

OPPORTUNITY OF CSR IN CONTEXT OF PUBLIC PROCUREMENT IN BANGLADESH

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

Submitted by
Inthaqab Wahid Ruso
MPSM, Batch II
ID: 13182010



Institute of Governance Studies
BRAC University, Dhaka, Bangladesh
March 31, 2013



Declaration

I hereby declare that I am the sole author of this dissertation.

I authorize the Institute of Governance Studies (IGS), BRAC University to lend this dissertation to other Institutions or individuals for the purpose of scholarly research only.

I further authorize the IGS, BRAC University to reproduce this dissertation by photocopying or by other means, in total or in part, at the request of other institutions for the purpose of scholarly research.

Inthaqab Wahid Ruso
Student ID No. 13182010
MPSM
IGS, BRAC University

Acknowledgements

At first, I thank to the Bangladesh Government and Institute of Governance Studies (IGS), BRAC University for giving me the opportunity to complete this dissertation for the purpose of fulfilling the requirements of the Masters programme in Procurement and Supply Management.

I would like to extend my heartfelt thanks specifically to my supervisor *Dr. Rizwan Khair*, Direct-in-charge, IGS for his throughout guidance, assistance and direction he provided me for completing this dissertation.

The questionnaire design and pilot testing would not done so smoothly if I did not get help from some of my colleagues viz. *Mr. Shishir Kanti Routh*, Executive Engineer, RHD and *Mr. MD. Mahfuzur Rahman*, Deputy Director, IMED.

I owe much gratitude to the resource persons, programme advisors and staffs of the IGS and Chartered Institute of Purchasing and Supply (CIPS), UK for the assistance and tutoring provided for me throughout the coursework during the foundation, advanced and graduate diploma programs. Especially I have to mention the name of *Mr. Mridha Fuhad Ahmed*, Training Manager and *Ms Tanzina Mizan*, Program Assistant of IGS for that without their kind assistance and continuous support this would not possible for me to complete this dissertation work.

I also would like to express my sincere thanks to the interviewees, official of Roads & Highways Department (RHD) and the suppliers of RHD for their kind cooperation in terms of sharing confidential information with me for the purpose of the research work.

Finally, I would like to thank my family, colleagues and friends. To all, I say thank you for the prayers, support, words of encouragement and wisdom with which this research work has been made possible. I express also my thanks to all of them whose names are not spelled out here but have helped me in many ways for the successful completion of this dissertation.

Inthaqab Wahid Ruso

March, 2013

Contents

List of Tables.....	vii
Abstract.....	xi
Chapter 1: Introduction	1
1.1 Statement of the problem.....	1
1.2 Objectives	2
1.3 Research Questions.....	2
1.4 Scope and limitations	2
1.5 Methodology	2
1.5.1 Selection of Study Areas.....	3
1.5.2 Sample Size	3
1.5.3 Sampling method	3
1.5.4 Sources of Data, Data collection techniques	4
1.5.5.1 Buyers Survey sampling	4
1.5.5.2 Suppliers Survey sampling	5
1.6 Justification of the study.....	5
1.7 Chapter Outline	6
Chapter 2: Background and Context.....	7
2.1 Background and context	7
2.2 Why CSR in Public Sector?	8
2.3 Helping Guidelines for Ensuring CSR in public procurement.....	13
2.3.1 Citizen Charter of RHD:	14
2.3.2 The Right to Information Act, 2009:	14
2.3.3 Anti Corruption Commission Act, 2004:	15
2.3.4 Bangladesh Labour Act, 2006	16

2.3.5 National Child Labor Elimination Policy, 2010:	17
2.3.6 The Environment Conservation Act, 1995:	18
2.3.7 e-GP (Electronic Government Procurement)	18
2.4 Tiering of Supply chain:	19
Chapter 3 Analysis and Findings of the study	21
3.1 Overview of the Responses	21
3.1.1 Respondents' (Buyer) position in RHD	21
3.1.2 Respondents' (Buyer) Job tenure in RHD	22
3.1.3 Respondents' (Buyer) Gender	22
3.1.4 Respondents (Suppliers) working relationship with RHD	23
3.1.5 Respondents (Suppliers) financial capacity	24
3.1.6 Respondents' (Supplier) Gender	25
3.2 Perception about CSR in Public Procurement	25
3.3 Citizen Charter of RHD	27
3.4 Impact of the Right to Information Act.....	28
3.5 Preference to local suppliers.....	31
3.6 Female-male workforce ratio.....	32
3.7 Perception about the prospects of e-GP for ensuring CSR	32
3.8 Compliance with Labor law	33
3.9 Perception about environmental responsibilities.....	34
3.10: Rehabilitation process.....	35
3.11 Response versus Job tenure at RHD (Buyer survey)	36
3.12 Response versus Gender (Buyer survey).....	42
3.13 Response versus working duration as a supplier of RHD (Supplier survey).....	46
Chapter 4: Conclusion	53
Bibliography	54

Appendix A: Questionnaire: Buyers' Survey	56
Appendix B: Response Summary of Buyers' Survey	64
Appendix C: Questionnaire of 1st Tier Suppliers' Survey	72
Appendix D: Response Summary of 1 st Tier Suppliers' Survey	80
Appendix E: Citizen Charter of RHD	89
Appendix F: Workforce of RHD	91
Appendix G: Definition of Key Terms	93

List of Tables

Table 1: Respondents' position in RHD	21
Table 2: Respondents' position in RHD	22
Table 3: Gender composition	22
Table 4: Respondents (Suppliers) working relationship with RHD	23
Table 5: Suppliers' most expensive projects with RHD	24
Table 6: Gender Composition	25
Table 7: Ratio of female to male workforce in the procurement projects/works	32
Table 8: Responses versus Job tenure	36
Table 9: Job tenure vs. familiar with the "Citizen Charter" of RHD	40
Table 10: Job tenure vs. familiar with "The Right to Information Act, 2009" of Bangladesh .	40
Table 11: Job tenure vs. familiar with the "eGP_Guidelines" of Bangladesh Government...	41
Table 12: Job tenure vs. familiar with "Bangladesh Labour Act, 2006.....	41
Table 13: Job tenure vs. familiar with "The Environment Conservation Act, 1995" of Bangladesh	41
Table 14: Response versus Gender (Buyer survey).....	42
Table 15: Response versus working duration as a supplier of RHD (Supplier survey).....	46
Table 16: Working tenure of suppliers vs. familiar with the "Citizen Charter" of RHD	51
Table 17: Working tenure vs. familiar with "The Right to Information Act, 2009" of Bangladesh (Supplier Survey)	51
Table 18: Job tenure vs. familiar with the "eGP_Guidelines" of Bangladesh Government...	52

List of Figures

Figure 1: Overview of Methodology	3
Figure 2: Supply Chain of RHD.....	7
Figure 3: Key Actions within Public Procurement Process	8
Figure 4: Primary goals of public sector.....	9
Figure 5: Tiering of Supply chain	19
Figure 6: Respondents' Position in RHD.....	21
Figure 7: Respondents' Job Tenure in RHD	22
Figure 8: Gender composition (Buyer Survey).....	22
Figure 9: Respondents (Suppliers) working relationship with RHD	23
Figure 10: Respondents (Suppliers) financial capacity.....	24
Figure 11: Gender composition (Supplier Survey).....	25
Figure 12: Buyers' Perception about CSR	26
Figure 13: Suppliers' Perception about CSR	26
Figure 14: Buyers' Familiarity with Citizen Charter	27
Figure 15:: Suppliers' Familiarity with Citizen Charter.....	27
Figure 16: Buyers' Familiarity with RTI	28
Figure 17: Suppliers' Familiarity with RTI.....	29
Figure 18: Obliging RTI by Buyer (Buyers' Perception)	29
Figure 19: Obliging RTI by Buyer (Suppliers' Perception)	30
Figure 20: Preference of 2 nd tier local Supplier by buyer	31
Figure 21: Preference of 2 nd tier local Supplier by 1st tier Supplier	31
Figure 22: Impact of g-GP (Buyer Survey).....	32
Figure 23: Impact of g-GP (Supplier survey)	33

Figure 24: Compliance with Labor law (Buyer Survey).....	33
Figure 25: : Compliance with Labor law (Suppliers Survey)	34
Figure 26: Perception about environmental responsibilities (Buyer Survey)	34
Figure 27: Perception about environmental responsibilities (Supplier Survey).....	35
Figure 28: 3.10: Rehabilitation process (Buyer Survey)	35
Figure 29: Rehabilitation process (Supplier Survey).....	35

Acronyms

ACE: Additional Chief Engineer

AE: Assistant Engineer

CE: Chief Engineer

CPTU: Central Procurement Technical Unit

CSR: Corporate Social Responsibilities

RHD: Roads and Highways Department

MoC: Ministry of Communication

ADP: Annual Development Program

BCS: Bangladesh Civil Service

GoB: Government of Bangladesh.

IGS: Institute of Governance Studies

IMED: Implementation, Monitoring and Evaluation Department

MPSM: Master in Procurement & Supply Management

NGO: Non Government Organization

WB: World Bank

IMF: International Monetary Fund

PE: Procuring Entity

PPA: Public Procurement Act

PPR: Public Procurement Rule

SDE: Sub Divisional Engineer

SE: Superintending Engineer

VFM: Value for Money

Abstract

Corporate Social Responsibilities (CSR) is as important for private as for public sector. The role of public procurement is to provide public services with public money by ensuring the better value for money (VFM). CSR encompasses the public procurement process to achieve this VFM. In this research several attempts were made to decipher the perception of the buyers and suppliers of RHD about the issue of CSR in public procurement.

To conduct the research questionnaire survey method was used. Around 86 buyers and 31 suppliers are interviewed on approximately identical questions to find out the variance of their perception.

It was found that both buyer and suppliers still lack the knowledge of CSR in public procurement. Again suppliers are much lagging behind when questions come about the familiarity of different relevant laws concerning good governance and equal opportunity as well as environmental responsibilities suppliers are much lagging behind than the buyers of the organization.

This dissertation also focuses on the potential scopes for incorporating CSR in public procurement.

The limitation of the study could be the non probabilistic sampling techniques and the time constraints of the research. The research can be further stretched to verify and compare the data of RHD with other similar public organizations.

Chapter 1: Introduction

Corporate social responsibility (CSR) is a built-in form of corporate self-regulatory mechanism which ensures the organization's activity to be coherently compliant with the spirit of the ethics, law and social code and norms. It also keeps the organization responsible for its activity and it promotes the organization to exert affirmative action upon its stakeholder's viz. society, environment, consumer, employees etc. As public sector's main goal is not profit or wealth maximization rather it is providing service to the citizen, CSR, being the anchor for an organization's responsibilities, transparency and accountability, can help to attain better achievement by ensuring the built-in regulation it have for the public sector. For the major job of public sector i.e. to provide service to the citizen, public sector has to make procurement of large values. Procurement, being the major expense side of the public sector organizations requires more meticulousness and vigilance to ensure the best value for the public money and for ensuring that CSR is the best available option.

Presently in public sector of Bangladesh the concept of CSR is not familiar to the desired extent and although a lot of activities are tagged CSR as a private sector business tool rather than organizational responsibility.

1.1 Statement of the problem

CSR is concerned with treating the stakeholders of the organization ethically or in a responsible manner and it encompasses the commitment of organization to contribute to sustainable economic development, working with its employees, the local community and society at large to improve their quality of life, in ways that are good for environment and good for society.

In the public sector of Bangladesh like and Highways Department (RHD), the perception level of buyers as well as of the suppliers about CSR is not at satisfactory level and most of the time the underlying concepts of CSR are being overlooked in the purchasing operation. Also the presence of strict law regarding public sector procurement (Public Procurement Act 2006 and Public Procurement Regulation 2008) makes the buyers deterrent with CSR. As public sector exists for the welfare of the stakeholders, so the issue of CSR should be of utmost importance for this sector. This study intends to uncover how it is practiced in the context of a Public Sector organization in Bangladesh.

