineers Ltd. | 1,757.20 |
| Rana Builders (Pvt.) Ltd. | 1,650.34 |
| Masud Hi-Tech Engineering Ltd. | 1,542.29 |
| Hassan Techno Builders Ltd. | 1,530.92 |
| Taher Brothers Ltd. | 1,246.27 |
| M. M. Builders & Engineers Ltd. | 1,244.43 |
| Wahid Construction Ltd. | 1,149.68 |
| Toma Construction & Co. Limited | 1,077.11 |
| RAB-RC (PVT) LIMITED | 969.20 |
| Md. Mahfug Khan Ltd | 877.27 |

59 Contractors in Top ten list in last 10 Years.

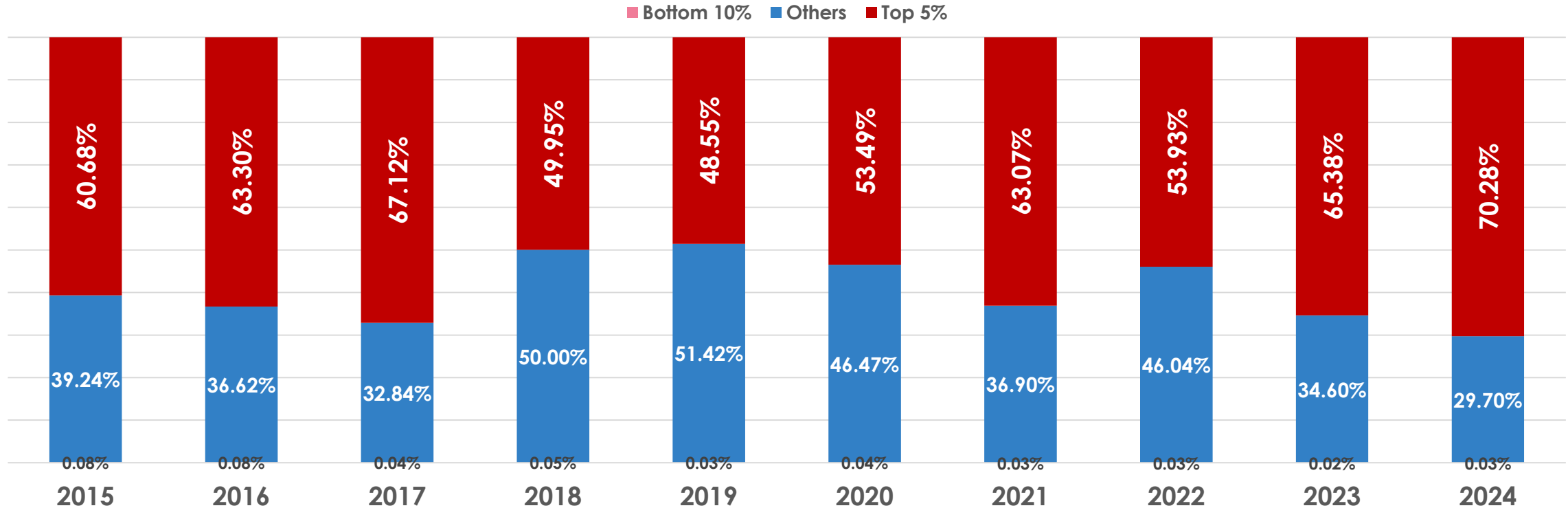
25 of Them are **Joint Venture Companies**.

In Last 10 Years, these 59 Contractors Total Contract Value is **37,278** Crore BDT (**45.18%** of Total Contract Value)

Market Concentration

Ministry of Water Resources

Yearly Market Concentration Trend



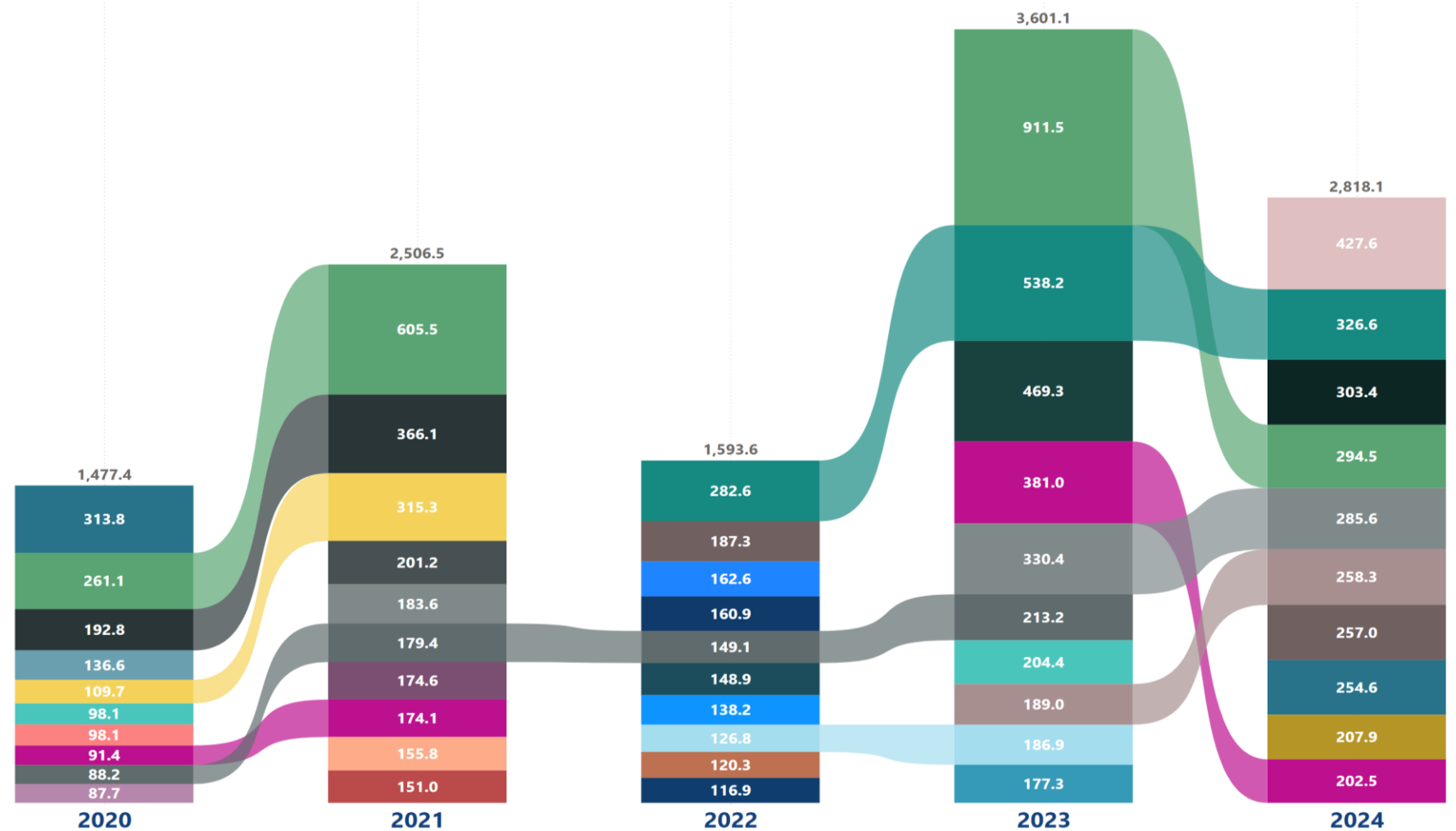
- The **Top 5% of contractors** dominate the market throughout the period, with their share ranging from **60.68% (2015)** to the highest **70.28%** in 2024.
- The middle-tier group **85% contractor (Others)** experiences a declining share overall.

Ministry of Water Resources

Top 10 Contractors per year(2020-2024)

Name of Supplier/Contractor/Consultant:

- Ashim Singh
- BISWAS TRADING & CONSTRUCTION
- Dockyard & Engineering Works Limited
- GOLAM RABBANI CONSTRUCTION LTD.
- JV. M/S MD JAMIL IQBAL-SK. EMDADUL HAQUE AL MAMUN
- JV. M/S MD JAMIL IQBAL-SK. EMDADUL HAQUE AL MAMUN (J...
- Khulna Shipyard Limited
- M. M. Builders & Engineers Ltd.
- M. M. Builders & Engineers Ltd.-M/S. Amir Engineering Corpora...
- M. M. Builders & Engineers Ltd-M/S. Amir Engineering Corpora...
- M/S Rahman Engineering
- M/S Saleh Ahmed
- M/S Saleh Ahmed & M/S. Belal Construction (JV)
- M/S. A. S. Construction
- M/S. Amin & Co.
- M/S. Amir Engineering Corporation
- M/S. Hassan & Brothers
- M/S. M.A. Enterprise
- M/S. Md. Jamil Iqbal
- MATIN CONSTRUCTION LIMITED
- Mohammed Eunus & Brothers (Pvt.) Ltd.
- NATIONTECH COMMUNICATIONS LTD
- Orient Trading & Builders Ltd.
- PROPERTY DEVELOPMENT LIMITED
- S. S. Engineering & Construction Ltd.
- SSRI-VC (JV)
- Toma Construction & Co. Limited
- UI-ACC JV
- Unnayan International
- Western Engineering (Pvt.) Ltd.



Same Color represent same Contractor

Most of the Contractors are repeated each year

30 Contractors (8 Joint Ventures) in Top ten list in the last 5 years

Ministry of Water Resources

| Top 15 Contractor in Last 10 Years | Total Contract Value |
|---------------------------------------|----------------------|
| GOLAM RABBANI CONSTRUCTION LTD. | 2,313.98 |
| Mohammed Eunus & Brothers (Pvt.) Ltd. | 1,699.08 |
| M/S. Amin & Co. | 1,181.81 |
| M. M. Builders & Engineers Ltd. | 967.96 |
| NATIONTECH COMMUNICATIONS LTD | 950.65 |
| M/S Saleh Ahmed | 826.27 |
| M/S. Hassan & Brothers | 814.93 |
| Western Engineering (Pvt.) Ltd. | 806.90 |
| M/S Rahman Engineering | 785.85 |
| M/S. Md. Jamil Iqbal | 736.20 |
| M/S. Amir Engineering Corporation | 607.35 |
| Dockyard & Engineering Works Limited | 546.12 |
| M/S. A. S. Construction | 537.30 |
| M/S Abul Kalam Azad | 496.72 |

58 Contractors in Top ten list in the last ten Years.

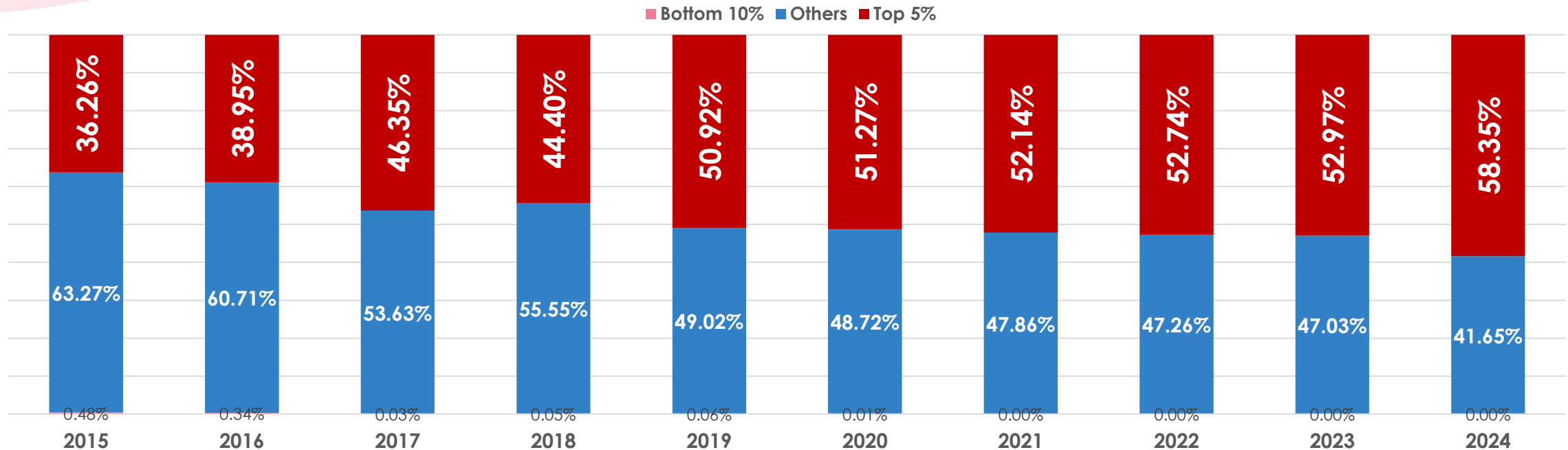
25 of Them are Joint Venture Companies

In Last 10 Years, these 58 Contractors Total Contract Value is **23,233.27** Crore BDT (**40.19%** of Total Contract Value)