1.2 Objectives

The study intends to know about the CSR practices in public procurement context in the Public Sector with a focus on Roads and Highways Department. The specific objectives are:

1. To investigate the perception level of the stakeholders (buyer and supplier) about Corporate Social Responsibilities in the public procurement context.
2. To find out the ways to incorporate potential opportunity of CSR in the public procurement practices.

1.3 Research Questions

This study intends to know about the perception level of buyers and suppliers about CSR and the potentiality of CSR in public procurement context. The research questions are:

1. What do the stakeholders (e.g. buyers and suppliers) perceive when they relate to the concept of CSR.
2. What are the present practices in the public procurement that can be termed as CSR and what could be the potential opportunities of CSR in public procurement within the guidelines and scope of PPR 2008

1.4 Scope and limitations

The scope of this study is limited to understanding the opportunity of CSR in public procurement context. The target public sector organization will be “Roads and Highways Department, Ministry of Communication, Bangladesh” and the target stakeholders will be the buyers (1st Class officer of the organization) and suppliers (both existing and potential contractors¹ and consultants).

1.5 Methodology

Survey will be used as the method for the research work. Survey will be done for both buyer and supplier and emphasis will be given on both qualitative and quantitative methods. The overview of the methodology can be expressed as follows:

¹ Definitional notes are presented in Appendix G

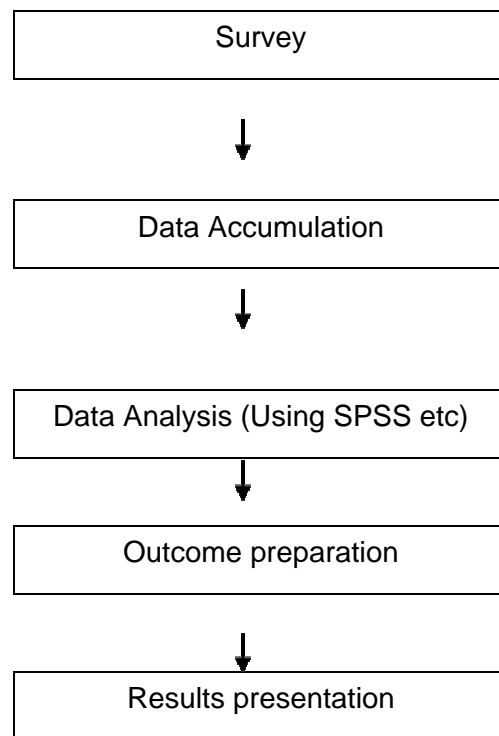


Figure 1: Overview of Methodology

1.5.1 Selection of Study Areas

The study will be limited on the buyers and suppliers of Roads and Highways Department. The buyers will be the 1st class officers and suppliers will be both existing and potential contractors and consultants.

1.5.2 Sample Size

Some 100 respondents will be taken for buyer survey using online questionnaire. For suppliers, physical questionnaire survey method will be used.

1.5.3 Sampling method

Non probabilistic sampling techniques will be used for the survey.

1.5.4 Sources of Data, Data collection techniques

Primary sources through survey and questionnaire will be used for data collection for this research work. Prior to the collection of data, pre testing of the questionnaire will be conducted with a few prospective interviewee viz. executive engineers of RHD for buyer survey and few suppliers for supplier survey to determine the suitability and accuracy of the questionnaire for the intended purpose of finding out the opportunities and existing condition of CSR in the public procurement. Also time required to complete the survey will be monitored and recorded in a view not to make the questionnaire too time consuming to respond which might deter respondents.

The target interviewees of the buyer survey would be:

- Chief Engineer
- Additional Chief Engineer
- Superintending Engineer
- Executive Engineer
- Sub-divisional Engineer
- Assistant Engineer

Gender and experience of the officer with RHD will also be noted while conducting the survey. For supplier survey the working relationship tenure of the suppliers with RHD will be collected along with their gender.

1.5.5.1 Buyers Survey sampling

Target Sample Size:	100
Collected Sample Size:	86
Sample Frame:	1st Class officer of RHD
Sampling Method:	Non probabilistic sampling
Constraints:	Time, No. of respondent,
Sampling Error:	Response - 86 Non-response - 00
Survey:	Online Questionnaire

Purposes of this survey are to find out the followings:

1. What is their perception level about CSR?
2. What are their present CSR practices?
3. What do they think they can do more about CSR?

Inputs will be collected from buyers using online survey site (e.g. www.drive.google.com, www.surveymonkey.com) and online social and professional forum of the buyers' organization (of www.facebook.com, www.linkedin.com, www.rhdea.org etc)

1.5.5.2 Suppliers Survey sampling

Target Sample Size:	30
Collected Sample Size:	31
Sample Frame:	Suppliers of RHD
Sampling Method:	Non probabilistic sampling
Constraints:	Time, No. of respondent,
Sampling Error:	Response - 31 Non-response - 00
Survey:	Questionnaire

Purposes of this survey are to find out the followings:

1. What is their perception level about CSR?
2. What do they expect in term of CSR from the buyers?
3. What do they do about CSR in procurement context?
4. What do they think they can do more about CSR?

1.6 Justification of the study

During the research work several short comings were faced which encompasses that there were scopes of further study in this field. The limitations are mainly as follows;

1. As this was a non-probabilistic sampling, male and female respondent ratio could not be attained.
2. Comparison of the collected data of RHD could be done with the data of other similar departments like Local Government Engineering Department (LGED), Public Works Department (PWD) etc.
3. It is assumed that for the purpose of confidentiality, disclosure of names of the interviewees has not been allowed by the interviewees.
4. The data are collected from field offices of RHD and it lacks any interview of too large supplier

5. As this was a voluntary interview, participation from all level of officials could not be ensured.

1.7 Limitations of the study

The major limitations of the study could be the time constraint along with the non-responsiveness of the people. Also detail in-field survey by the researcher himself was not always feasible and for that some data were collected via other surveyor with proper training which could also be a limitation.

1.7 Chapter Outline

The brief chapter outline of the dissertation is:

Chapter	1	Introduction
Chapter	2	Background and Context
Chapter	3	Data Analysis & Findings of the study
Chapter	4	Conclusion
		Appendices

The whole research work is presented in four different chapters.

The 'Introduction chapter' which is the first one gives a generic view of the background of the Public procurement and Corporate Social Responsibilities and also about the Roads and Highways Department. This chapter also explains the scope of research work, the identification of the problem, the research question, the objective of the work, the methodology to be followed along with some probable limitations.

The Second chapter is the 'Background and context chapter' which gives a generalized concept of the CSR basing on which this research work intends to be carried out. This chapter explains the requirement of CSR in public organization context.

The third chapter is the analysis and findings of the study chapter; which interprets the collected data in the appropriate format using the analytical methods. This chapter also provides the correlation among the different aspects of the collected data.

The fourth and final chapter is the conclusion chapter and it briefly lists the findings and analysis to explain the essence of CSR in public procurement context. Additionally this chapter also gives the scope of further study in this field.

Chapter 2: Background and Context

2.1 Background and context

Corporate Social Responsibilities (CSR) is about how an organization manages its business and operational processes to produce an overall positive impact on society and environment. The classic concepts that run businesses for time being are profit maximization and increasing shareholders' wealth. By doing so businesses are forgetting the impact they are exerting on the society and environment as no process could be an isolated one, rather all the business entities are integral part of the society. From these issues, the concept of CSR emerges which places the social and environmental impacts of an organization in the context of its obligations towards society and it promotes the integration of stakeholder issues into business operations.

In the context of Bangladesh the concept of CSR is still in its infant stage. Some private organizations are emphasizing CSR primarily not because of the underlying concept but because of image-enhancement or tax issues. But for public sector of Bangladesh, still there is no visible evidence or comprehensive guidelines that can help to incorporate CSR issues as a primary objective in the public sector operations.

Bangladesh government is the largest buyer of works, goods and services in the country. So there is significant scope for the public sector to practice CSR in their procurement functions. Clear perception and respective guidelines about CSR in public sector purchasing can help the buyers to effectively incorporate the CSR issues within the organization.

For the research about CSR practice in public procurement context, Roads and Highways Department (RHD), a public sector organization of Bangladesh has been chosen. The primary duty of RHD is the construction and maintenance of national and regional highways in Bangladesh in a view to ensure the smooth transportation facilities. The basic supply chain of RHD can be drawn as follows:



Figure 2: Supply Chain of RHD

The present practice and potential opportunities of CSR in the procurement function of RHD depends on the perception level of the buyers and suppliers as well as the existing guidelines and frameworks about CSR.

2.2 Why CSR in Public Sector?

The prime objective of the public procurement is to achieve value for money (VFM) – the optimum combination of whole life cost and quality to meet the customer’s requirement. The public procurement process can be stages as followed:

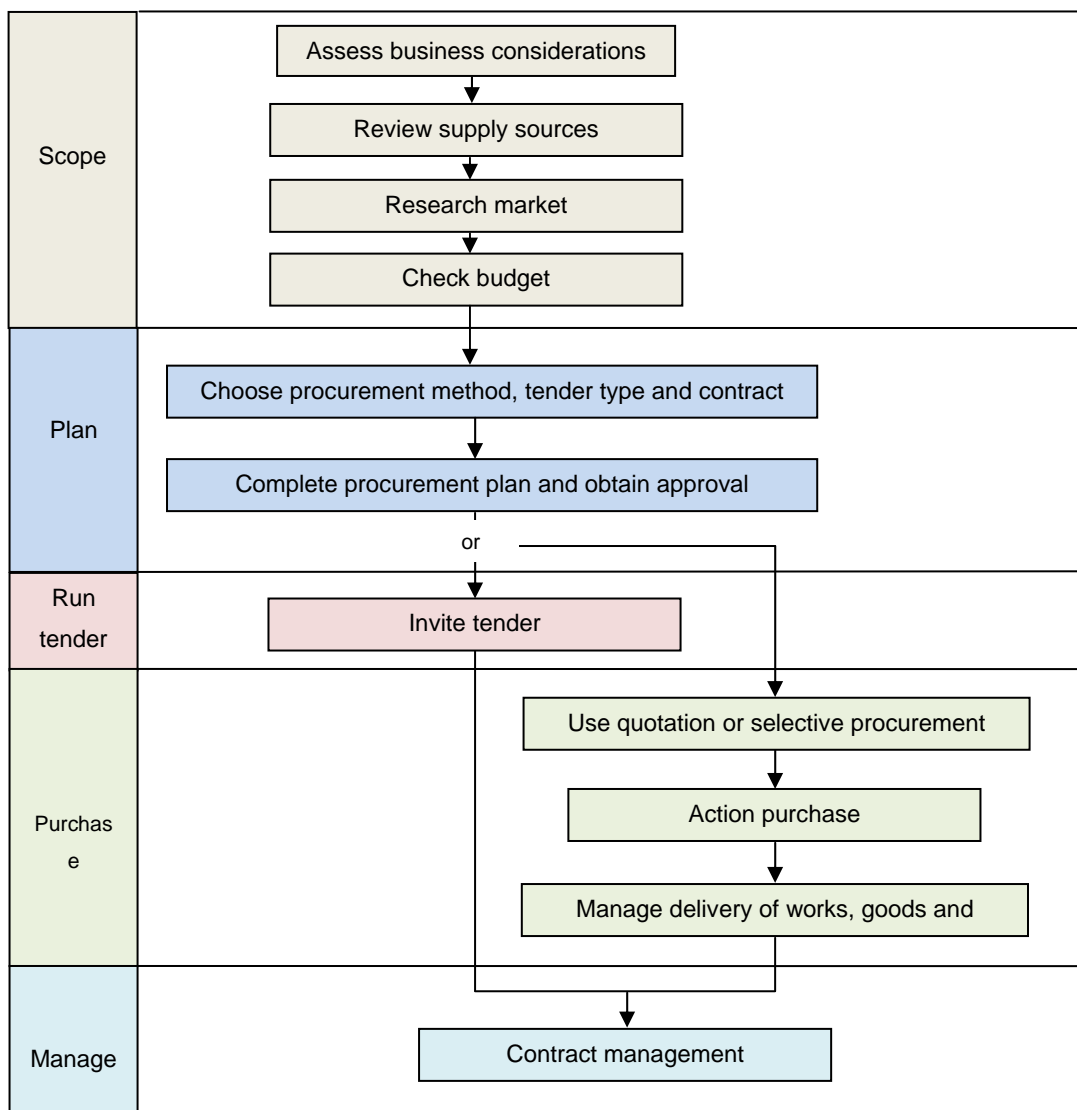


Figure 3: Key Actions within Public Procurement Process

(Based on Wellington City Council (2010) and reproduced from Zahid Hasan BRACU, 2012)

The goal of public sector is not profit maximization as in the case of private sector. These goals can be expressed by the following diagram:

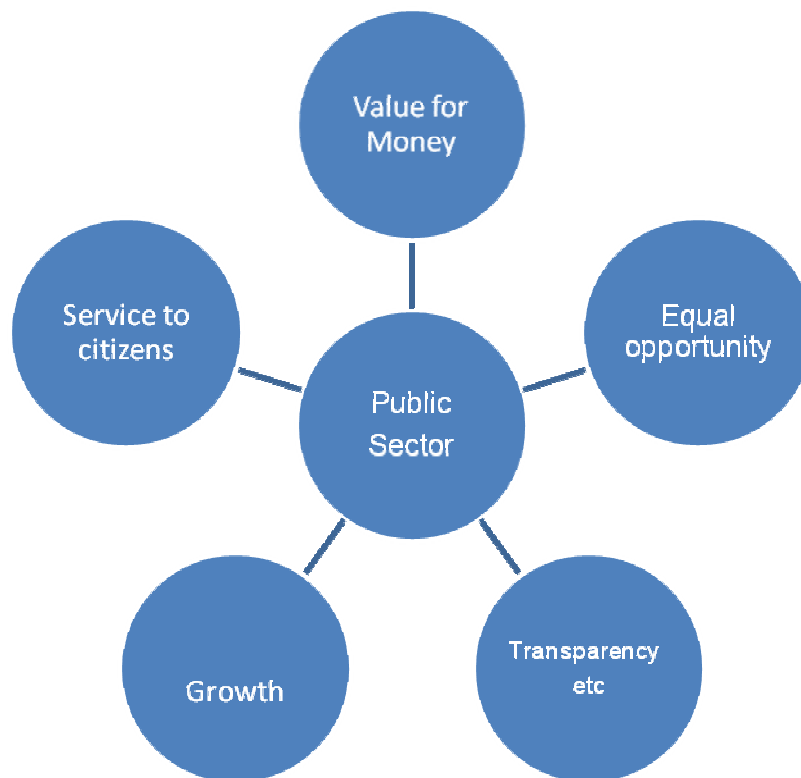


Figure 4: Primary goals of public sector

Whereas key areas of CSR are:

- Environmental responsibilities
- Human rights
- Equal opportunities
- Diversity
- Corporate governance
- Sustainability
- Impact of society
- Ethics and ethical trading
- Biodiversity ('Purchasing Context' 2011:22)

The above issues are described below:

Environmental responsibilities is not just desirable for moral and ethical reasons, but is also increasingly addressed by legal regulations. (For example, the EU Environment Liability Directive for EU countries and The Environment Conservation Act, 1995 for Bangladesh)

Human rights refer to such issues as child labor, working conditions, wages and exploitation. Organizations are increasingly aware that they can influence such issues, not just in their home countries but also of the world form which they source supplies.

Equal opportunities have been the subject of legislation for some times and the relevant laws outlaw the discrimination in all business function. Procurement professional must be aware of the need of the equal opportunity both in term of products and services produced, and in terms of the supply base.

Diversity of suppliers means the structuring of the supply base in such a way as not to discriminate against minorities. Many organizations in both public and private sectors are adopting supplier diversity program, which foster economic growth.

Corporate Governance has come to prominence in the wake of some well established company failures. Terms and conditions agreed with suppliers may cover such areas as limiting the organization's exposure to unnecessary risks, putting in place measure to control the circumstance under which risk will be borne, and positioning the organization with regard to ethical matter such as CSR. Again Good Governance is an indeterminate term used in international development literature to describe how public institutions conduct public affairs and manage public resources. In international affairs, analysis of good governance can look at any of the following relationships:¹

- between governments and markets b
- between governments and citizens, b
- between governments and the private or voluntary sector, b
- between elected officials and appointed officials, b
- between local institutions and urban and rural dwellers, b
- between legislature and executive branches, and b

- between nation states and institutions. (The Scottish Government 2006 online accessed on 15 January 2013)

b

According to the UN, good governance has eight characteristics.

- Consensus Oriented
- Participatory
- following the Rule of Law
- Effective and Efficient
- Accountable
- Transparent
- Responsive
- Equitable and Inclusive

The main characteristics of good governance are:

1. Good governance means focusing on the organization's purpose and on outcomes for citizens and service users G
2. Being clear about the organization's purpose and its intended outcomes for citizens and service users; B
3. Making sure that users receive a high quality service; and Making sure that taxpayers receive value for money. M
4. Good governance means performing effectively in clearly defined functions and roles G
5. Being clear about the functions of the governing body; B
6. Being clear about the responsibilities of non-executives and the executive and making sure that those responsibilities are carried out; and B
7. Being clear about relationships between Board members and the public. B
8. Good governance means promoting values for the whole organization and demonstrating the values of good governance through behavior G

- | | | |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 9. | Putting organizational values into practice; and Individual governors behaving in ways that uphold and exemplify effective governance. | P |
| 10. | Good governance means taking informed, transparent decisions and managing risk | G |
| 11. | Being rigorous and transparent about how decisions are taken; | B |
| 12. | Having and using good quality information, advice and support; and | H |
| 13. | Making sure that an effective risk management system is in operation. | M |
| 14. | Good governance means developing the capacity and capability of the governing body to be effective | G |
| 15. | Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well; | M |
| 16. | Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group; and striking a balance, in the membership of the governing body, between continuity and renewal. | D |
| 17. | Good governance means engaging stakeholders and making accountability real | G |
| 18. | Understanding formal and informal accountability relationships; | U |
| 19. | Taking an active and planned approach to dialogue with, and accountability, to the public; | T |
| 20. | Taking an active and planned approach to responsibility to staff; and | T |
| 21. | Engaging effectively with institutional stakeholders. | E |
| 22. | The Good Governance Standard also shows how these principles should be applied if organizations are to live up to the Standard and provides checklists for Board members (and the Board) and the public to challenge sub-standard performance of | T |

public bodies. (The Scottish Government 2006 online accessed on 15 January 2013)

Sustainability means living in ways that do not compromise the well being of future generations. Procurement professionals can help in this area by ensuring appropriate policies both within their own organizations, and by encouraging similar practices among their suppliers.

Impact on society is an increasingly important area of concern for procurement professionals. It distinguishes between the forward linkages and backward linkages that can affect an organization's impact on society. In its backward linkage an organization should be concerned about the conditions and wages provided by their suppliers. And in its forward linkages an organization should be concerned about how, further down the supply chain, their products are disposed of or recycled.

Ethical trading has increasingly come into prominence in recent years. How can organizations reconcile their obligations to shareholders – above all, their obligation to achieve the maximum the maximum possible profit and capital growth – with broader standards of ethical behavior? For example, it is permissible for an organization to keep labor costs down by exploiting poorly paid workers.

Biodiversity has been defined as 'the total variety of life on Earth'. In principle, most people support the idea of preserving diversity of habitats, genetic profiles and species. It is a responsibility of organizations to minimize any adverse impact to these areas ('Purchasing Context' 2011:22).

So from the above list, it is evident that CSR can play vital role in achieving the goals of public sector. Public sector being a mammoth buyer can exert huge impact on the society through its purchasing operations; both positive and negative. The research findings can help not only to uphold the necessity of CSR in the public sector but also to envisage the plan required to incorporate CSR effectively.

2.3 Helping Guidelines for Ensuring CSR in public procurement

There are some acts, regulations and documents which help the public procurement to achieve the best value for money of the public fund and thus ensure the CSR. Some of the documents are briefed here.

2.3.1 Citizen Charter of RHD:

Organizations are monopolistic and citizens are bound to accept/purchase services because there is no alternative. There is no pressure on the service providers to improve their services for which some public representatives have no real urge to serve the people well. Again most of the time citizens are not aware of their rights. One way to enhance accountability to the citizens is by introducing citizen's charter. A citizen's charter is a plain simple document that specifies and publicizes the service related commitments of an organization to the citizens. Citizen's charter owes its origin to the UK where it is launched in June 1991 by John Major government.

Key Principles of Citizen's Charter

1. Time for a particular service.
2. Name, designation, telephone/fax/e-mail of the contact person
3. Standards to be displayed at important places, annual report to be publicized.
4. Openness, transparency and credibility must be ensured.
5. Customer consultation: citizens to be consulted to reflect their views.
6. All citizens to be treated equally.
7. Complaint procedures will be in place for not conforming to the commitments.
8. Value for money (satisfaction should be at least equal or more than the money spent). (Wikipedia 2013 online accessed on 15 January 2013)

2.3.2 The Right to Information Act, 2009:

According to Information Commission of Bangladesh -"The basic object of the Right to Information Act, 2009 is to empower the citizens by promoting transparency and accountability in the working of the public, autonomous and statutory organizations and other private organizations constituted or run by the government or foreign financing with the ultimate aim of decreasing corruption and establishing good governance in our democratic society in real sense." (Information Commission Bangladesh 2013 online, accessed on 05 March 2013)

This Act is known to be a landmark and progressive legislation enacted to protect the rights of the entire population of the land, promoting human rights and ensuring transparency and accountability. The act in its introductory part has recognized the right to information as an inalienable part of freedom of thought, conscience and speech. It has also highlighted the

importance of this right in ensuring people's empowerment. The preamble further elaborates that "if the right to information of the people is ensured, transparency and accountability in all public, autonomous and statutory organizations and in other private institutions run on government or foreign funding shall increase, corruption of the same shall decrease and good governance of the same shall be established". The Act has given a clear guideline on how to collect, preserve, maintain and provide information. The Act indicates that any citizen can seek or demand information from Authority and the Authority is bound to provide information based on the demand it receives. (Sobhan 2011: ¶ 01)

2.3.3 Anti Corruption Commission Act, 2004:

Anti Corruption Commission Bangladesh *often abbreviated*: ACC is formed through an act promulgated on 23 February 2004 that into force on 9 May 2004. The Commission has formulated some forms of corruption in Bangladesh, for everyone to know, understand and prepare ourselves to completely erase corruption from our lives, if not reduce it.

Bribery: It is the offering of money, services or other valuables to persuade someone to do something in return. Synonyms: kickbacks, baksheesh (tips), payola, hush money, sweetener, protection money, boodle, and gratuity.

Embezzlement: Taking of money, property or other valuables by the person to whom it has been entrusted for personal benefit.

Extortion: Demanding or taking of money, property or other valuables through use of coercion and/or force. A typical example of extortion would be when armed police or military men exact money for passage through a roadblock. Synonyms include blackmail, bloodsucking and extraction.

Abuse of discretion: The abuse of office for private gain, but without external inducement or extortion. Patterns of such abuses are usually associated with bureaucracies in which broad individual discretion is created, few oversights or accountability structures are present, as well as those in which decision-making rules are so complex as to neutralize the effectiveness of such structures even if they exist.

Improper political contributions: Payments made in an attempt to unduly influence present or future activities by a party or its members when they are in office.