Market Concentration

Local Government division

Yearly Market Concentration Trend



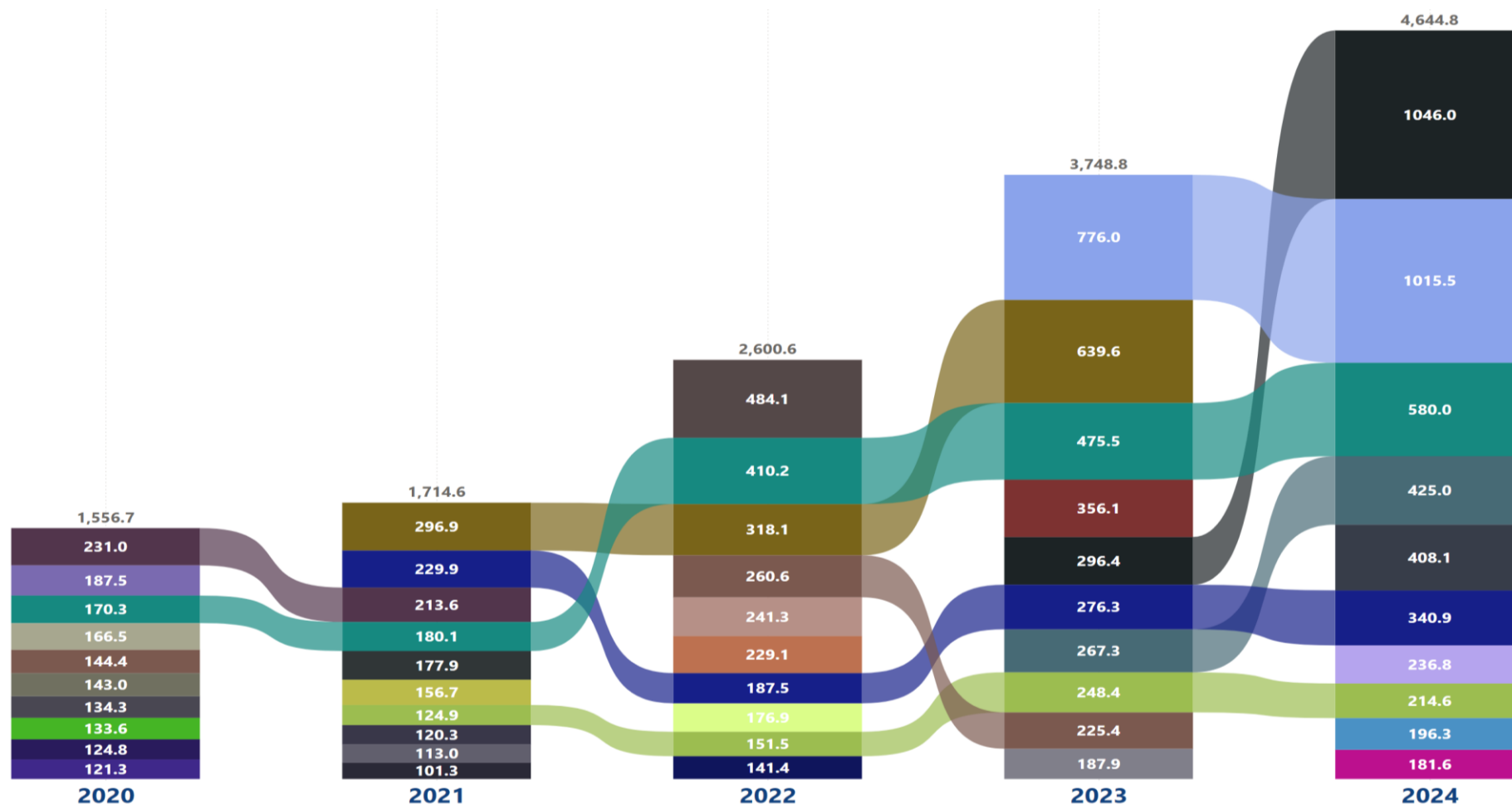
- The dominance of the top 5% contractors has grown substantially from **36.26% in 2015** to a staggering **58.35% in 2024**
- The share of mid-tier contractors ("Others") has consistently declined from **63.27% in 2015** to **41.65% in 2024**
- This trend suggests that medium-sized contractors are losing their foothold in LGD procurement.

Local Government division

Top 10 Contractors per year(2020-2024)

Name of Supplier/Contractor/Consultant:

- ASIF INFRASTRUCTURE LIMITED
- Barendra Construction Ltd.
- DIENCO LIMITED
- EFTE.ETCL (PVT.) LIMITED
- E-SMART CONSTRUCTIONS LIMITED
- Faridpur Jannat Construction - RAB-RC (PVT) LIMITED JV
- Faridpur Jannat Construction Ltd
- Hassan Techno Builders Ltd.
- JAKAULLAH AND BROTHERS LIMITED
- M. M. Builders & Engineers Ltd and M/S Mominul Hoque (JV)
- M. M. Builders & Engineers Ltd.
- M. M. Builders & Engineers Ltd. & Brothers Construction Co. Lt...
- M/S Hamim International
- M/S ISLAM BROTHERS LTD
- M/S Mohiuddin Ahmed
- M/S Shamim Traders
- M/S. Kohinoor Enterprise
- M/S. Selim & Brothers
- MAISHA CONSTRUCTION (PVT.) LTD.
- Masud Hi-Tech Engineering Ltd. - Tanvir Constructions Ltd. JV
- MAX INFRASTRUCTURE Ltd.
- MBEL-SEL JV (JVCA Partners : M. M. Builders & Engineers Ltd. ,...
- Md. Khairul Kabir Rana
- Mohammed Eunus & Brothers (Pvt.) Ltd.
- Monir Engineering And Construction Ltd.
- Mr. U.T.Mong
- NATIONAL DEVELOPMENT ENGINEERS LTD.
- National Development Engineers Ltd.-Taher Brothers Ltd. JV
- Shaikat Enterprise
- Sohel Engineering & Construction Ltd.
- Taher Brothers Ltd.
- Toma Construction & Co. Limited



Same Color represent same Contractor

Most of the Contractors are repeated each year

A total 30 Contractors(6JV) have been on the Top ten list in the last 5 years

Local Government Division

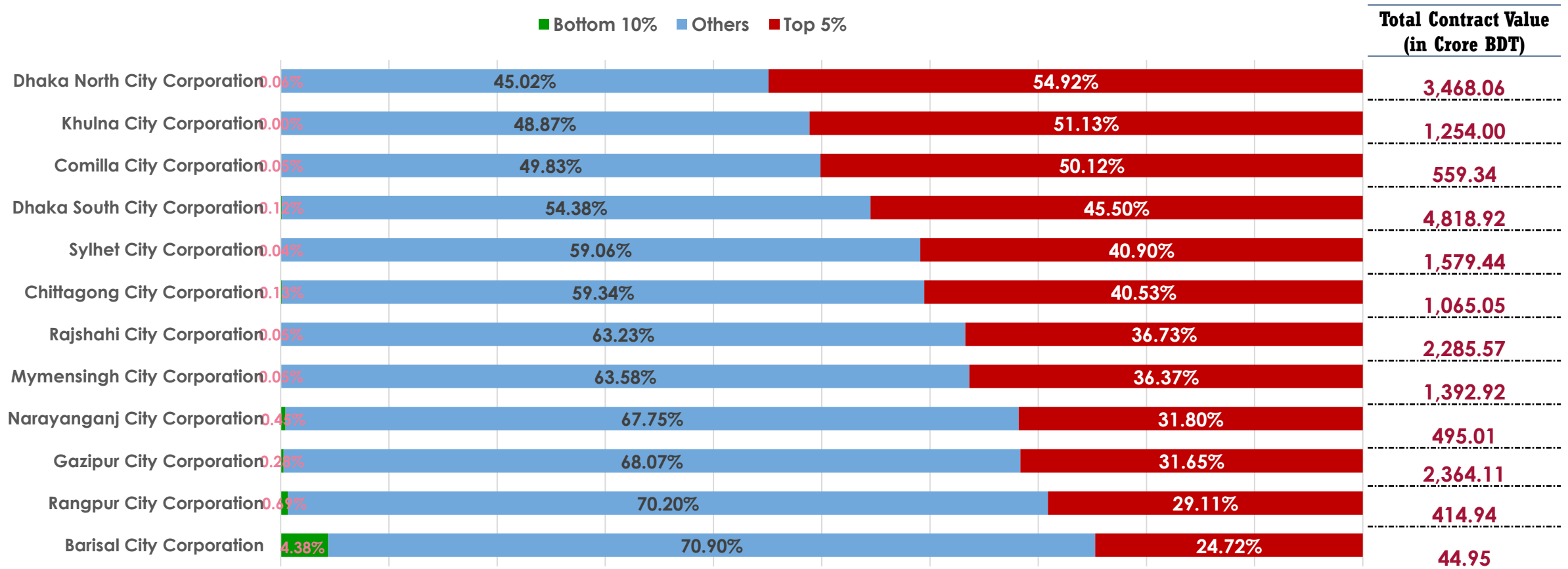
| Top 15 Contractor in Last 10 Years | Total Contract Value |
|---|----------------------|
| Mohammed Eunus & Brothers (Pvt.) Ltd. | 2,342.48 |
| NATIONAL DEVELOPMENT ENGINEERS LTD. | 1,793.62 |
| M/S Hamim International | 1,537.26 |
| EFTE.ETCL (PVT.) LIMITED | 1,451.77 |
| Barendra Construction Ltd. | 1,342.42 |
| Md. Khairul Kabir Rana | 1,203.77 |
| M/S. Kohinoor Enterprise | 857.63 |
| Monir Engineering And Construction Ltd. | 780.69 |
| JAKAULLAH AND BROTHERS LIMITED | 735.47 |
| Mr. U.T.Mong | 699.49 |
| M/S Hasan Enterprise | 694.80 |
| M/S Shamim Traders | 660.56 |
| S. Ananta Bikash Tripura | 629.85 |
| Shaikat Enterprise | 622.55 |

Total **65** Contractors in Top10 list in last ten Years.

In Last 10 Years, these 65 Contractors Total Contract Value is **28,475** Crore BDT (**11.71%** of Total Contract Value)

Market Concentration in City Corporations (2020-2024)

- Dhaka North, Khulna & Comilla City Corporation Top 5% Market share is above 50%. Dhaka north highest 54.92%
- Only Rangpur and Barishal city Corporations Top 5% Contractor's Market share is less than 30%.
- All City Corporation's bottom 10% contractor market concentration is almost 0 except Barishal



Development Authorities Market Concentration

| RAJUK | | CDA | | KDA | |
|--|----------------|---|----------------|--|----------------|
| Top 10 Contractors | Contract Value | Top 10 Contractors | Contract Value | Top 10 Contractors | Contract Value |
| The United Construction Co. | 93.32 | Spectra Engineers Ltd. | 1,067.95 | Ataur Rahman Khan Ltd & Mahabub Brothers (Pvt) Ltd JV | 143.46 |
| National Development Engineers Ltd. - M/S. Niaz Traders JV (NDE-NT JV) (JVCA Partners : M/S. Niaz Traders ,NATIONAL DEVELOPMENT ENGINEERS LTD.) | 83.14 | M Jamal & Company Limited | 86.92 | DIENCO-MIR AKHTER JV (JVCA Partners : DIENCO LIMITED , MIR AKHTER HOSSAIN LIMITED) | 80.62 |
| Momotaj Engineers Ltd. | 82.99 | The Engineers & Architects Limited | 49.52 | DIENCO LIMITED | 60.50 |
| M/s. Udayan Builders (JV) (JVCA Partners : Starlite Services Limited , M/S Udayan Builders) | 45.30 | RNYB Ltd. - EBL - Alif JV. (JVCA Partners : Escape Bangladesh Limited , Alif Enterprise , RN Yakub & Brothers Private Limited.) | 10.08 | Toma Construction & Co. Limited | 38.85 |
| SS-RC (JV) (JVCA Partners : M/S. Sharif & Sons , Rafiq Construction Co. (Pvt.) Ltd.) | 44.69 | M/S. Raquib & Brothers | 10.00 | Mohammed Eunus & Brothers (Pvt.) Ltd. | 18.82 |
| M/s. SS & MT (JV) (JVCA Partners : M/S. Sharif & Sons , M/S. Monir Traders) | 44.50 | M/S. Jashim & Sons | 8.86 | M. M. Builders & Engineers Ltd. | 12.53 |
| HSL-RE JV. | 42.23 | M/S. AS - RAS Trading (JV) | 7.95 | M/S RAFID TRADERS | 10.73 |
| Toma Construction & Co. Limited | 28.23 | Ocean Electrical Limited | 7.79 | MSE-KCL (JV) | 5.25 |
| M.A.H Construction Ltd,RAB-RC(PVT)Ltd and Dawn Corporation JV | 26.73 | Cooltech Corporation | 7.47 | M/S. MRM International | 4.40 |
| Anik Trading and Construction-Fastbuild JV (JVCA Partners : FASTBUILD , Anik Trading and Construction Limited) | 25.08 | S. Ananta - Abdus Salam (JV) | 7.07 | M/S. Monir Traders | 4.30 |
| Grand Total | 518.81 | Grand Total | 1,263.62 | Grand Total | 379.46 |

Top 10 Contractors Awarded **45.4%** of Entity's Total Contract Value. (Total Contract Value 1137.02 Crore BDT)

Top 10 Contractors Awarded **96.7%** of Entity's Total Contract Value. (Total Contract Value 1306.25 Crore BDT)

Top 10 Contractors Awarded **95.5%** of Entity's Total Contract Value. (Total Contract Value 397.13 Crore BDT)

A large, irregular pink brushstroke shape is centered on a light blue background. The brushstroke has a textured, hand-painted appearance with varying shades of pink and some darker edges.

Joint Venture or Consortia Analysis & Pattern of Collusion

JOINT VENTURE ANALYSIS - Overall

| | Single Contract | Joint Venture Contract |
|-------------------------------|-----------------|------------------------|
| Number of Contractors | 42,846 | 11,448 |
| Total Contract Value | 429,934.07 | 166,987.06 |
| Percentage of Contract Value | 72.03% | 27.97% |
| Number of Works | 647,364 | 19,110 |
| Percentage of Number of Works | 97.13% | 2.87% |
| Average Bids | 24.08 | 3.95 |

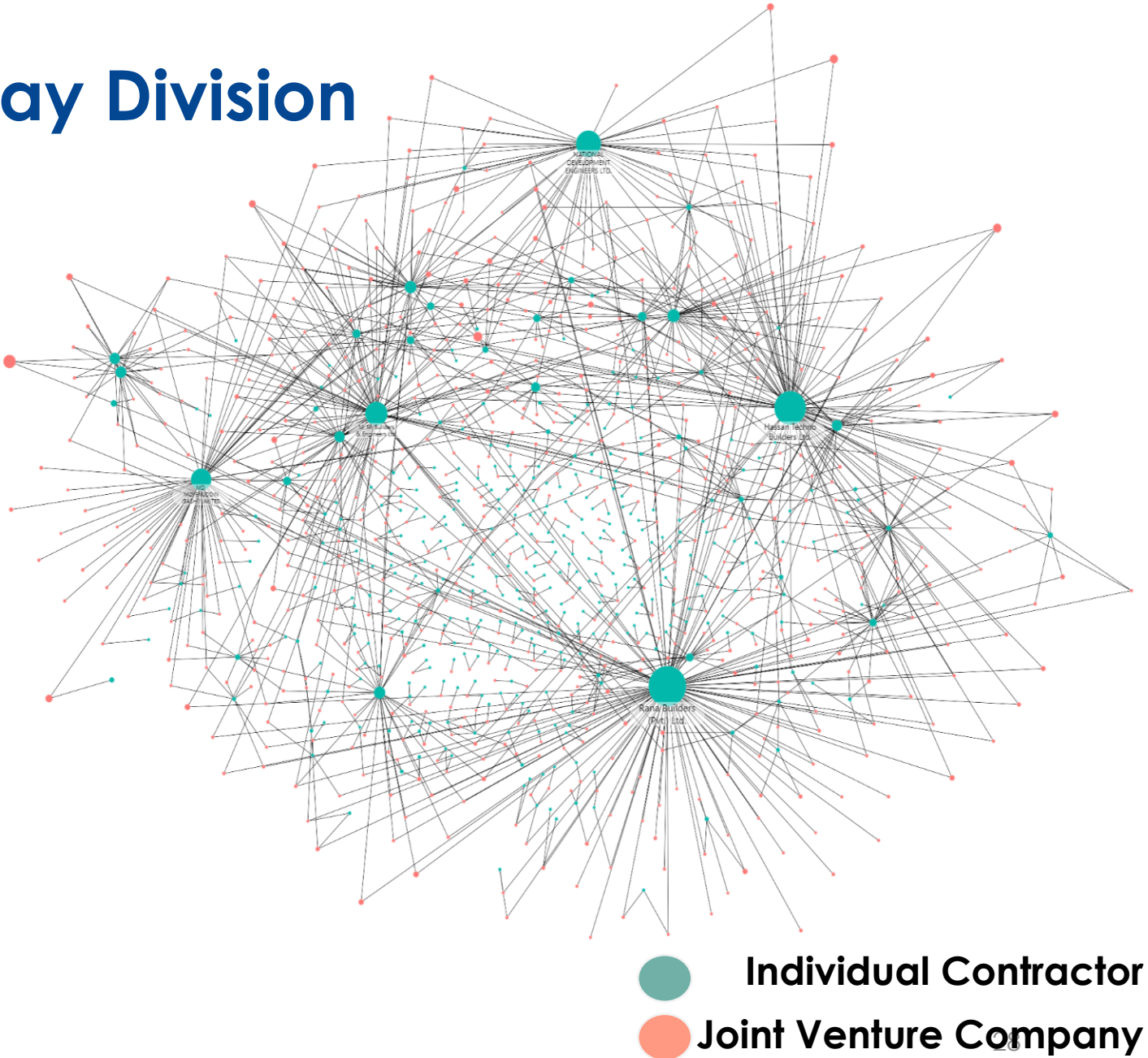
JOINT VENTURE ANALYSIS - Road Transport And Highway Division

| | Single Contract | Joint Venture Contract |
|-------------------------------|-----------------|------------------------|
| Number of Contractors | 3488 | 875 |
| Total Contract Value | 38,298.32 | 44,340.26 |
| Percentage of Contract Value | 46.34% | 53.66% |
| Number of Works | 38290 | 1558 |
| Percentage of Number of Works | 96.09% | 3.91% |
| Average Bids | 9.10 | 3.88 |

Out of 3488 Contractors-

384 Contractors (11%) Controls 93.55% of Total Contract Value.

Top 35 Contractors (1%) Controls 72.9% of Total Contract Value (60,237.67 Crore Taka).



JOINT VENTURE ANALYSIS - Road Transport And Highway Division

Top 20 Joint Venture Contractors

| Contractor Name | Number of Joint Ventures | Number of Contracts | Number of Contracts as Individual Contractor |
|-------------------------------------|--------------------------|---------------------|--|
| Rana Builders (Pvt.) Ltd. | 110 | 235 | 330 |
| Hassan Techno Builders Ltd. | 104 | 239 | 317 |
| NATIONAL DEVELOPMENT ENGINEERS LTD. | 45 | 83 | 130 |
| M. M. Builders & Engineers Ltd. | 62 | 126 | 330 |
| MD. MOYENUDDIN (BASHI) LIMITED | 63 | 134 | 481 |
| Masud Hi-Tech Engineering Ltd. | 35 | 64 | 98 |
| M/S Saleh Ahmed | 25 | 69 | 294 |
| Orient Trading & Builders Ltd. | 35 | 63 | 114 |
| Taher Brothers Ltd. | 29 | 55 | 115 |
| M/S Janmabumi Nirmata | 19 | 75 | 22 |
| Ohiduzzaman Chowdhury | 20 | 78 | 23 |
| Muhammad Aminul Haque (Pvt.) Ltd. | 29 | 73 | 3807 |
| Spectra Engineers Ltd. | 12 | 45 | 16 |
| M/S. Md. Jamil Iqbal | 16 | 33 | 114 |
| M/S. Kohinoor Enterprise | 18 | 41 | 440 |
| Mir Habibul Alam | 12 | 39 | 163 |
| RAB-RC (PVT) LIMITED | 17 | 35 | 153 |
| MOZAHAR ENTERPRISE (PVT.) LTD. | 13 | 31 | 1373 |
| Wahid Construction Ltd. | 8 | 31 | 74 |
| Md. Mahfug Khan Ltd | 12 | 27 | 198 |

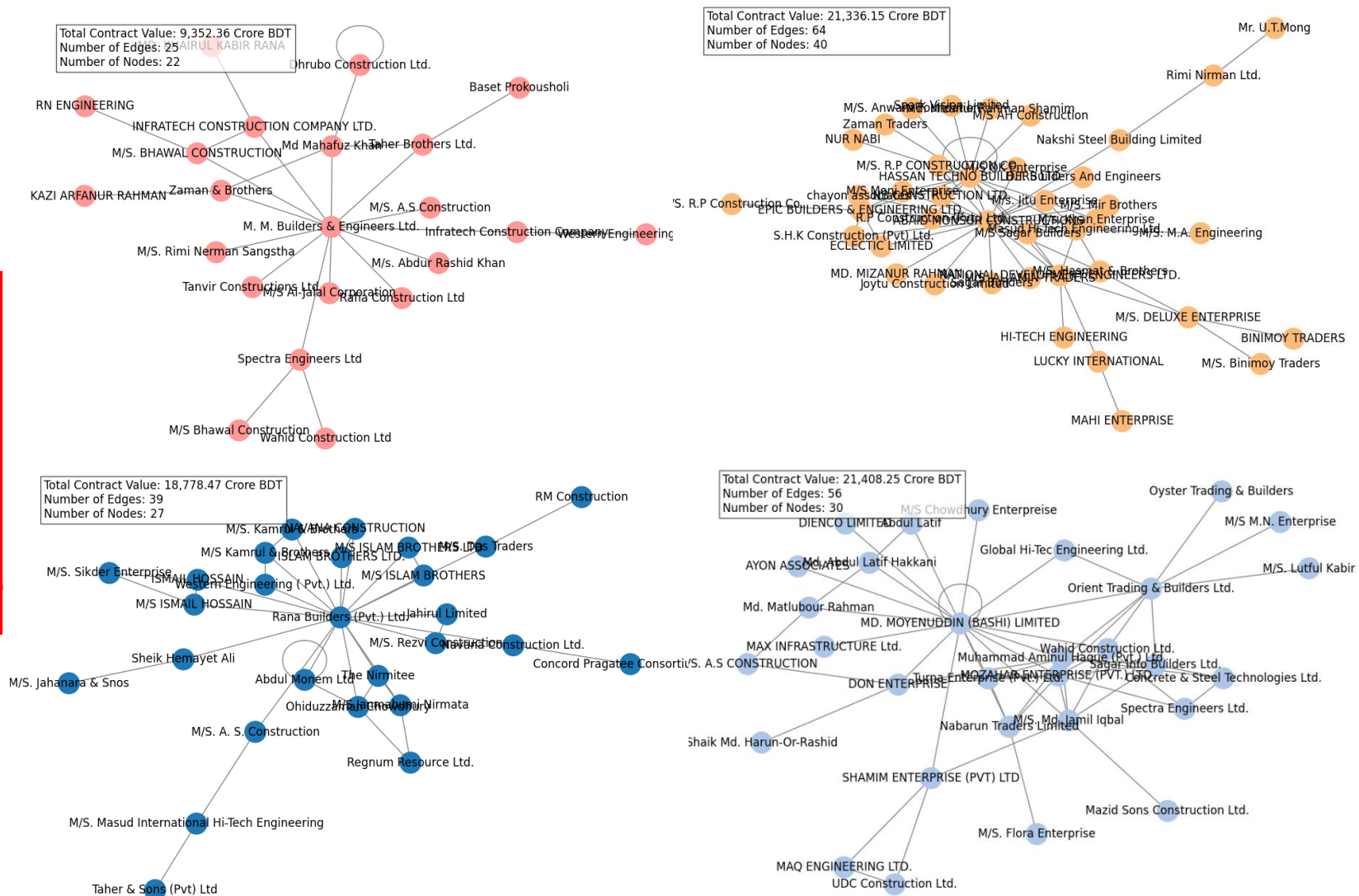
JOINT VENTURE ANALYSIS - Road Transport And Highway Division

Using the *Louvain Algorithm*, 9 Major Communities has been identified. (At least 10 Nodes)