The main functions of the commission are:

1. To enquire into and conduct investigation of offences mentioned in the schedule
2. To file cases on the basis of enquiry or investigation and conduct cases
3. To hold enquiry into allegations of corruption on its own motion or on the application of aggrieved person or any person on his behalf
4. To perform any function assigned to Commission by any Act in respect of corruption
5. To review any recognized provisions of any law for prevention of corruption and submit recommendation to the President for their effective implementation
6. To undertake research, prepare plan for prevention of corruption and submit to the President, recommendation for action based on the result of such research
7. To raise awareness and create feeling of honesty and integrity among people with a view to preventing corruption
8. To organize seminar, symposium, workshop etc. on the subjects falling within the functions and duties of the Commission
9. To identify various causes of corruption in the context of socio-economic conditions of Bangladesh and make recommendation to the President for taking necessary steps
10. To determine the procedure of enquiry, investigation, filing of cases and also the procedure of according sanction of the Commission for filing case against corruption and
11. To perform any other duty as may be considered necessary for prevention of corruption. (Wikipedia 2013 online, accessed on 05 March 2013)

2.3.4 Bangladesh Labour Act, 2006

Labour law is the body of laws, administrative rulings, and precedents which addresses the legal rights of, and restrictions on, working people and their organizations. It deals with minimum wage, working time, working condition, health and safety issue etc. It also mediates many aspects of the relationship between trade unions, employers and employees.

2.3.5 National Child Labor Elimination Policy, 2010:

“Like many other South Asian countries, child labor is also prevalent in Bangladesh. In childhood days when children are supposed to go to schools with books, papers, pencils and play with their friends, many children have to work for their family livelihood. When a poor father becomes victim to the scourge of persistent poverty, it is impossible for him to keep his children safe, cuddled and bonded with family by parental care. In this juncture once dislodged from the family, children become one of the mass of the society. Some of them start selling their labor as workers in hotel-restaurant, factory-workshop, and as domestic workers. Beside these, children also are engaged in load carrying at the market, job of a porter, begging, rickshaw pulling, pulling of hand carts, *bidi* stacking etc. Some turn into street children being unable to manage a job. Despite possessing all the childlike attributes, a significant number of them become rootless and ruthless being because they have been disintegrated from their families and nobody owns them as pleasing human beings. Eventually they are deprived from all opportunities of proving themselves as good citizens. Another depressing side of child labor in Bangladesh is that some children are lured from their villages into towns and cities and often trafficked abroad where girls are compelled to engage in prostitution and pornography while boys get involved in many anti-social and illicit activities.

The main objective of this policy is to make meaningful changes in the lives of the children by withdrawing them from all forms of child labor including the hazardous work and worst forms of child labor. Some of other major objectives of the policy are as follows:

1. Withdrawing working children from different forms of occupations including the hazardous work and the worst forms of child labor;
2. Involving parents of working children in income generating activities with a view of getting children out of the vicious circle of poverty;
3. Offering stipend and grant in order to bring the working children back to school;
4. Extending special attention for the children who are affected by floods, cyclones, tidal bores, riverbank erosions, drought and desertification, etc;
5. Providing special emphasis for indigenous and physically challenged children to bring them back to congenial environment;

6. Ensuring coordination amongst the concerned stakeholders and sectors functioning for the welfare of working children;
7. Enacting pragmatic laws and strengthening institutional capacity for their enforcement;
8. Raising awareness amongst parents, mass people and civil societies about the harmful consequences of child labor;
9. Planning and implementing different short, medium and long term strategies and programs to eliminate various forms of child labor from Bangladesh by 2015.” (Ministry of Labour and Employment Bangladesh 2006 online, accessed on 05 March 2013)

2.3.6 The Environment Conservation Act, 1995:

In Bangladesh, there are more than 200 sectoral laws in force which deal with environment. Of them the two core Environmental Laws are:

- The Environment Conservation Act (ECA) 1995
- The Environment Conservation Rules (ERC) 1997

They focus mainly on proper land use, control air and water pollution, noise pollution, arrest toxic chemicals, solid waste management, forest conservation, wildlife protection, protection of mother fisheries, conservation of mineral resources, coastal zone management, abatement of industrial pollution, environmental health and sanitation etc.

2.3.7 e-GP (Electronic Government Procurement)

The e-GP system is a single web portal from where and through which Procurement Authority and Procurement Entity will be able to perform their procurement related activities using a dedicated secured web based dashboard. The e-GP system is hosted in e-GP Data Center at CPTU², and the e-GP web portal is accessible by the PAs and PEs through internet for their use. The e-Government Procurement solution introduced under the Public Procurement Reform (PPR) Process is being supported by the World Bank and being used by all the government organizations which will help in ensuring equal access to the

² Definitional notes are presented in Appendix G

Bidders/Tenderers, efficiency, transparency and accountability in the public procurement process in the country. (eprocure 2013 online, accessed on 12 December 2012)

2.4 Tiering of Supply chain:

In tiered supply chain supply base of a buying organization is built up on stages in which suppliers are organized in way that only first tier suppliers deal directly with the organization. And second tier suppliers will supply first tier suppliers, not directly to the buying organization and this first tier supplier will assemble or integrate before supplying the buying organization. Automotive industry was the inventor of this system and it allowed car assemblers to reduce their first tier supply base. The practice allows the development of differentiated supply relationships with a smaller community of suppliers. Management contracting is a similar practice in the building and construction sector. (CIPS 2012 Online accessed on 12 June 2012)

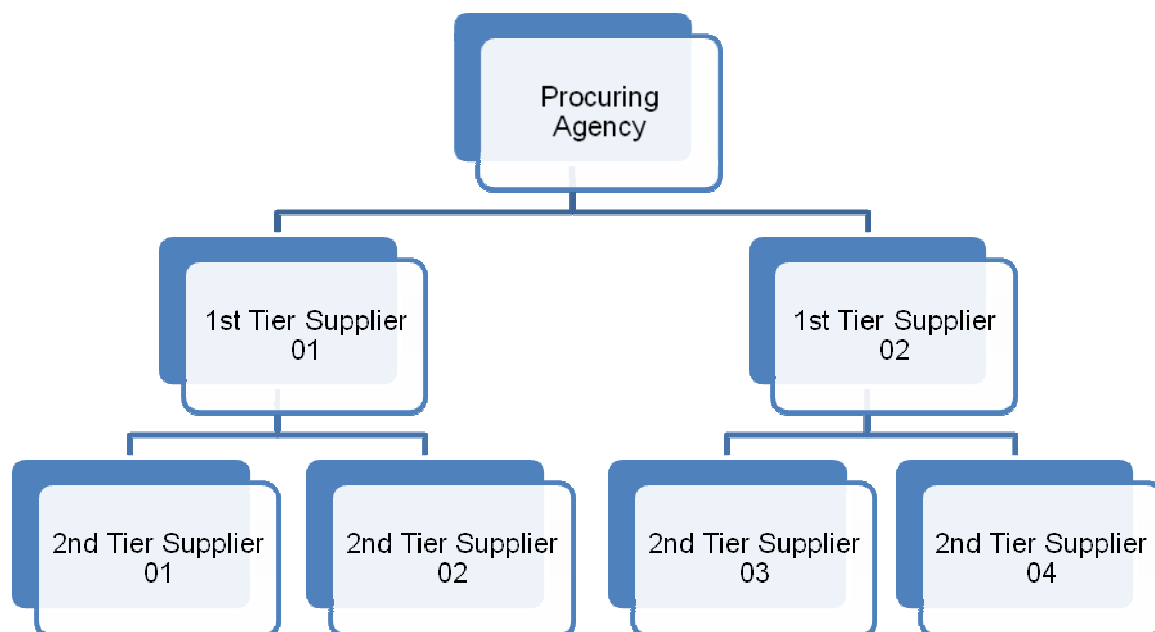


Figure 5: Tiering of Supply chain

The tools that are discussed here are the major ones for ensuring CSR in the public procurement. For example, laws related to labor right, child right etc can help to establish human rights and equity for the stakeholders. Also the Citizen Charter of the organization will help to define the responsibilities of it towards the society. Moreover rules related to anti corruption could enable the organization to deliver its service with good governance. For

integrating CSR more deeply into the public procurement, some tools like e-GP or supply tiering could be incorporated robustly into the procurement process. The existing public procurement laws did not that much directly deal with the whole concept of CSR, but they focused on the anti corruption concept to a large extent which is a major concept for ensuring good governance. So there are still scopes for incorporating other aspects of CSR into procurement related rules and regulations

Chapter 3 Analysis and Findings of the study

3.1 Overview of the Responses

Around eighty six responses were collected by online questionnaire survey and these were analyzed for representativeness with the population. Afterwards more detail analysis was carried out to investigate the present practice of CSR in public procurement. Also with suppliers' survey, around thirty one responses were accumulated. These data were also analyzed for representativeness and both the data of buyer and supplier survey were matched to check whether was any gap between the perception of the buyer and the supplier about CSR in public procurement.

3.1.1 Respondents' (Buyer) position in RHD

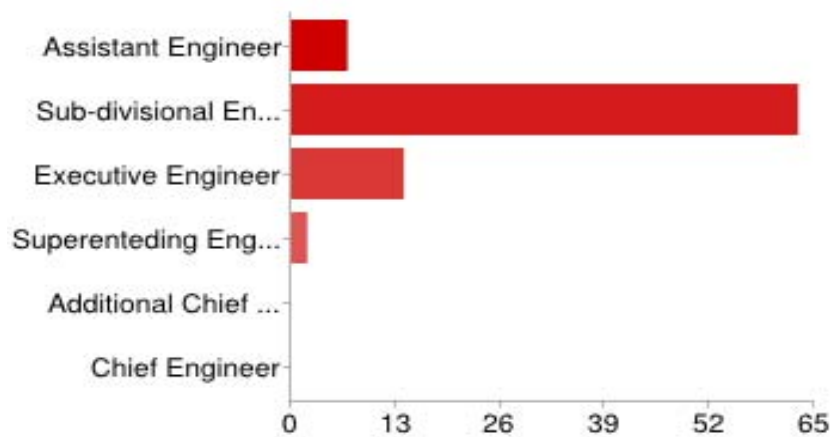


Figure 6: Respondents' Position in RHD

Table 1: Respondents' position in RHD

Position	Population	Sample
Assistant Engineer	27.79%	8%
Sub-divisional Engineer	36.42%	73%
Executive Engineer	24.00%	16%
Superintending Engineer	9.26%	2%
Additional Chief Engineer	2.32%	0%
Chief Engineer	0.21%	0%

So we have got more response from Sub Divisional Engineer and we have got less response from Superintending Engineer and above.

3.1.2 Respondents' (Buyer) Job tenure in RHD

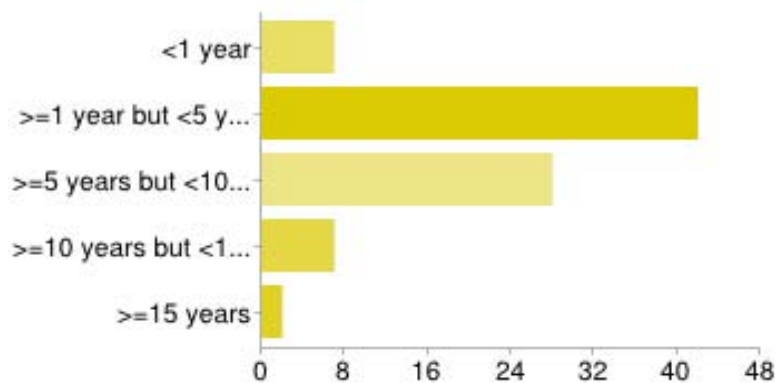


Figure 7: Respondents' Job Tenure in RHD

Table 2: Respondents' position in RHD

Job Tenure	Respondent Percentage
<1 year	8%
>=1 year but <5 years	49%
>=5 years but <10 years	33%
>=10 years but <15 years	8%
>=15 years	2%

So from the above data, it can be said that officers from all level of job duration have been included in the interviewee for which the survey would be a representative one.