**These communities,
formed through joint
ventures, play a significant
role in controlling market
concentration**

**Total 242 Nodes or
Individual Contractors
form these Communities
with 319 Edges.**

Top 4 Communities



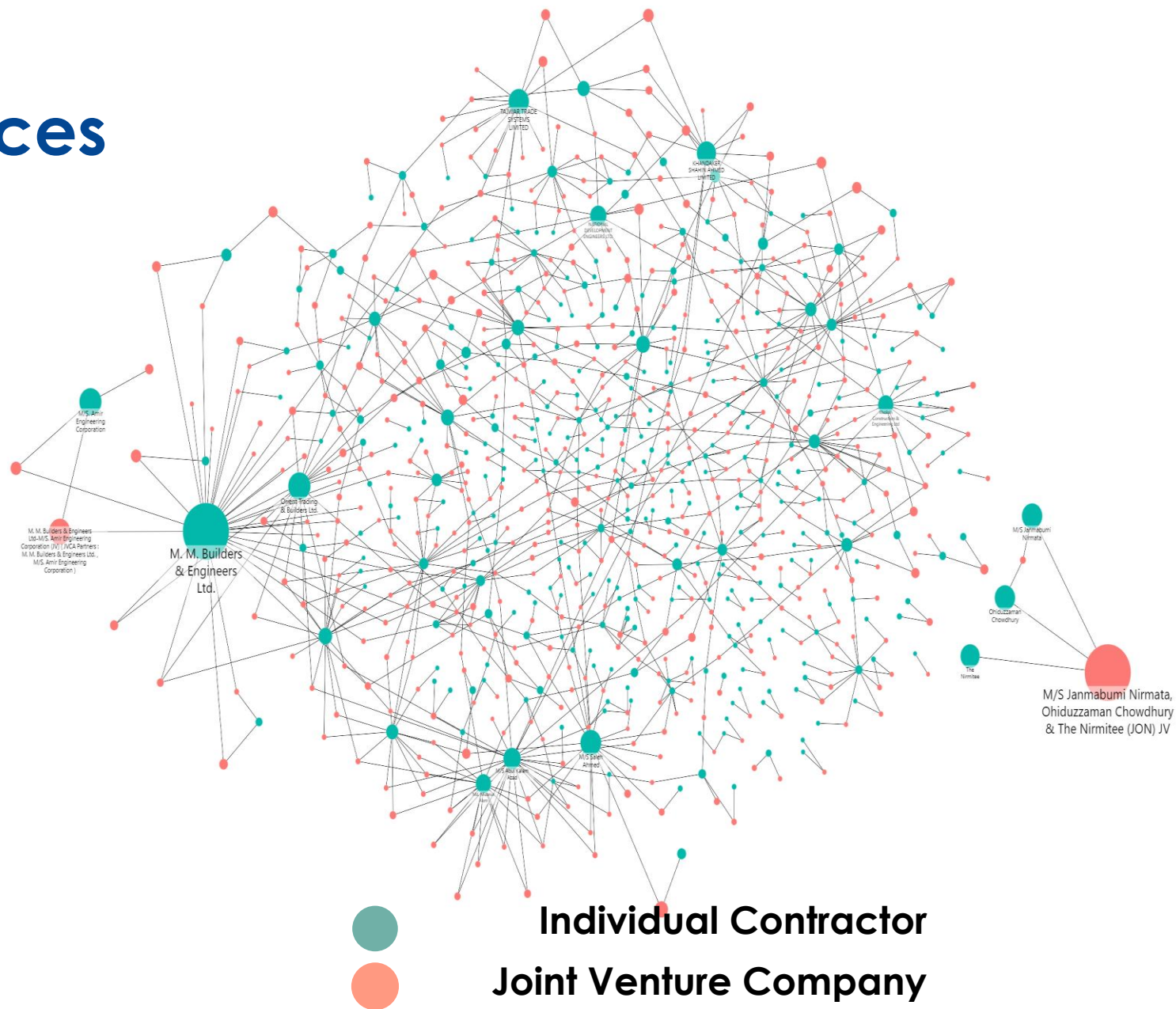
Joint Venture Analysis - Ministry Of Water Resources

| | Single Contract | Joint Venture Contract |
|-------------------------------|-----------------|------------------------|
| Number of Contractors | 3,737 | 1,061 |
| Total Contract Value | 32,031.23 | 26,578.49 |
| Percentage of Contract Value | 54.65% | 45.35% |
| Number of Works | 22,740 | 1,880 |
| Percentage of Number of Works | 92.36% | 7.64% |
| Average Bids | 16.81 | 4.60 |

Out of **3737** Contractors-

336 Contractors (9%) Controls 91.5% of Total Contract Value.

Top 38 Contractors (1%) Controls 30.9%
of Total Contract Value (18,110.76 Crore Taka).



JOINT VENTURE ANALYSIS - Ministry Of Water Resources

Top 20 Joint Venture Contractors

| Contractor Name | Number of Joint Ventures | Number of Contracts | Number of Contracts as Individual Contractor |
|---------------------------------------|--------------------------|---------------------|--|
| M. M. Builders & Engineers Ltd. | 32 | 85 | 330 |
| M/S Saleh Ahmed | 19 | 51 | 294 |
| Orient Trading & Builders Ltd. | 16 | 33 | 114 |
| M/S. Amir Engineering Corporation | 3 | 35 | 265 |
| M/S Janmabumi Nirmata | 2 | 37 | 22 |
| Ohiduzzaman Chowdhury | 2 | 37 | 23 |
| TAJWAR TRADE SYSTEMS LIMITED | 16 | 34 | 68 |
| KHANDAKER SHAHIN AHMED LIMITED | 12 | 19 | 11 |
| The Nirmitee | 1 | 34 | 1 |
| M/S Abul Kalam Azad | 27 | 44 | 372 |
| NATIONAL DEVELOPMENT ENGINEERS LTD. | 9 | 14 | 130 |
| Md. Mizanur Alam | 18 | 34 | 97 |
| Khokan Construction & Engineering Ltd | 14 | 22 | 50 |
| M/S. Tazul Islam | 14 | 20 | 108 |
| M/S. Kohinoor Enterprise | 19 | 31 | 440 |
| M/S K.K. Enterprise | 13 | 21 | 119 |
| M/S Rahman Engineering | 14 | 32 | 114 |
| LIAQUAT ALI & SONS LIMITED | 6 | 10 | 5 |
| M/S Mohiuddin Ahmed | 14 | 20 | 380 |
| S. Ananta Bikash Tripura | 11 | 26 | 998 |

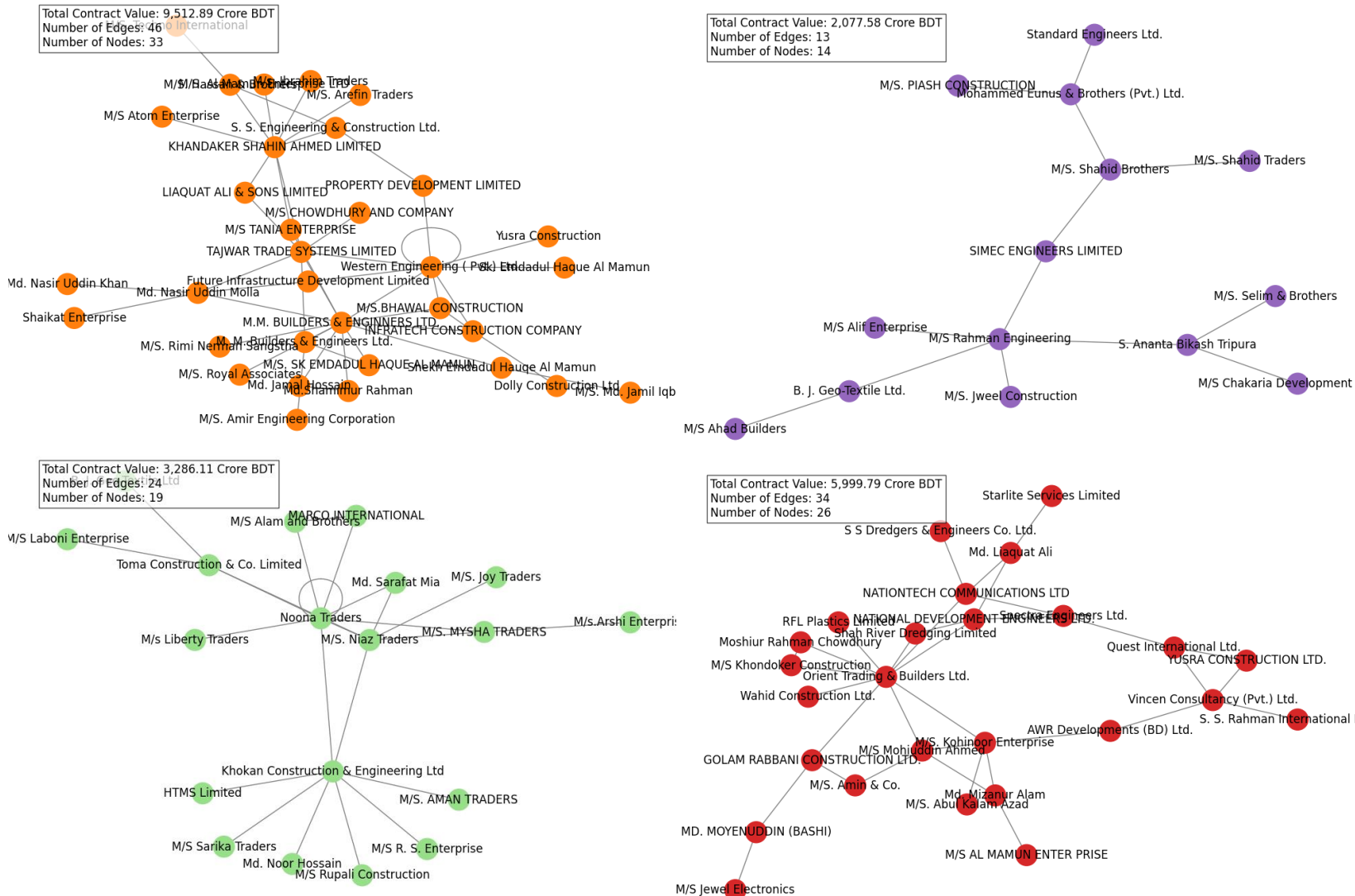
Joint Venture Analysis - Ministry Of Water Resources

Using the *Louvain Algorithm*, 9 Major Communities has been identified. (At least 10 Nodes)

These communities, formed through joint ventures, play a significant role in controlling market concentration

Total 187 Nodes or Individual Contractors form these Communities with 205 Edges.

Top 4 Communities



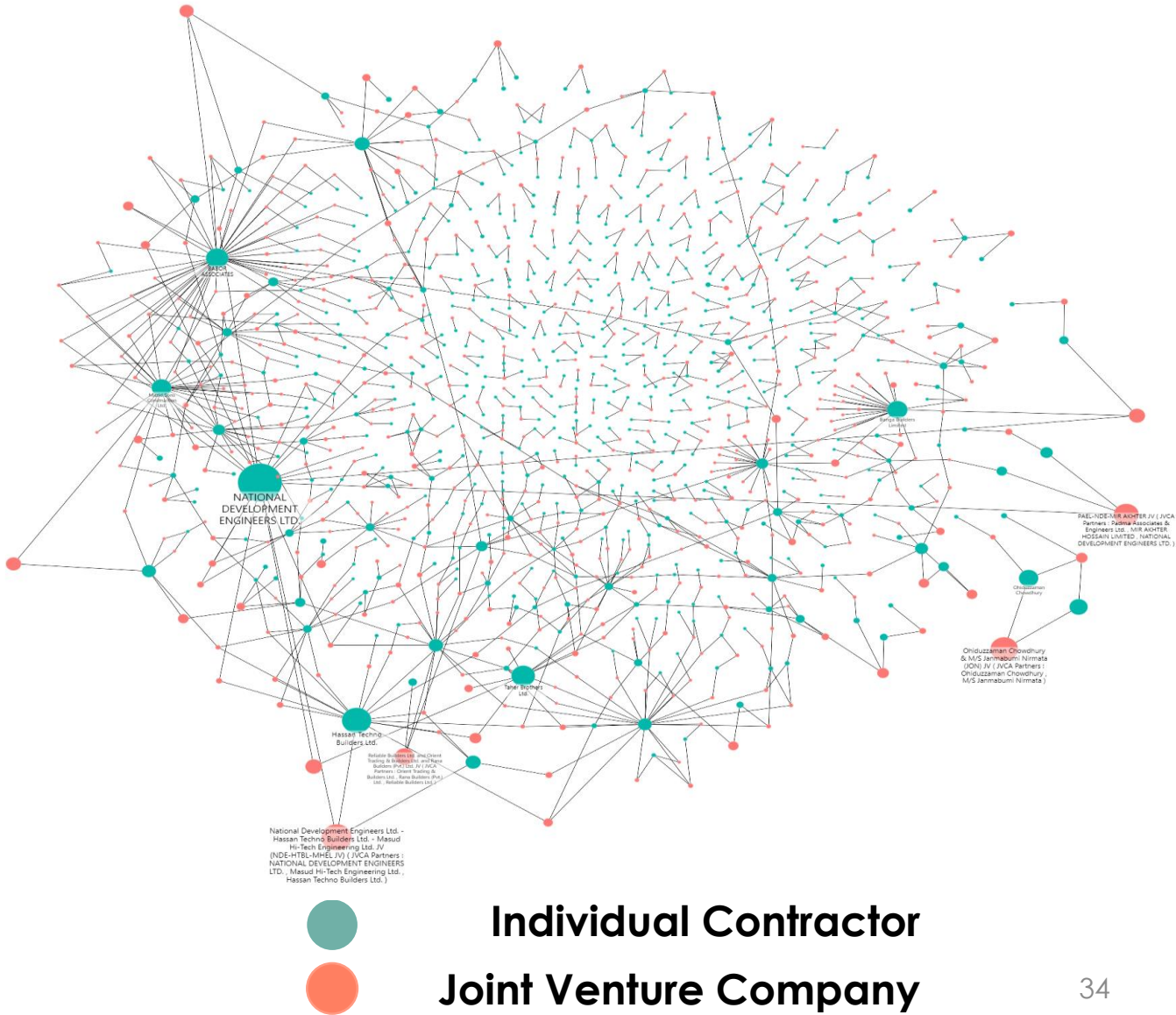
JOINT VENTURE ANALYSIS - Ministry Of Housing & Public Works

| | Single Contract | Joint Venture Contract |
|-------------------------------|-----------------|------------------------|
| Number of Contractors | 8,152 | 833 |
| Total Contract Value | 37,009.88 | 14,425.72 |
| Percentage of Contract Value | 71.95% | 28.05% |
| Number of Works | 102,657 | 1,167 |
| Percentage of Number of Works | 98.88% | 1.12% |
| Average Bids | 11.96 | 3.05 |

Out of **8152** Contractors-

607 Contractors **(7.45%)** Controls **71%** of Total Contract Value.

Top **81** Contractors **(1%)** Controls **32.32%** of Total Contract Value (16,622.62 Crore Taka).



Ministry Of Housing & Public Works

Top 20 Joint Venture Contractors

| Contractor Name | Number of Joint Ventures | Number of Contracts | Number of Contracts as Individual Contractor |
|-------------------------------------|--------------------------|---------------------|--|
| NATIONAL DEVELOPMENT ENGINEERS LTD. | 18 | 28 | 130 |
| Hassan Techno Builders Ltd. | 19 | 51 | 317 |
| Taher Brothers Ltd. | 8 | 16 | 115 |
| BABOR ASSOCIATES | 44 | 75 | 1209 |
| Banga Builders Limited | 23 | 32 | 75 |
| Mazid Sons Construction Ltd. | 24 | 31 | 138 |
| Ohiduzzaman Chowdhury | 3 | 14 | 23 |
| M/S Janmabumi Nirmata | 2 | 13 | 22 |
| Starlite Services Limited | 15 | 39 | 103 |
| Masud Hi-Tech Engineering Ltd. | 4 | 7 | 98 |
| Rana Builders (Pvt.) Ltd. | 14 | 21 | 330 |
| M/S. Md. Jamil Iqbal | 6 | 16 | 114 |
| ABAID MONSUR CONSTRUCTIONS | 23 | 39 | 1623 |
| Toma Construction & Co. Limited | 6 | 13 | 158 |
| MIR AKHTER HOSSAIN LIMITED | 2 | 2 | 27 |
| M/S Khan Builders | 17 | 47 | 132 |
| Dhaly Construction Ltd. | 22 | 36 | 266 |
| Orient Trading & Builders Ltd. | 8 | 14 | 114 |
| MA Zaher Limited | 2 | 9 | 17 |
| Padma Associates & Engineers Ltd. | 2 | 2 | 145 |

JOINT VENTURE ANALYSIS -

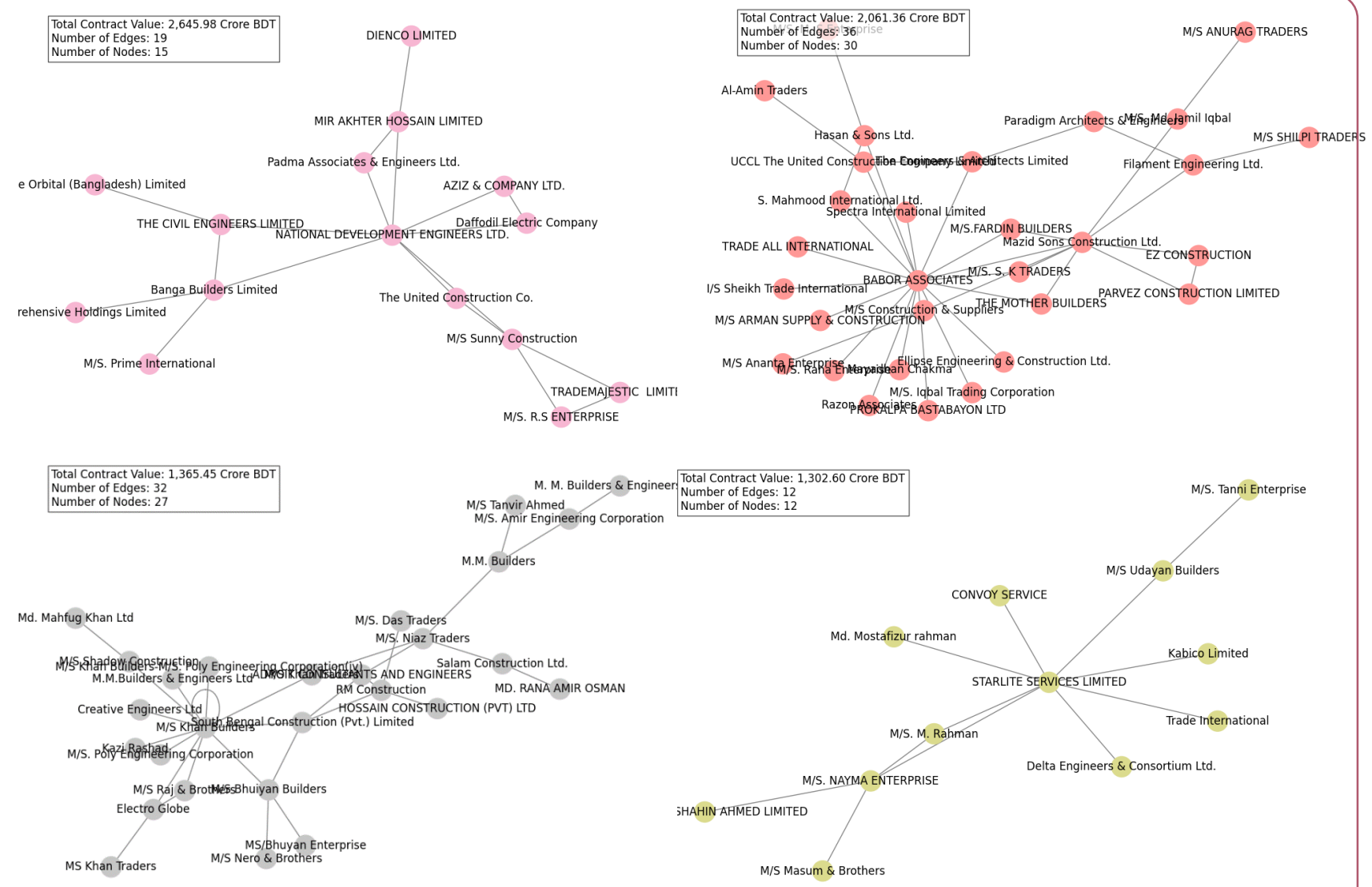
Ministry Of Housing & Public Works

Using the *Louvain Algorithm*, 11 Major Communities has been identified. (Atleast 10 Nodes)

These communities, formed through joint ventures, play a significant role in controlling market concentration

Total 359 Nodes or Individual Contractors form these Communities with 315 Edges.

Top 4 Communities



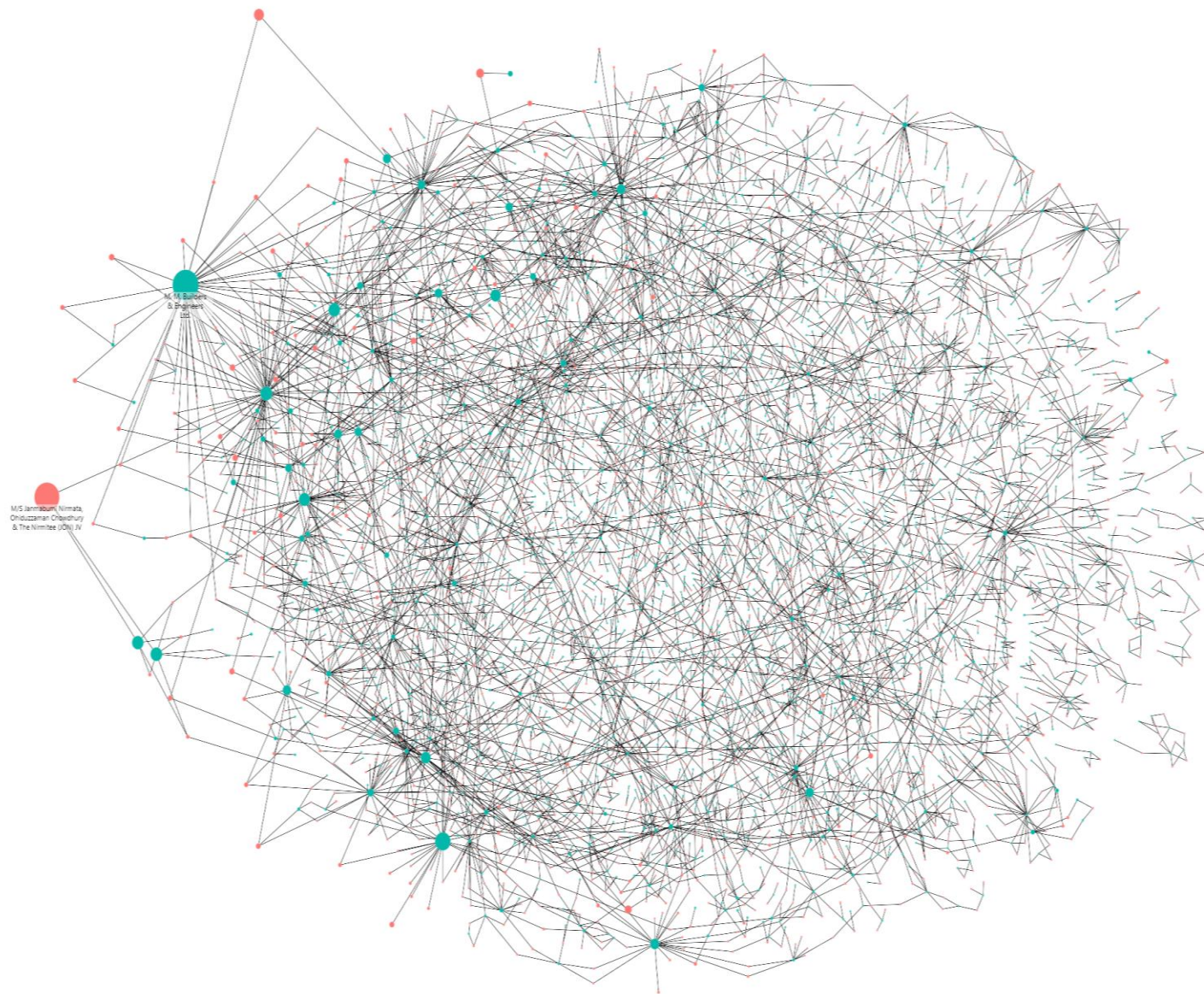
JOINT VENTURE ANALYSIS - Local Government

| | Single Contract | Joint Venture Contract |
|-------------------------------|-----------------|------------------------|
| Number of Contractors | 29,414 | 6,932 |
| Total Contract Value | 193,301.37 | 53,934.86 |
| Percentage of Contract Value | 78.18% | 21.82% |
| Number of Works | 282,392 | 11,414 |
| Percentage of Number of Works | 96.12% | 3.88% |
| Average Bids | 33.26 | 3.96 |

Out of **29,414** Contractors-

2865 Contractors (**9.74%**) Controls
62.88% of Total Contract Value.

Top **294** Contractors (**1%**) Controls
27.7% of Total Contract Value (68,496.5
Crore Taka).