3.1.3 Respondents' (Buyer) Gender



Table 3: Gender composition

Gender	Population	Sample
Male	93%	92%
Female	07%	08%

Figure 8: Gender composition (Buyer Survey)

According to above graph the majority of the respondents are male. Among the respondents, male was 92 percent and female 8 percent whereas actual male ratio is 93 percent and

female ratio is 7 percent. So the sample selection in respect of gender representation is acceptable.

3.1.4 Respondents (Suppliers) working relationship with RHD

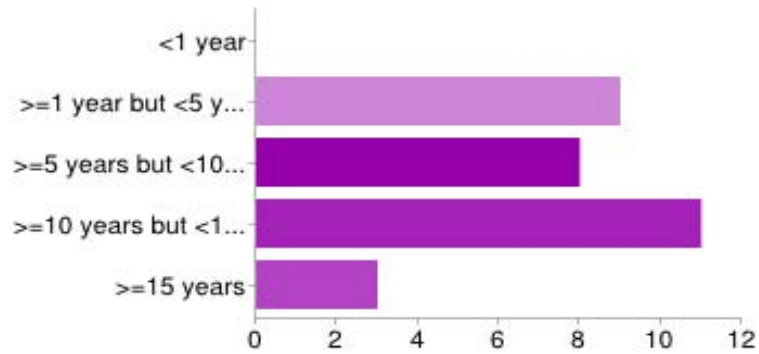


Figure 9: Respondents (Suppliers) working relationship with RHD

Table 4: Respondents (Suppliers) working relationship with RHD

Time duration as a supplier of RHD	Percentage
<1 year	0%
>=1 year but <5 years	29%
>=5 years but <10 years	26%
>=10 years but <15 years	35%
>=15 years	10%

So from the above data, it can be said that both long time suppliers and short time suppliers have participated in the survey which could be representative one.

3.1.5 Respondents (Suppliers) financial capacity

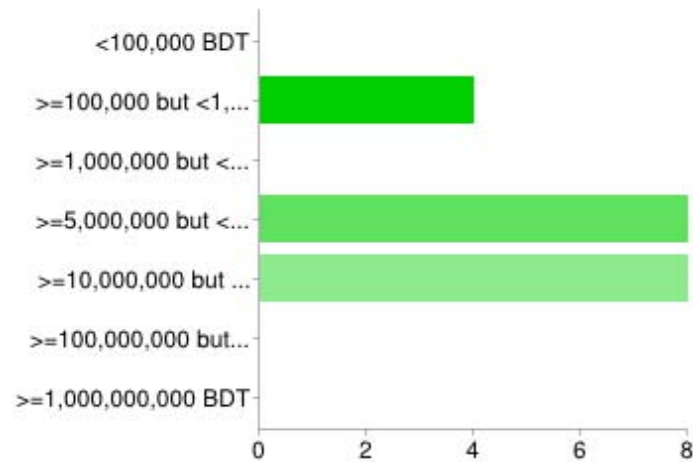


Figure 10: Respondents (Suppliers) financial capacity

Table 5: Suppliers' most expensive projects with RHD

Maximum procurement value	Percentage
<100,000 BDT	0%
>=100,000 but <1,000,000 BDT	13%
>=1,000,000 but <5,000,000 BDT	0%
>=5,000,000 but <10,000,000 BDT	26%
>=10,000,000 but <100,000,000 BDT	26%
>=100,000,000 but <1,000,000,000 BDT	0%
>=1,000,000,000 BDT	0%

So it is evident that we did not get large value suppliers as our interviewees. All of the interviewed suppliers have their maximum supply value less than 100 million BDT.

3.1.6 Respondents' (Supplier) Gender

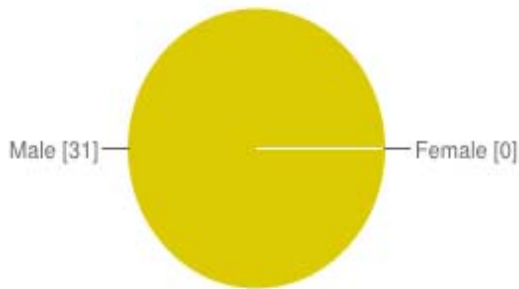


Table 6: Gender Composition

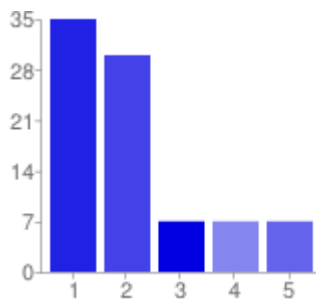
Gender	Sample
Male	100%
Female	0%

Figure 11: Gender composition (Supplier Survey)

According to above graph the all the respondents are male. This is probably due to a clear bias created by non probabilistic sampling method and moreover most of the suppliers to the RHD are males.

3.2 Perception about CSR in Public Procurement

Buyer Survey data: Do you agree with the statement "Corporate Social Responsibility (CSR) is as important for public sector as it is for private sector"



Strongly Agree Strongly Disagree

1 - Strongly Agree 41%
 2 35%
 3 8%
 4 8%
 5 - Strongly Disagree 8%

Figure 12: Buyers' Perception about CSR

Suppliers' Survey data: Do you agree with the statement "Corporate Social Responsibility (CSR) is as important for public sector as it is for private sector"

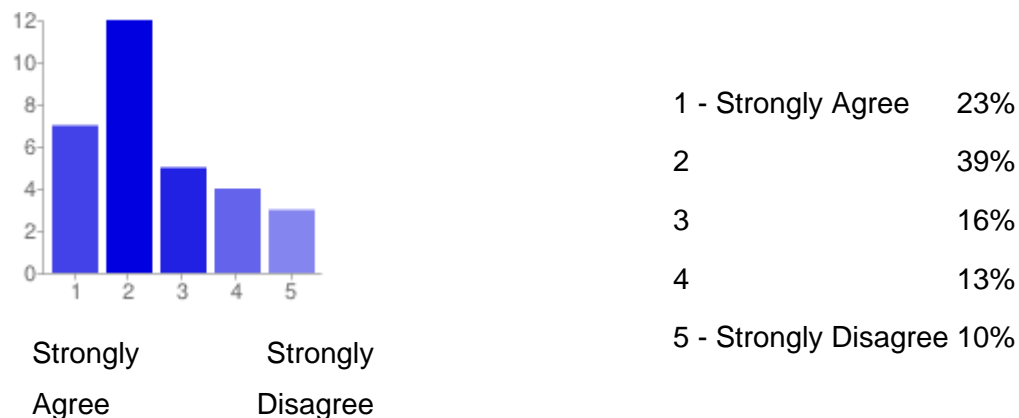


Figure 13: Suppliers' Perception about CSR

From the above data it can be inferred that both the buyer i.e. procuring entity³ and supplier do put emphasis on the requirement of CSR in public procurement to some extent; but still not to the desired extent.

The responses of Buyers about how to incorporate CSR more effectively in PPR and PPA are:

1. Should be more friendly for local Contractors
2. PPR and PPA should incorporate more public participation
3. CSR not needed for Public Procurement because Public service already doing welfare purpose for the people. And Public organization is responsible for Socioeconomic Development of a locality.

Again the responses of Buyers about how to incorporate CSR more effectively in PPR and PPA are:

1. CSR related rules should be included.
2. The PPR should address the issues of environmental and labor acts.
3. Major CSR issues should be addressed in PPR.

³ Definitional notes are presented in Appendix G

It showed that still there are lack of concept about CSR in public sector among the public servants. This misconception should be addressed through proper training.

3.3 Citizen Charter of RHD

All of the interviewees of RHD describe themselves as at least somewhat aware of the Citizen Charter of RHD.

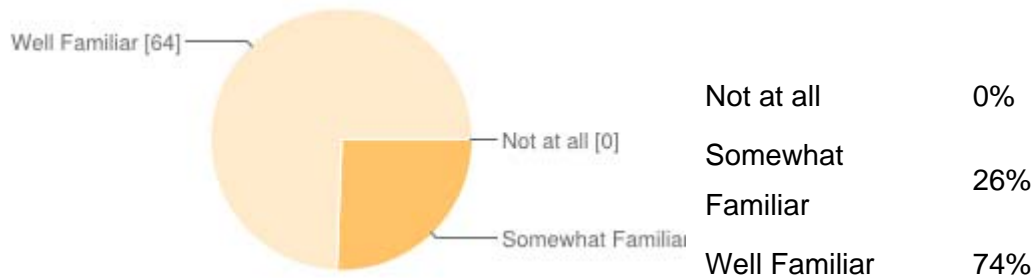


Figure 14: Buyers' Familiarity with Citizen Charter

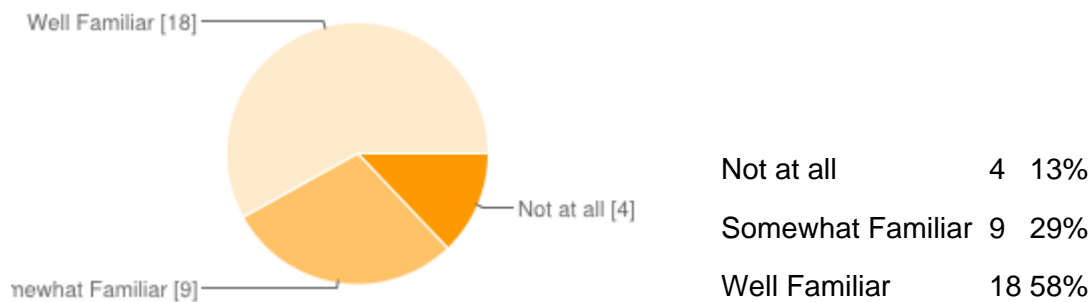


Figure 15:: Suppliers' Familiarity with Citizen Charter

Whereas about 13 percent of the suppliers responded that they are not familiar with the Citizen Charter of RHD. So necessary steps should be taken to educate and create awareness among the suppliers about the Citizen Charter of RHD.

The responses of Buyer about the improvement of service delivery by Citizen Charter are:

1. Follow the citizen charter of India/Pakistan/Sri Lanka/U.S etc. and just customize to adopt our country.
2. Delegate more power to field Divisions and improve monitoring system from HQ.
3. Provide manpower and resource to the working divisions.
4. People's participation and focusing
5. Should be more realistic
6. Should be more time specific and precise

7. To the point

Again responses of Suppliers about the improvement of service delivery by citizen charter are:

1. Well written and clearly focused citizen charter has to be constructed, where the public opinions and demands will be reflected.
2. Citizens' opinion should be taken before writing the charter.
3. Public opinions and demands have to be addressed in forming the charter and regular monitoring is necessary.
4. Customer service delivery and monitoring of service delivery is necessary.

From the above suggestions it can be summarized that for a better service delivery with a improved citizen charter something should be maintained namely preparation of citizen charter should be down-top, time limit should be more realistic, field divisions should be made more powerful and regular monitoring and updating of the citizen charter.

3.4 Impact of the Right to Information Act

Buyer: Are your familiar with "The Right to Information Act, 2009" of Bangladesh?

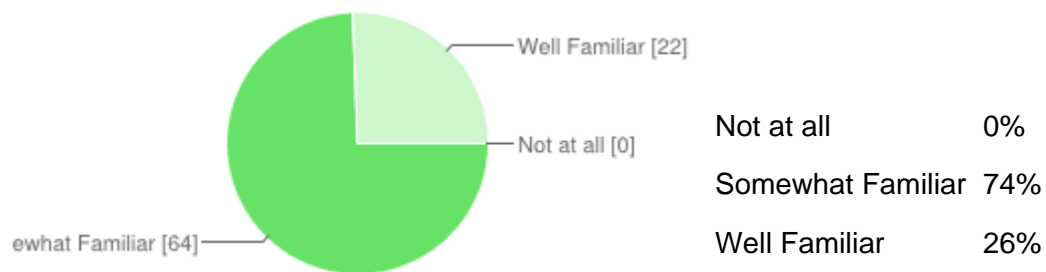


Figure 16: Buyers' Familiarity with RTI

Supplier: Are your familiar with "The Right to Information Act, 2009" of Bangladesh?