● Individual Contractor
● Joint Venture Company

JOINT VENTURE ANALYSIS - Local Government

Top 20 Joint Venture Contractors

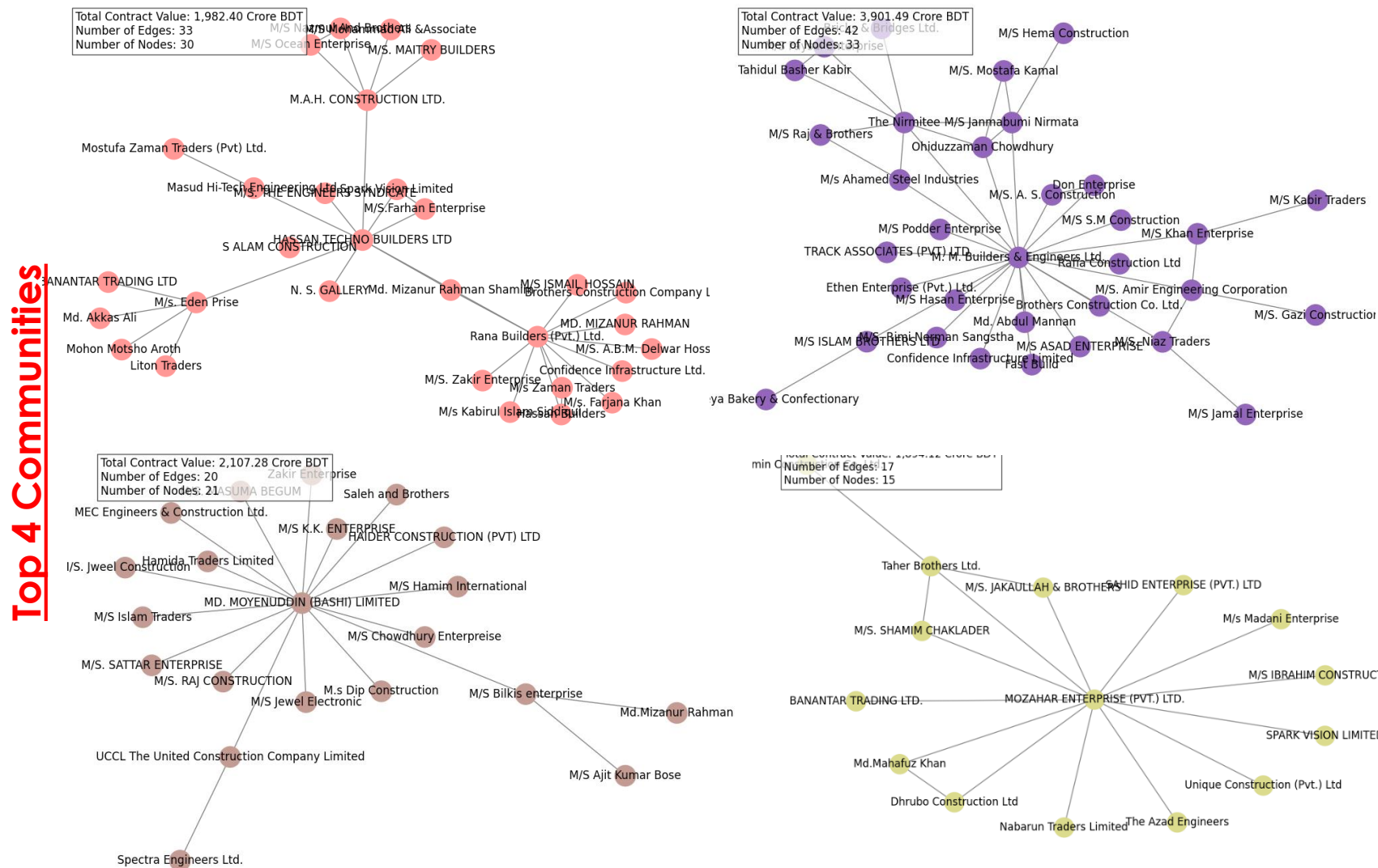
| Contractor Name | Number of Joint Ventures | Number of Contracts | Number of Contracts as Individual Contractor |
|-------------------------------------|--------------------------|---------------------|--|
| M. M. Builders & Engineers Ltd. | 43 | 104 | 330 |
| MD. MOYENUDDIN (BASHI) LIMITED | 26 | 53 | 481 |
| M/S. Kohinoor Enterprise | 50 | 88 | 440 |
| Hassan Techno Builders Ltd. | 25 | 48 | 317 |
| M/S Janmabumi Nirmata | 7 | 48 | 22 |
| NATIONAL DEVELOPMENT ENGINEERS LTD. | 11 | 24 | 130 |
| Ohiduzzaman Chowdhury | 5 | 45 | 23 |
| Rana Builders (Pvt.) Ltd. | 28 | 59 | 330 |
| The Nirmitee | 7 | 43 | 1 |
| Mir Habibul Alam | 23 | 63 | 163 |
| M/S Saleh Ahmed | 20 | 49 | 294 |
| Taher Brothers Ltd. | 11 | 17 | 115 |
| M/S. M.A. ENGINEERING | 31 | 55 | 101 |
| Standard Engineers Ltd. | 4 | 11 | 15 |
| Starlite Services Limited | 16 | 28 | 103 |
| M/S Mominul Hoque | 36 | 46 | 205 |
| UDC Construction Ltd. | 13 | 32 | 34 |
| Mazid Sons Construction Ltd. | 9 | 22 | 138 |
| M/S. Amir Engineering Corporation | 17 | 51 | 265 |
| Orient Trading & Builders Ltd. | 11 | 18 | 114 |

JOINT VENTURE ANALYSIS - Local Government

Using the *Louvain Algorithm*, 12 Major Communities has been identified. (Atleast 10 Nodes)

These communities, formed through joint ventures, play a significant role in controlling market concentration

Total 385 Nodes or Individual Contractors form these Communities with 358 Edges.



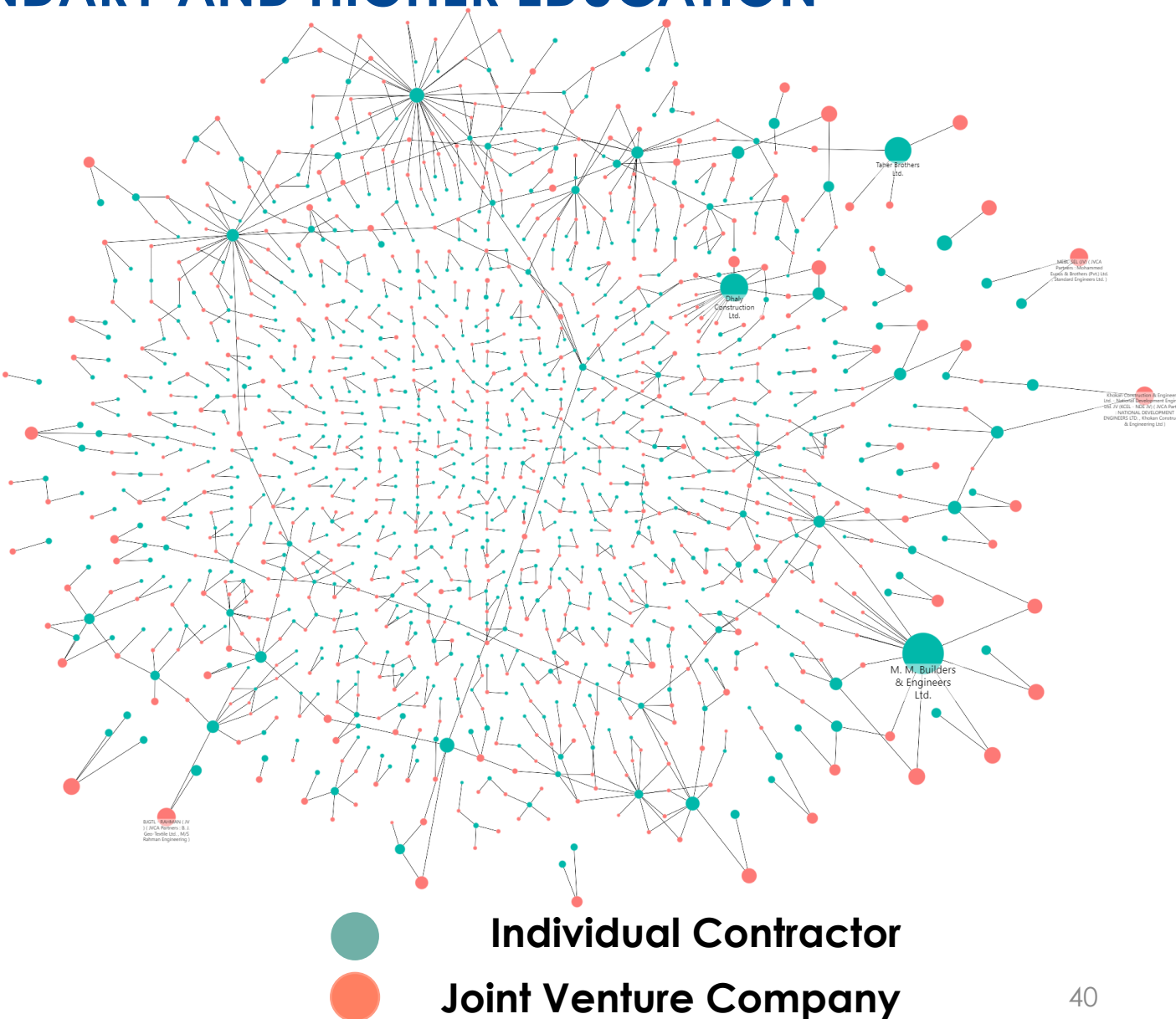
MINISTRY OF EDUCATION & SECONDARY AND HIGHER EDUCATION

| | Single Contract | Joint Venture Contract |
|-------------------------------|-----------------|------------------------|
| Number of Contractors | 11,865 | 1,173 |
| Total Contract Value | 44,590.57 | 12,285.47 |
| Percentage of Contract Value | 78.40% | 21.60% |
| Number of Works | 70,169 | 1,693 |
| Percentage of Number of Works | 97.64% | 2.36% |
| Average Bids | 28.59 | 4.00 |

Out of 29,414 Contractors-

773 Contractors (6.5%) Controls 43.7%
of Total Contract Value.

Top **119** Contractors (**1%**) Controls
15.15% of Total Contract Value (8,619.44
Crore Taka).



JOINT VENTURE ANALYSIS - MINISTRY OF EDUCATION & SECONDARY AND HIGHER EDUCATION

Top 20 Joint Venture Contractors

| Contractor Name | Number of Joint Ventures | Number of Contracts | Number of Contracts as Individual Contractor |
|---------------------------------------|--------------------------|---------------------|--|
| M. M. Builders & Engineers Ltd. | 14 | 32 | 330 |
| Dhaly Construction Ltd. | 15 | 33 | 266 |
| Taher Brothers Ltd. | 4 | 9 | 115 |
| M/S. Amir Engineering Corporation | 1 | 12 | 265 |
| Shaikat Enterprise | 31 | 34 | 1131 |
| The Builders Engineers Associates Ltd | 5 | 6 | 61 |
| M/S. Niaz Traders | 9 | 19 | 456 |
| Md. Mizanur Alam | 5 | 11 | 97 |
| M/S MA Zaher | 3 | 19 | 68 |
| Khokan Construction & Engineering Ltd | 4 | 7 | 50 |
| M/S. Royal Associates | 5 | 11 | 61 |
| Banga Builders Limited | 4 | 8 | 75 |
| M/S Rahman Engineering | 7 | 12 | 114 |
| M/S MERON ENTERPRISE | 22 | 25 | 23 |
| Starlite Services Limited | 4 | 13 | 103 |
| M/S RAFID TRADERS | 15 | 24 | 200 |
| M/S. Kohinoor Enterprise | 12 | 33 | 440 |
| Electro Globe | 7 | 11 | 66 |
| NATIONAL DEVELOPMENT ENGINEERS LTD. | 2 | 5 | 130 |
| M/S. BHAWAL CONSTRUCTION | 3 | 19 | 89 |

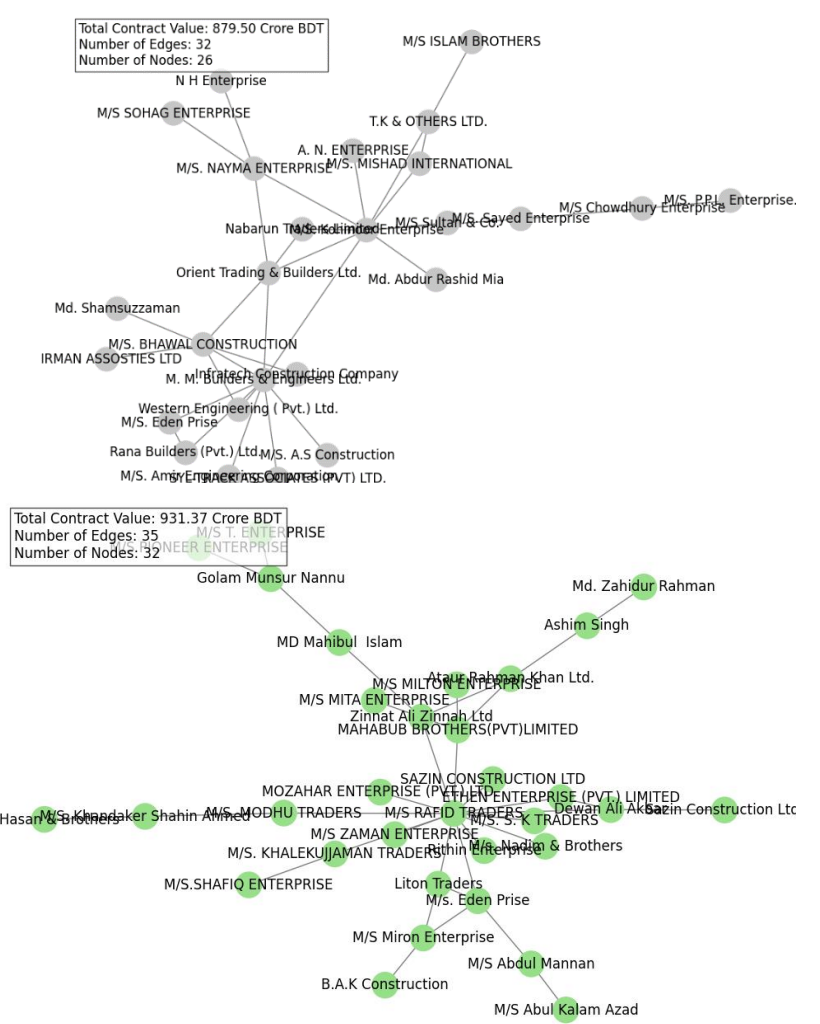
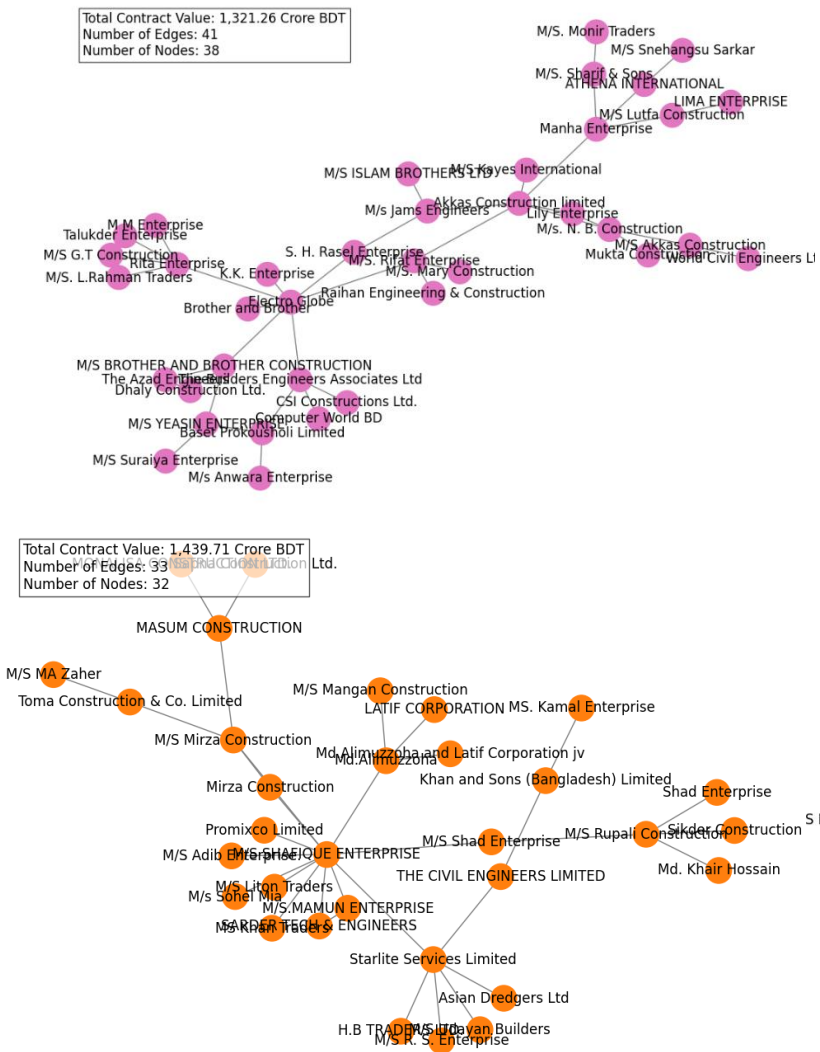
JOINT VENTURE ANALYSIS - MINISTRY OF EDUCATION & SECONDARY AND HIGHER EDUCATION

Using the *Louvain Algorithm*, 12 Major Communities has been identified. (Atleast 10 Nodes)

These communities, formed through joint ventures, play a significant role in controlling market concentration

Total 575 Nodes or Individual Contractors form these Communities with 497 Edges.

Top 4 Communities



Joint Venture Analysis of Contractors-

| Contractor Name | As Individual Contractor | | Number of Joint Ventures | Number of Contractors Connected with | As a Joint Venture | |
|-------------------------------------|--------------------------|----------------------|--------------------------|--------------------------------------|---------------------|----------------------|
| | Number of Contracts | Total Contract Value | | | Number of Contracts | Total Contract Value |
| Hassan Techno Builders Ltd. | 317 | 1816.364 | 145 | 46 | 320 | 9897.82 |
| Rana Builders (Pvt.) Ltd. | 330 | 1876.034 | 159 | 59 | 310 | 9864.47 |
| NATIONAL DEVELOPMENT ENGINEERS LTD. | 130 | 5294.975 | 91 | 45 | 155 | 9231.96 |
| M. M. Builders & Engineers Ltd. | 330 | 2800.907 | 142 | 66 | 301 | 8410.42 |
| MD. MOYENUDDIN (BASHI) LIMITED | 481 | 2479.908 | 94 | 45 | 183 | 5770.3 |

JOINT VENTURE ANALYSIS - Ministry Wise Comparison

| Ministry | Number of Contractors | Top 1% Contractor's Control | | | Total Contract Value | Network Detected |
|--|-----------------------|-----------------------------|------------------------------------|--------------------------|----------------------|------------------|
| | | Number of 1% Contractor | Percentage of Total Contract Value | Contract Value Crore BDT | | |
| Road Transport And Highway Division | 3488 | 35 | 72.9% | 60237.67 | 82,638.59 | 9 |
| Ministry Of Water Resources | 3737 | 38 | 30.9% | 18,110.76 | 58,609.72 | 9 |
| Ministry Of Housing & Public Works | 8152 | 81 | 32.32% | 16,622.62 | 51,435.60 | 11 |
| Local Government | 29,414 | 294 | 27.7% | 68,296.5 | 247,236.23 | 12 |
| Ministry of Education & Secondary And Higher Education | 11,865 | 119 | 15.15% | 8,619.44 | 56,876.04 | 12 |

Top 1 % Contractor's (Overall, All Ministry) Market Concentration is 37.12%

A large, irregular pink brushstroke shape is centered on a light blue background. The brushstroke has a rough, textured edge, particularly on the right side where it appears to be made of multiple overlapping strokes.

Contractor-Political Link Analysis

Dhaka North City Corporation

Comparison Between Two Periods (2015-2019) and (2020-2024)

2015-2019

Change of
Mayor

2020-2024

| Name of the Contractor | Total Contract Value (Crore BDT) |
|---------------------------------|----------------------------------|
| M/S. G. K. Enterprise | 178.02 |
| M/S Joney Enterprise | 171.01 |
| M/S ASIF TRADERS | 110.67 |
| Banga Builders Limited | 98.97 |
| MAISHA CONSTRUCTION (PVT.) LTD. | 84.18 |
| M. M. Builders & Engineers Ltd. | 80.16 |
| M/S. AT-SA (JV) | 75.95 |
| Asif-M Jamal & Co. Ltd. (JV) | 72.22 |
| M/S.AT-MT-JVCA | 70.20 |
| S.M Rahman International | 68.74 |
| Grand Total | 1010.13 |

| Name of the Contractor | Total Contract Value (Crore BDT) |
|--|----------------------------------|
| MAISHA CONSTRUCTION (PVT.) LTD. | 337.82 |
| ASIF INFRASTRUCTURE LIMITED | 293.42 |
| S.M Rahman International | 153.68 |
| Sohel Engineering & Construction Ltd. | 134.21 |
| JONEY ENTERPRISE LTD | 100.02 |
| Marshal Agrovat Chemical Industries Ltd | 82.56 |
| MULTI WASTE MANAGEMENT AND ENGINEERING LTD | 76.16 |
| ZAMAN CONSORTIUM LIMITED | 73.92 |
| H M Helal & Co Limited | 63.37 |
| HCPL-MCPL- (JV) (JVCA Partners : HOSSAIN CONSTRUCTION (PVT) LTD , MAISHA CONSTRUCTION (PVT.) LTD.) | 60.68 |
| Grand Total | 1375.85 |

Only Two
Contractors are
common in two
periods.

Top 10 Contractors Awarded **27.8%** of Entity's Total Contract Value. (Total Contract Value 3635.22 Crore BDT)

Top 10 Contractors Awarded **39.67%** of Entity's Total Contract Value. (Total Contract Value 3468 Crore BDT)

Dhaka South City Corporation

Comparison Between Two Periods (2015-2019) And (2020-2024)

2015-2019

Change of
Mayor

2020-2024

| Name of the Contractor | Total Contract Value (Crore BDT) |
|---|----------------------------------|
| Mamico Limited | 331.24 |
| M/S. G. K. Enterprise | 184.66 |
| Orpi Engineering Ltd. | 168.34 |
| M/S. Bhuiyan & Co. | 132.76 |
| The Builders Engineers Associates Ltd | 117.06 |
| MT-NE-B&C(JV) | 96.83 |
| OPAL INTERNATIONAL | 86.38 |
| Sajeeb Corporation | 73.78 |
| M/S Maisha Trading | 60.44 |
| S. S. Engineering & Construction Ltd.-Opal International JV | 57.57 |
| Grand Total | 1309.10 |

Top 10 Contractors Awarded **39.22%** of Entity's Total Contract Value. (Total Contract Value 3337 Crore BDT)

| Name of the Contractor | Total Contract Value (Crore BDT) |
|--|----------------------------------|
| NATIONAL DEVELOPMENT ENGINEERS LTD. | 890.52 |
| NDE-SBN JV (JVCA Partners : NATIONAL DEVELOPMENT ENGINEERS LTD. , Sonar Bangla Navigation) | 135.69 |
| UCCL The United Construction Company Limited | 96.20 |
| M/S. G. K. Enterprise | 82.33 |
| UDC Construction Ltd. | 80.68 |
| STR Trade International Ltd | 79.74 |
| Marshal Agrovet Chemical Industries Ltd | 63.84 |
| M/S. M N Huda Construction Limited | 58.38 |
| InGen Technology Limited | 57.12 |
| Khokan Construction & Engineering Ltd | 53.88 |
| Grand Total | 1,598.38 |

Top 10 Contractors Awarded **33.17%** of Entity's Total Contract Value. (Total Contract Value 4818.92 Crore BDT)

Only one Contractor is common in two periods.

Chittagong City Corporation

Comparison Between Two Periods (2016-2020) and (2021-2024)

| 2016-2020 | | Change of Mayor | 2021-2024 | |
|--|----------------------------------|-----------------|---|----------------------------------|
| Name of the Contractor | Total Contract Value (Crore BDT) | | Name of the Contractor | Total Contract Value (Crore BDT) |
| HOSSAIN CONSTRUCTION (PVT) LTD-AWR Developments (BD) Ltd. | 89.04 | | RN Yakub & Brothers Private Limited. | 53.64 |
| KABIRS-QC-JJT (JV) | 38.69 | | The Construction Trade | 46.85 |
| The Builder's Engineer's Associate Ltd & Royal Associates JV | 30.70 | | M/s. Quashem Construction - Iqbal & Brothers (JV) (JVCA Partners : M/S Quashem Construction , M/S IQBAL & BROTHERS) | 35.38 |
| AS - RS - HM (JV) | 23.17 | | M/S Quashem Construction | 29.29 |
| DH-ST JV | 21.94 | | E-ENGINEERING LIMITED | 14.40 |
| SIGMA ENGINEERS LTD. | 20.18 | | HB - QC (JV) (JVCA Partners : M/S. Hossan & Brothers , M/S Quashem Construction) | 13.77 |
| Green Grain International | 19.60 | | M/S. Mizan Brothers | 13.74 |
| M/s. Amin International | 19.21 | | MIB - MQC (JV) (JVCA Partners : M/S Quashem Construction , M/S IQBAL & BROTHERS) | 13.27 |
| AI - Trading (JV) | 18.42 | | MAS - RST (JV) (JVCA Partners : M/S. Abdus Salam , M/S RASHIA&SONS TRADING) | 13.12 |
| M/S. S & Y (JV) | 17.96 | | E & P (JV) (JVCA Partners : M/S. Elias Brothres , M/S. Popular Construction) | 13.02 |
| Grand Total | 298.89 | | Grand Total | 246.48 |

Top 10 Contractors Awarded **23.28%** of Entity's Total Contract Value. (Total Contract Value 1283 Crore BDT)

Top 10 Contractors Awarded **35.48%** of Entity's Total Contract Value. (Total Contract Value 694.72 Crore BDT)

None Contractor is common in two periods.