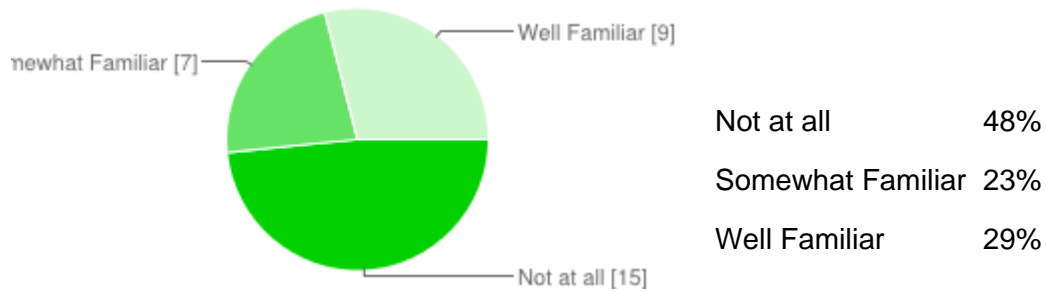


Figure 17: Suppliers' Familiarity with RTI

So it is evident that about 48 percent of the suppliers surveyed are not familiar with RTI Act whereas all of the buyers are familiar with RTI.

Buyer: "The Rights to Information Act, 2009" is properly addressed in your procurement processes.



Figure 18: Obliging RTI by Buyer (Buyers' Perception)

Supplier: RHD properly responds to your queries as per the time schedule provided in "The Rights to Information Act, 2009"



Agree

Disagree

Figure 19: Obliging RTI by Buyer (Suppliers' Perception)

So it seemed though buyers are thinking that they are responding to the client request as per RTI, but suppliers are not thinking in the same way.

3.5 Preference to local suppliers

Buyer: Do you prefer for the local suppliers for 2nd tier supply of your procurement projects.

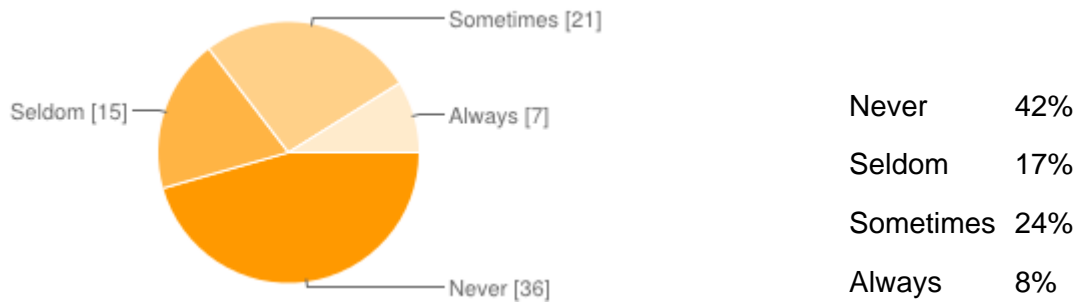


Figure 20: Preference of 2nd tier local Supplier by buyer

Supplier: Do you prefer for the local suppliers for 2nd tier supply of your procurement projects.

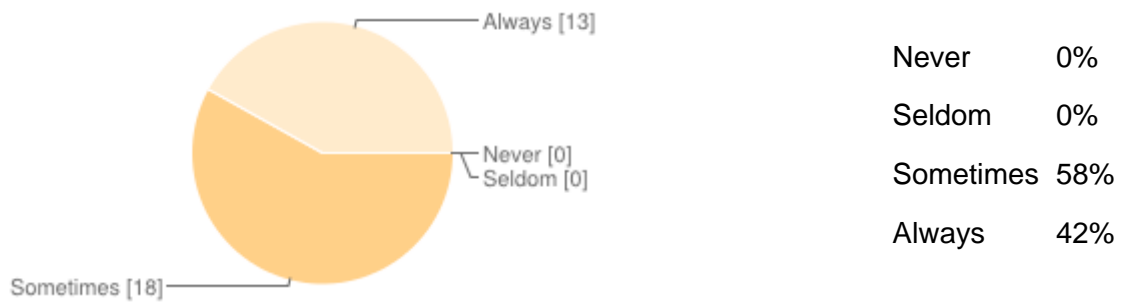


Figure 21: Preference of 2nd tier local Supplier by 1st tier Supplier

So from the above data it can be said that from buyers' and suppliers' perception, there existed a huge gap about employing local suppliers as 2nd tier suppliers.

3.6 Female-male workforce ratio

Table 7: Ratio of female to male workforce in the procurement projects/works

Budget (Taka)	5 million taka		>=5 million taka and < 20 million		>=20 million taka and < 100 million		>=100 million	
	Buyers Survey	Suppliers Survey	Buyers Survey	Suppliers Survey	Buyers Survey	Suppliers Survey	Buyers Survey	Suppliers Survey
<10%	8.00%	0.00%	8.00%	10.00%	16.00%	10.00%	24.00%	10.00%
>=10% but <25%	33.00%	39.00%	41.00%	29.00%	33.00%	13.00%	24.00%	13.00%
>=25% but <50%	34.00%	39.00%	43.00%	39.00%	51.00%	68.00%	43.00%	68.00%
>=50% but <75%	26.00%	23.00%	8.00%	23.00%	0.00%	10.00%	8.00%	10.00%

There existed some significant difference between the perception of buyers and suppliers about the involvement of women in the procurement projects.

3.7 Perception about the prospects of e-GP for ensuring CSR

Buyer: The eGP (electronic Government Procurement) will have more positive impact towards ensuring transparency and good governance in public procurement system

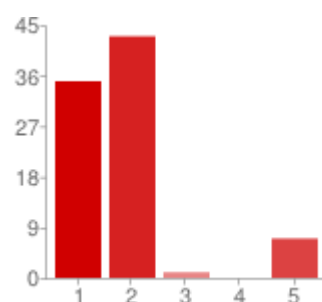


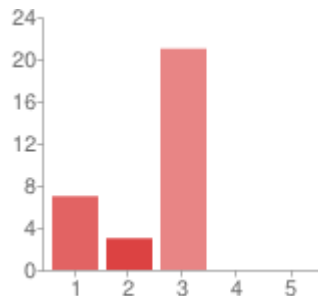
Figure 22: Impact of g-GP (Buyer Survey)

1 - Strongly Agree	41%
2	50%
3	1%
4	0%
5 - Strongly Disagree	8%

Strongly
Agree

Strongly
Disagree

Supplier: The eGP (electronic Government Procurement) will have more positive impact towards ensuring transparency and good governance in public procurement system



1 - Strongly Agree	7	23%
2	3	10%
3	21	68%
4	0	0%
5 - Strongly Disagree	0	0%

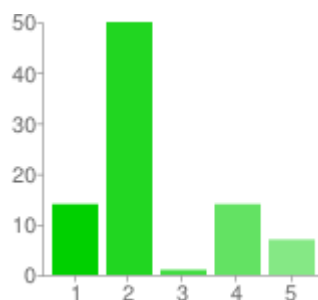
Figure 23: Impact of e-GP (Supplier survey)

Strongly Agree Strongly Disagree

So from the above graph we find that though buyers were more optimistic about e-GP's positive impact for ensuring transparency and good governance in public procurement, major portion of the suppliers were not that much sure of it which could be probably due to the fear of technology by the suppliers.

3.8 Compliance with Labor law

Buyers: In your projects/works Labour rights are properly addressed

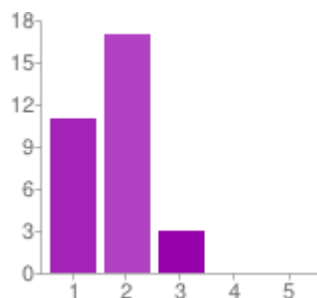


1 - Strongly Agree	16%
2	58%
3	1%
4	16%
5 - Strongly Disagree	8%

Figure 24: Compliance with Labor law (Buyer Survey)

Strongly Agree Strongly Disagree

Supplier: In your projects/works Labour rights are properly addressed



1 - Strongly Agree	35%
2	55%
3	10%
4	0%
5 - Strongly Disagree	0%

Figure 25: : Compliance with Labor law (Suppliers Survey)

Strongly Agree Strongly Disagree

Where around 35 percent of suppliers responded that they were strongly practicing labor rights at their workplace, respective percentage for this of the buyer survey was only 16. So though suppliers were claiming or thinking that they were doing a lot for ensuring labor rights, the actual scenario was quite different.

3.9 Perception about environmental responsibilities

Buyers: Are your familiar with "The Environment Conservation Act, 1995" of Bangladesh

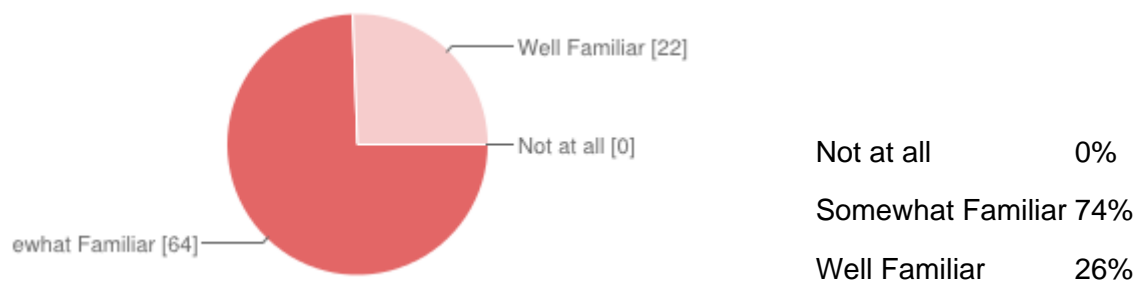


Figure 26: Perception about environmental responsibilities (Buyer Survey)

Supplier: Are you familiar with "The Environment Conservation Act, 1995" of Bangladesh

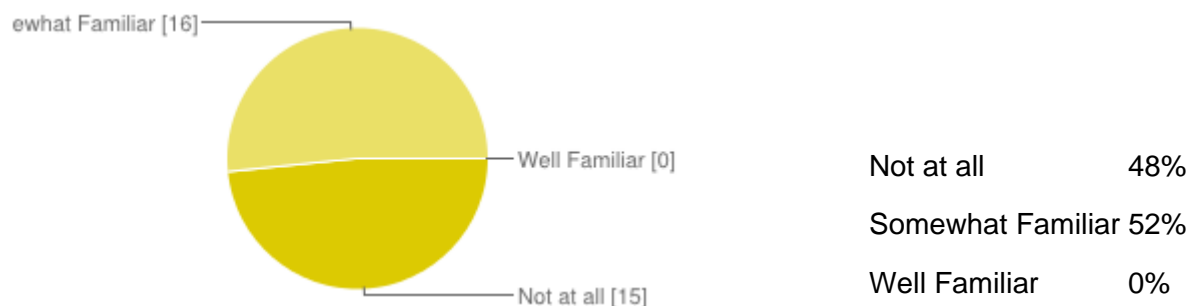


Figure 27: Perception about environmental responsibilities (Supplier Survey)

All of the buyers had at least some idea about environmental law whereas 48 percent suppliers did not have any knowledge about this law and none on them a good idea about the law which was really disappointing situation.

3.10: Rehabilitation process

Buyer: Is Rehabilitation process properly ensured for your projects/works.