Gazipur City Corporation

Comparison Between Two Periods (2018-2021) And (2022-2024)

2018-2021

Suspension of
Mayor
Jahangir Alam

2022-2024

| Top 10 Contractors | Total Contract Value (Crore BDT) |
|---|----------------------------------|
| Ataur Rahman Khan Ltd. | 219.26 |
| M. M. Builders & Engineers Ltd. & Brothers Construction Co. Ltd. (JV) | 166.50 |
| Rana Builders (Pvt.) Ltd. & Brothers Construction Company Ltd. (JV) | 95.45 |
| Yakub - Mithu (JV) | 82.78 |
| UDC Construction Ltd. | 71.81 |
| The Builders Engineers Associates Ltd | 69.25 |
| M/S. Dawn Corporation | 65.60 |
| M/S. Bhuiyan & Co. | 63.94 |
| M/S ARNIF ENTERPRISE | 63.80 |
| Chowdhury Amin (JV) | 58.49 |
| Grand Total | 956.88 |

Top 10 Contractors Awarded **31.24%** of Entity's Total Contract Value. (Total Contract Value 3063.4 Crore BDT)

| Top 10 Contractors | Total Contract Value (Crore BDT) |
|---|----------------------------------|
| M/S. DOYA ENGINEERING | 64.10 |
| RCCL & IE JV | 47.05 |
| MAE-AZAD JV (JVCA Partners : M/S. M.A. ENGINEERING , AZAD CONSTRUCTIONS) | 37.12 |
| M M ENTERPRISE | 34.85 |
| Akkas Construction limited | 30.87 |
| M/S M.A Engineering-NS Enterprise (JV) (JVCA Partners : M/S. M.A. ENGINEERING , N S ENTERPRISE) | 29.87 |
| M/S. Dawn Corporation | 25.69 |
| M/S. Bhuiyan & Co. | 22.89 |
| M/S MONALISA | 21.96 |
| Purbachal Drillers Limited | 21.26 |
| Grand Total | 346.07 |

Top 10 Contractors Awarded **37.07%** of Entity's Total Contract Value. (Total Contract Value 933.5 Crore BDT)

Significant Decrease of Contract Value between two periods- 3063.4 to 933.5 Crore BDT

Only one Contractor is common in two periods.

Comilla City Corporation

Comparison Between Two Periods (2016-2021) and (2022-2024)

2016-2021

Change of Mayor

2022-2024

| Top 10 Contractors | Total Contract Value (Crore BDT) |
|---|----------------------------------|
| M/S. Hoque Enterprise | 79.22 |
| M/S Hassan Builders | 25.79 |
| M/s. Selim & Brothers-M/S Bithi Enterprise (JV) | 22.98 |
| M/S Bithi Enterprise | 14.91 |
| MBB-MCI-MAR (JV) | 11.53 |
| MAM CONSTRUCTION LTD. | 9.75 |
| HE-SB (JV) | 9.13 |
| Rana Builders (Pvt.) Ltd. | 7.69 |
| Hassan Techno Builders Ltd - M/S AH Construction JV | 7.50 |
| M/S Zaman Traders | 6.69 |
| Grand Total | 195.20 |

Top 10 Contractors Awarded **90.16%** of Entity's Total Contract Value. (Total Contract Value 216.5 Crore BDT)

| Top 10 Contractors | Total Contract Value (Crore BDT) |
|--|----------------------------------|
| N. S. GALLERY | 159.84 |
| M/S. Hoque Enterprise | 119.41 |
| Master Enterprise | 69.29 |
| M/S. Hoque Enterprise-M/S. Construction & Suppliers (JV) (JVCA Partners : M/S. Hoque Enterprise , M/S Construction & Suppliers) | 39.92 |
| Hassan Techno Builders Ltd. - M/S Construction & Suppliers JV (JVCA Partners : M/S Construction & Suppliers , Hassan Techno Builders Ltd.) | 21.77 |
| M/S P. L Construction | 20.87 |
| Hassan Techno Builders Ltd. | 20.40 |
| Hassan Techno Builders Ltd.-M/s Bithi Enterprise | 20.20 |
| M/S Bithi Enterprise | 17.69 |
| Hassan Techno Builders Ltd.-N. S. GALLERY (JV) (JVCA Partners : N. S. GALLERY , Hassan Techno Builders Ltd.) | 11.74 |
| Grand Total | 501.13 |

Top 10 Contractors Awarded **93.8%** of Entity's Total Contract Value. (Total Contract Value 534.35 Crore BDT)

Significant Increase of Contract Value between two periods- 216.2 Crore (in 6 Years) to 534.35 Crore (in only 2 Years) BDT

Only Two Contractors is common in two periods.

Ministry of Industries

Comparison Between Two Periods (2015-2019) and (2020-2024)

2015-2019

Change of
Minister

2020-2024

| Top 10 Contractors | Total Contract Value (Crore BDT) |
|---|----------------------------------|
| Mohammed Eunus & Brothers (Pvt.) Ltd. | 23.66 |
| M/S ISLAM BROTHERS | 15.87 |
| NN BUILDERS LTD. | 14.50 |
| Mark Builders Ltd | 14.14 |
| M/S ISLAM BROTHERS LTD | 10.78 |
| I-MART ENGINEERING LIMITED | 9.52 |
| M/S Khokan Trading Agency-M/S Contemporary (JV) | 8.12 |
| MD. MOYENUDDIN (BASHI) LIMITED | 6.40 |
| M/s. M.R. Construction | 6.31 |
| MAX BLC JV | 6.29 |
| Grand Total | 115.59 |

Top 10 Contractors Awarded **42.4%** of Entity's Total Contract Value. (Total Contract Value 272 Crore BDT)

| Top 10 Contractors | Total Contract Value (Crore BDT) |
|---|----------------------------------|
| Toma Construction & Co. Limited | 125.20 |
| M Jamal & Company Limited | 123.57 |
| NDE - NNBL - AC JV (JVCA Partners : NATIONAL DEVELOPMENT ENGINEERS LTD. , NN BUILDERS LTD. , Arafat Construction) | 102.40 |
| NDE-BDEL-MNT JV (JVCA Partners : M/S. Niaz Traders , NATIONAL DEVELOPMENT ENGINEERS LTD. , BDE LIMITED) | 95.65 |
| Masud Hi-Tech Engineering Ltd. - Mazid Sons Construction Ltd. JV | 88.54 |
| Ataur Rahman Khan Ltd. | 83.45 |
| BDE LIMITED & M.A. ENGINEERING JV (JVCA Partners : M/S. M.A. ENGINEERING , BDE LIMITED) | 73.70 |
| Arafat Construction | 71.96 |
| Mazid Sons Construction Ltd. | 60.77 |
| Khokan Construction & Engineering Ltd | 59.21 |
| Grand Total | 884.45 |

Top 10 Contractors Awarded **47.8%** of Entity's Total Contract Value. (Total Contract Value 1852 Crore BDT)

Significant Increase of Contract Value between two periods- 272 Crore to 1852 Crore BDT

None of the Contractor is common in two periods.

Local government division

Comparison between three periods (2012-2015), (2016-2019) and (2020-2024)

| 2012-2015 | | Change of Minister | 2016-2019 | | Change of Minister | 2020-2024 | | |
|--|--|----------------------------------|---------------------------------------|--|----------------------------------|--|--|----------------------------------|
| Top 10 Contractors | | Total Contract Value (Crore BDT) | Top 10 Contractors | | Total Contract Value (Crore BDT) | Top 10 Contractors | | Total Contract Value (Crore BDT) |
| Mohammed Eunos & Brothers (Pvt.) Ltd. | | 89.92 | Mohammed Eunos & Brothers (Pvt.) Ltd. | | 468.38 | Mohammed Eunos & Brothers (Pvt.) Ltd. | | 1815.95 |
| M/S Hamim International | | 59.34 | Ataur Rahman Khan Ltd. | | 414.74 | NATIONAL DEVELOPMENT ENGINEERS LTD. | | 1793.62 |
| Md Mahafuz Khan | | 58.36 | M/S Hamim International | | 403.13 | EFTE.ETCL (PVT.) LIMITED | | 1389.92 |
| Taher Brothers Ltd. | | 55.12 | M/S. G. K. Enterprise | | 368.23 | Barendra Construction Ltd. | | 1342.42 |
| M/S MD MAHMUDUR RAHMAN | | 48.47 | Dhaly Construction Ltd. | | 344.04 | M/S Hamim International | | 1098.37 |
| M/S Mohiuddin Ahmed | | 45.79 | Md. Khairul Kabir Rana | | 342.05 | Md. Khairul Kabir Rana | | 834.49 |
| M/S Mominul Hoque | | 45.50 | Mamico Limited | | 331.24 | Monir Engineering And Construction Ltd. | | 780.69 |
| M/S Kohinoor Enterprise and Orient Trading and Builders Ltd. | | 44.88 | Toma Construction & Co. Limited | | 251.70 | JAKAULLAH AND BROTHERS LIMITED | | 735.47 |
| Rana Builders (Pvt.) Ltd. | | 44.83 | S. Ananta Bikash Tripura | | 235.23 | M/S. Kohinoor Enterprise | | 716.93 |
| M/S SHAHIL Enterprise | | 44.61 | The Builders Engineers Associates Ltd | | 228.44 | Shaikat Enterprise | | 586.46 |
| Grand Total | | 536.81 | Grand Total | | 3,387.10 | Grand Total | | 10,383.27 |
| Total Contract Value 11,125 Crore BDT | | | Total Contract Value 81,162 Crore BDT | | | Total Contract Value 154,949.13 Crore BD | | |

Overall Observation

- Since its introduction in 2011, Bangladesh has spent **596,921** crore BDT through the e-GP platform. The highest recorded contract value awarded via this system stands at **881** crore BDT. However, all contracts exceeding this value remain excluded from the platform..
- Top 10 ministry's Top 5% Contractor awarded **61.31%** of contract value.
- Ministry Of Housing and Public works' Top 5% Contractor awarded **74.96%** of total contract value. Bottom 10%'s market share is less than 1% for All Ministries.
- Across most ministries, the top 5% of bidders increased their market share in a decade. Ministry of Housing and Public Works saw one of the largest increases in concentration (**15%**), followed by the Road Transport and Highways Division and ministry of education also saw **10%** increase respectively.

Overall Observation

- Top contractors consistently secure contracts through JV formations, and their actual market influence is even greater than it appears.
- In the Roads transport and Highway division(RTHD) 11% contractors controls **93.55%** of total contract value, where as **35** (1%) contractors control **72,9%** market share.
- There are **9 major network** of contractors active in the RTHD division.
- Out of 3737 contractors **9%** controls **91.5%** of total contract value in the ministry of water resources, where as **38** contractors controls **30.9%**.
- **9 Cluster of contractors** active in the ministry of water resources.
- In the ministry of housing & Public works **7.45%** contractors controls **71%** market share. **81** contractors control **32.32%** market.
- **11 communities** of contractors active in the ministry of housing & Public works procurement.

Overall Observation

- **9.74%** contractors controls **62.88%** market share of local government division procurement, whereas **294** contractors (1%) controls **27.7%** market share.
- **12** major contractor communities detected in the LGD and education procurement
- Leading contractors' capture bigger market share through JVs, in some cases it is five times bigger than it appears.
- Political leadership change impact the dominance of certain top contractors in securing government projects.
- Chittagong city corporations see a complete change of TOP10 contractors when Mayor changes. Similar thing happened in ministry of industries when minister changes.

Recommendations

Bangladesh Public Procurement Authority (BPPA) should take several strategic steps.

- **First**, BPPA must apply rigorous scrutiny to joint venture (JV) firms through independent review committee to prevent collusive practices and market domination.
- **Second**, to dismantle the control of a few contractors, BPPA should enforce competition laws and restrict JVs where individual partners are independently capable of handling specific projects.
- **Third**, BPPA can introduce a market share cap for individual contractors and joint ventures, regularly monitoring their share to prevent monopolization and ensure a fair distribution of opportunities.

Recommendations

- **Fourth**, both BPPA and procuring entities should prioritize the adoption of international best practices and enforcement of procedural measures designed to enhance market competition.
- **Fifth**, Public Procurement Rules should be amended to make the beneficial ownership information of companies and joint ventures available for public information.
- **Sixth**, all high-value contracts not yet covered under the e-GP system should be swiftly brought into the e-tendering process to ensure greater transparency and accessibility.

Thanks

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