Never	0%
Rare	0%
Sometimes	9%
Most of the times	58%
Always	33%

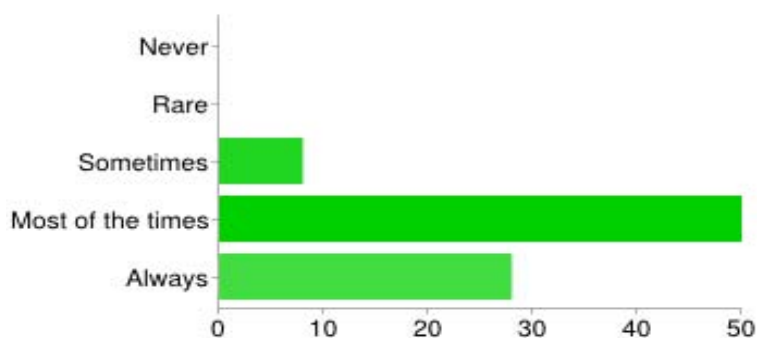


Figure 28: 3.10: Rehabilitation process (Buyer Survey)

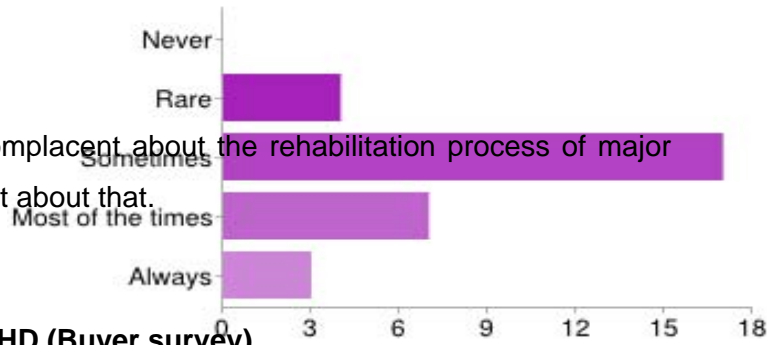
Supplier: Do you think RHD is properly ensuring the Rehabilitation process?

Never	0%
Rare	13%
Sometimes	55%
Most of the times	23%

Figure 29: Rehabilitation process (Supplier Survey)

Always 10%

It is evident that though buyers were complacent about the rehabilitation process of major projects, suppliers were not that confident about that.



3.11 Response versus Job tenure at RHD (Buyer survey)

Table 8: Responses versus Job tenure

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
A1. Do you agree with the statement "Corporate Social Responsibility (CSR) is as important for public sector as it is for private sector"	Between Groups	18.680	4	4.670	3.325	.014
	Within Groups	113.750	81	1.404		
	Total	132.430	85			
A2. Are you familiar with the "Citizen Charter" of RHD ?	Between Groups	8.872	4	2.218	23.955	.000
	Within Groups	7.500	81	.093		
	Total	16.372	85			
A3. You are performing your procurement services complying with the guideline provided in the Citizen Charter.	Between Groups	44.917	4	11.229	11.218	.000
	Within Groups	81.083	81	1.001		
	Total	126.000	85			
A4. Do you agree with the statement "The present 'Citizen Charter' of RHD addresses the requirements of the citizens adequately"	Between Groups	50.384	4	12.596	13.080	.000
	Within Groups	78.000	81	.963		
	Total	128.384	85			
A6. Are you familiar with "The Right to Information Act, 2009" of Bangladesh?	Between Groups	4.789	4	1.197	8.372	.000
	Within Groups	11.583	81	.143		

	Total	16.372	85			
A7. "The Rights to Information Act, 2009" is properly addressed in your procurement processes.	Between Groups	9.672	4	2.418	1.763	.144
	Within Groups	111.083	81	1.371		
	Total	120.756	85			
A8. Do you think PPA 2006 & PPR 2008 provide significant scope for promoting CSR in Procurement function of RHD	Between Groups	26.725	4	6.681	5.767	.000
	Within Groups	93.833	81	1.158		
	Total	120.558	85			
A10. Are your familiar with the "eGP_Guidelines" published by Bangladesh Government?	Between Groups	5.725	4	1.431	6.887	.000
	Within Groups	16.833	81	.208		
	Total	22.558	85			
A11. The eGP (electronic Government Procurement) will have more positive impact towards ensuring transparency and good governance in public procurement system	Between Groups	15.452	4	3.863	3.835	.007
	Within Groups	81.583	81	1.007		
	Total	97.035	85			
B1. Are your familiar with "Bangladesh Labour Act, 2006"	Between Groups	8.750	4	2.188	9.205	.000
	Within Groups	19.250	81	.238		
	Total	28.000	85			
B2. In your projects/works Labour rights are properly addressed	Between Groups	39.097	4	9.774	9.917	.000
	Within Groups	79.833	81	.986		
	Total	118.930	85			
B3. Are labors of your projects/works' properly	Between Groups	74.097	4	18.524	17.280	.000

insured?	Within Groups	86.833	81	1.072		
	Total	160.930	85			
B4. Are you familiar with "National Child Labour Elimination Policy, 2010" of Bangladesh	Between Groups	8.655	4	2.164	8.620	.000
	Within Groups	20.333	81	.251		
	Total	28.988	85			
B5. "National Child Labour Elimination Policy, 2010" is properly followed in your projects/works.	Between Groups	37.523	4	9.381	9.381	.000
	Within Groups	81.000	81	1.000		
	Total	118.523	85			
B6. What are the average percentages of female workforce to male workforce (labor) in the construction projects/works that you are/were associated? [Project Budget <5 million taka]	Between Groups	32.016	4	8.004	15.685	.000
	Within Groups	41.333	81	.510		
	Total	73.349	85			
B6. What are the average percentages of female workforce to male workforce (labor) in the construction projects/works that you are/were associated? [Project Budget >=5 million taka and < 20 million taka]	Between Groups	43.981	4	10.995	3.454	.012
	Within Groups	257.833	81	3.183		
	Total	301.814	85			
B6. What are the average percentages of female workforce to male workforce (labor) in the construction projects/works that you are/were associated? [Project Budget >=20 million	Between Groups	17.202	4	4.300	11.483	.000
	Within Groups	30.333	81	.374		
	Total	47.535	85			

taka and <; 100 million taka]						
B6. What are the average percentages of female workforce to male workforce (labor) in the construction projects/works that you are/were associated? [Project Budget >=100 million taka]	Between Groups	22.452	4	5.613	8.565	.000
	Within Groups	53.083	81	.655		
	Total	75.535	85			
C1. Do you prefer for the local suppliers for 2nd tier supply of your procurement projects. (2nd tier suppliers are those who supply the materials/goods/service to the main suppliers /contractors)	Between Groups	14.488	4	3.622	4.162	.004
	Within Groups	70.500	81	.870		
	Total	84.988	85			
D1. Are your familiar with "The Environment Conservation Act, 1995" of Bangladesh	Between Groups	4.789	4	1.197	8.372	.000
	Within Groups	11.583	81	.143		
	Total	16.372	85			
D2. Do you consider for environmental friendly construction materials/processes for your construction projects.	Between Groups	4.789	4	1.197	1.196	.319
	Within Groups	81.083	81	1.001		
	Total	85.872	85			
D3. Is Rehabilitation process properly ensured for your projects/works?	Between Groups	15.099	4	3.775	18.815	.000
	Within Groups	16.250	81	.201		
	Total	31.349	85			
D4. Do you give importance in preserving Biodiversity while constructing large scale projects of RHD (e.g. Bridge etc)	Between Groups	9.998	4	2.500	2.996	.023
	Within Groups	67.583	81	.834		
	Total	77.581	85			

1. Do you prefer for the local suppliers for 2nd tier supply of your procurement projects. (2nd tier suppliers are those who supply the materials/goods/service to the main suppliers/contractors)	Between Groups	6.417	4	1.604	1.459	.222
	Within Groups	89.083	81	1.100		
	Total	95.500	85			

So, apart from questions A7, D2, E1, there are significant differences somewhere among the mean scores of the responses for different job tenure in RHD. Questions A7, D2, E1 are

1. The Rights to Information Act, 2009" is properly addressed in your procurement processes.
2. Do you consider for environmental friendly construction materials/processes for your construction projects?
3. The Anti Corruption Commission is sufficiently fulfilling its duties to eradicate corruption form the public sector of Bangladesh

For the above three questions there have been no significance differences in the variance of responses as the significances values are over 0.05 for them. More detailed analysis are carried out below.

Table 9: Job tenure vs. familiar with the "Citizen Charter" of RHD

Job Tenure at RHD	<1 year		≥1 year but <5 years		≥5 years but <10 years		≥10 years but <15 years		≥15 years	
Not at all Familiar	0	0%	0	0%	0	0%	0	0%	0	0%
Somewhat familiar	0	0%	0	0%	14	50%	7	100%	1	50%
Well Familiar	7	100%	42	100%	14	50%	0	0%	1	50%

Table 10: Job tenure vs. familiar with "The Right to Information Act, 2009" of Bangladesh

Job Tenure at RHD	<1 year		≥1 year but <5 years		≥5 years but <10 years		≥10 years but <15 years		≥15 years	
Not at all Familiar	0	0%	0	0%	0	0%	0	0%	0	0%

Somewhat familiar	0	0%	35	83%	21	75%	7	100%	1	50%
Well Familiar	7	100%	7	17%	7	25%	0	0%	1	50%

Table 11: Job tenure vs. familiar with the "eGP_Guidelines" of Bangladesh Government

Job Tenure at RHD	<1 year		≥1 year but <5 years		≥5 years but <10 years		≥10 years but <15 years		≥15 years	
	Not at all Familiar	0%	0	0%	0	0%	0	0%	1	50%
Somewhat familiar	0%	28	67%	14	50%	7	100%	1	50%	0%
Well Familiar	100%	14	33%	14	50%	0	0%	0	0%	100%

Table 12: Job tenure vs. familiar with "Bangladesh Labour Act, 2006

Job Tenure at RHD	<1 year		≥1 year but <5 years		≥5 years but <10 years		≥10 years but <15 years		≥15 years	
	Not at all Familiar	0%	7	17%	7	25%	0	0%	0	0%
Somewhat familiar	0%	28	67%	21	75%	7	100%	2	100%	0%
Well Familiar	100%	7	17%	0	0%	0	0%	0	0%	100%

Table 13: Job tenure vs. familiar with "The Environment Conservation Act, 1995" of Bangladesh

Job Tenure at RHD	<1 year		≥1 year but <5 years		≥5 years but <10 years		≥10 years but <15 years		≥15 years	
	Not at all Familiar	0%	0	0%	0	0%	0	0%	0	0%
Somewhat familiar	0%	35	83%	21	75%	7	100%	1	50%	0%
Well Familiar	100%	7	17%	7	25%	0	0%	1	50%	100%

So from the above tables, it can be infer that those who have job tenure greater than 10 year but less than 15 years have the more background knowledge about the relevant laws. Also officer with less than 1 year tenure also expressed well familiarity about laws possibly due to their recent orientation and foundation training provided by RHD.

3.12 Response versus Gender (Buyer survey)

Table 14: Response versus Gender (Buyer survey)

Independent Samples Test						
		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
A1. Do you agree with the statement "Corporate Social Responsibility (CSR) is as important for public sector as it is for private sector"	Equal variances assumed	6.664	0.012	-4.751	84	0.000
	Equal variances not assumed			-16.048	78	0.000
A2. Are your familiar with the "Citizen Charter" of RHD?	Equal variances assumed	27.996	0.000	-1.624	84	0.108
	Equal variances not assumed			-5.487	78	0.000
A3. You are performing your procurement services complying with the guideline provided in the Citizen Charter.	Equal variances assumed	15.156	0.000	2.325	84	0.022
	Equal variances not assumed			7.854	78	0.000
A4. Do you agree with the statement "The present 'Citizen Charter' of RHD addresses the requirements of the citizens adequately"	Equal variances assumed	15.438	0.000	-1.882	84	0.063
	Equal variances not assumed			-6.356	78	0.000
A6. Are your familiar with "The Right to Information Act, 2009"	Equal variances	27.996	0.000	1.624	84	0.108

of Bangladesh?	assumed					
	Equal variances not assumed			5.487	78	0.000
A7."The Rights to Information Act, 2009" is properly addressed in your procurement processes.	Equal variances assumed	17.073	0.000	0.942	84	0.349
	Equal variances not assumed			3.181	78	0.002
A8. Do you think PPA 2006 & PPR 2008 provide significant scope for promoting CSR in Procurement function of RHD	Equal variances assumed	10.757	0.002	-4.041	84	0
	Equal variances not assumed			-13.649	78	0.000
A10. Are you familiar with the "e-GP_Guidelines" published by Bangladesh Government?	Equal variances assumed	110.798	0.000	2.164	84	0.033
	Equal variances not assumed			7.309	78	0.000
A11. The e-GP (electronic Government Procurement) will have more positive impact towards ensuring transparency and good governance in public procurement system	Equal variances assumed	5.525	0.021	-0.389	84	0.699
	Equal variances not assumed			-1.313	78	0.193
B1. Are you familiar with "Bangladesh Labour Act, 2006"	Equal variances assumed	3.754	.056	.000	84	1.000
	Equal variances not assumed			.000	78.000	1.000
B2. In your projects/works Labour rights are properly addressed	Equal variances assumed	15.080	.000	.977	84	.332
	Equal variances not assumed			3.299	78.000	.001

B3. Are labors of your projects/works' properly insured?	Equal variances assumed	7.959	.006	3.359	84	.001
	Equal variances not assumed			11.345	78.000	.000
B4. Are you familiar with "National Child Labour Elimination Policy, 2010" of Bangladesh	Equal variances assumed	4.246	.042	-.055	84	.957
	Equal variances not assumed			-.185	78.000	.854
B5. "National Child Labour Elimination Policy, 2010" is properly followed in your projects/works.	Equal variances assumed	13.783	.000	.732	84	.466
	Equal variances not assumed			2.472	78.000	.016
C1. Do you prefer for the local suppliers for 2nd tier supply of your procurement projects. (2nd tier suppliers are those who supply the materials/goods/service to the main suppliers/contractors)	Equal variances assumed	16.389	.000	2.840	84	.006
	Equal variances not assumed			9.591	78.000	.000
D1. Are your familiar with "The Environment Conservation Act, 1995" of Bangladesh	Equal variances assumed	27.996	.000	1.624	84	.108
	Equal variances not assumed			5.487	78.000	.000
D2. Do you consider for environmental friendly construction materials/processes for your construction projects?	Equal variances assumed	7.666	.007	5.624	84	.000
	Equal variances not assumed			18.997	78.000	.000
D3. Is Rehabilitation process properly ensured for your projects/works?	Equal variances assumed	9.450	.003	-3.746	84	.000
	Equal variances			-12.654	78.000	.000

	not assumed					
D4. Do you give importance in preserving Biodiversity while constructing large scale projects of RHD (e.g. Bridge etc)	Equal variances assumed	9.774	.002	-2.793	84	.006
	Equal variances not assumed			-9.435	78.000	.000
E1. The Anti Corruption Commission is sufficiently fulfilling its duties to eradicate corruption form the public sector of Bangladesh.	Equal variances assumed	26.996	.000	1.308	84	.195
	Equal variances not assumed			4.416	78.000	.000

So, apart from questions A11, B1, B4, there are significant differences between the responses of male and female officials. Questions A11, B1 & B4 are

- Do you agree that the e-GP will have more positive impact towards ensuring transparency and good governance in public procurement system
- Are you familiar with "Bangladesh Labour Act, 2006"
- Are you familiar with "National Child Labour Elimination Policy, 2010" of Bangladesh

For the above three there have been no significance differences in the variance of responses as the significances values are over 0.05 for them.

3.13 Response versus working duration as a supplier of RHD (Supplier survey)

Table 15: Response versus working duration as a supplier of RHD (Supplier survey)

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
A1. Do you agree with the statement "Corporate Social Responsibility (CSR) is as important for public sector as it is for private sector"	Between Groups	25.083	3	8.361	10.982	.000
	Within Groups	23.602	31	.761		
	Total	48.686	34			
A2. Are you familiar with the "Citizen Charter" of RHD?	Between Groups	13.413	3	4.471	21.413	.000
	Within Groups	6.473	31	.209		
	Total	19.886	34			
A3. RHD is performing its duties as per the guidelines provided in the Citizen Charter.	Between Groups	2.640	3	.880	.774	.517
	Within Groups	35.245	31	1.137		
	Total	37.886	34			
A4. Do you agree with the statement "The present 'Citizen Charter' of RHD addresses the requirements of the citizens adequately"	Between Groups	4.795	3	1.598	6.234	.002
	Within Groups	7.948	31	.256		
	Total	12.743	34			
A6. Are you familiar with "The Right to Information Act, 2009" of Bangladesh?	Between Groups	9.762	3	3.254	7.001	.001
	Within Groups	14.409	31	.465		
	Total	24.171	34			

A7.RHD properly responds to your queries as per the time schedule provided in "The Rights to Information Act, 2009"	Between Groups	4.131	3	1.377	1.962	.140
	Within Groups	21.755	31	.702		
	Total	25.886	34			
A8. Do you think PPA 2006 & PPR 2008 provide significant scope for promoting CSR in Procurement function of RHD	Between Groups	4.733	3	1.578	4.777	.008
	Within Groups	10.239	31	.330		
	Total	14.971	34			
A10. Are you familiar with the "eGP_Guidelines" published by Bangladesh Government?	Between Groups	5.429	3	1.810	7.730	.001
	Within Groups	7.257	31	.234		
	Total	12.686	34			
A11. The eGP (electronic Government Procurement) will have more positive impact towards ensuring transparency and good governance in public procurement system	Between Groups	2.952	3	.984	1.098	.365
	Within Groups	27.791	31	.896		
	Total	30.743	34			
A12. Do you think supplier rewarding system should be practiced in RHD for ensuring better value for money?	Between Groups	.000	3	.000	.	.
	Within Groups	.000	31	.000		
	Total	.000	34			
B1. Are you familiar with "Bangladesh Labour Act, 2006"	Between Groups	2.306	3	.769	2.284	.098
	Within Groups	10.436	31	.337		
	Total	12.743	34			

B2. In your projects/works Labour rights are properly addressed	Between Groups	10.816	3	3.605	40.144	.000
	Within Groups	2.784	31	.090		
	Total	13.600	34			
B3. Are labors of your projects/works' properly insured?	Between Groups	16.916	3	5.639	12.286	.000
	Within Groups	14.227	31	.459		
	Total	31.143	34			
B4. You do not employ child labor in your projects/works	Between Groups	3.158	3	1.053	2.831	.054
	Within Groups	11.527	31	.372		
	Total	14.686	34			
B5. What are the average percentages of Female workforce to Male workforce (labor) in the construction projects that you undertook? [Project Budget <5 million taka]	Between Groups	15.642	3	5.214	24.754	.000
	Within Groups	6.530	31	.211		
	Total	22.171	34			
B5. What are the average percentages of Female workforce to Male workforce (labor) in the construction projects that you undertook? [Project Budget >=5 million taka and < 20 million taka]	Between Groups	26.096	3	8.699	4.289	.012
	Within Groups	62.875	31	2.028		
	Total	88.971	34			
B5. What are the average percentages of female workforce to	Between Groups	19.004	3	6.335	11.106	.000
	Within	17.682	31	.570		

male workforce (labor) in the construction projects that you undertook? [Project Budget >=20 million taka and <100 million taka]	Groups					
	Total	36.686	34			
B5. What are the average percentages of female workforce to male workforce (labor) in the construction projects that you undertook? [Project Budget >=100 million taka]	Between Groups	2.516	3	.839	1.073	.375
	Within Groups	24.227	31	.782		
	Total	26.743	34			
C1. Do you prefer for the local suppliers for 2nd tier supply of your procurement projects. (2nd tier suppliers are those who supply the materials/goods/service to the main suppliers/contractors)	Between Groups	1.315	3	.438	1.872	.155
	Within Groups	7.257	31	.234		
	Total	8.571	34			
C2. The present incentive for domestic supplier as per PPR 2008 should be increased for promoting domestic suppliers	Between Groups	3.179	3	1.060	1.523	.228
	Within Groups	21.564	31	.696		
	Total	24.743	34			
D1. Are your familiar with "The Environment Conservation Act, 1995" of Bangladesh	Between Groups	.000	3	.000	.	.
	Within Groups	.000	31	.000		
	Total	.000	34			
D2. Do you consider for	Between	75.322	3	25.107	9.027	.000

environmental friendly construction materials/processes for your construction projects?	Groups					
	Within Groups	86.220	31	2.781		
	Total	161.543	34			
D3. Do you think RHD is properly ensuring the Rehabilitation process?	Between Groups	10.161	3	3.387	9.225	.000
	Within Groups	11.382	31	.367		
	Total	21.543	34			
D4. Do you give importance in preserving Biodiversity while constructing large scale projects of RHD (e.g. Bridge etc)	Between Groups	9.716	3	3.239	2.135	.116
	Within Groups	47.027	31	1.517		
	Total	56.743	34			
E1. The Anti Corruption Commission is 1ly fulfilling its duties to eradicate corruption form the public sector of Bangladesh	Between Groups	1.806	3	.602	.640	.595
	Within Groups	29.166	31	.941		
	Total	30.971	34			
E2. Do you think the existing check and balance of the procurement practice in RHD is 1	Between Groups	5.107	3	1.702	2.526	.076
	Within Groups	20.893	31	.674		
	Total	26.000	34			

So, for the following responses, there are significant differences somewhere among the mean scores of the responses for different working tenure as suppliers with RHD.

- Do you agree with the statement "Corporate Social Responsibility (CSR) is as important for public sector as it is for private sector"
- Are you familiar with the "Citizen Charter" of RHD?
- Do you agree with the statement "The present 'Citizen Charter' of RHD addresses the requirements of the citizens adequately?"

- Are you familiar with "The Right to Information Act, 2009" of Bangladesh?
- Do you think PPA 2006 & PPR 2008 provide significant scope for promoting CSR in Procurement function of RHD
- Are you familiar with the "eGP_Guidelines" published by Bangladesh Government?
- In your projects/works Labour rights are properly addressed
- Are labors of your projects/works' properly insured? B5. What are the average percentages of Female workforce to Male workforce (labor) in the construction projects that you undertook? [Project Budget <5 million taka]
- What are the average percentages of female workforce to male workforce (labor) in the construction projects that you undertook? [Project Budget >=20 million taka and <100 million taka]
- Do you consider for environmental friendly construction materials/processes for your construction projects?
- Do you think RHD is properly ensuring the Rehabilitation process?

Detailed analyses are carried out below:

Table 16: Working tenure of suppliers vs. familiar with the "Citizen Charter" of RHD

	<1 year		>=1 year but <5 years		>=5 years but <10 years		>=10 years but <15 years		>=15 years	
Not at all Familiar	0	0%	6	55%	0	0%	0	0%	0	0%
Somewhat familiar	0	0%	5	45%	0	0%	4	36%	2	40%
Well Familiar	0	0%	0	0%	8	100%	7	64%	3	60%

Table 17: Working tenure vs. familiar with "The Right to Information Act, 2009" of Bangladesh (Supplier Survey)

	<1 year		>=1 year but <5 years		>=5 years but <10 years		>=10 years but <15 years		>=15 years	
Not at all Familiar	0	0%	11	100%	3	38%	3	27%	0	0%
Somewhat familiar	0	0%	0	0%	0	0%	4	36%	5	100%
Well Familiar	0	0%	0	0%	5	63%	4	36%	0	0%

Table 18: Job tenure vs. familiar with the "eGP_Guidelines" of Bangladesh Government

	<1 year		≥1 year but <5 years		≥5 years but <10 years		≥10 years but <15 years		≥15 years	
Not at all Familiar	0	0%	9	82%	5	63%	7	64%	0	0%
Somewhat familiar	0	0%	2	18%	3	38%	4	36%	3	60%
Well Familiar	0	0%	0	0%	0	0%	0	0%	2	40%

So from the above tables, it can be inferred that the higher the working tenure with RHD the more knowledgeable the suppliers are about the relevant laws and regulations.

Objectives of this research were to investigate the perception level of the stakeholders (buyer and supplier) about Corporate Social Responsibilities in the public procurement context and also to find out some ways to incorporate potential opportunity of CSR in the public procurement practices. With the research we have found that perception about acceptance of CSR in public procurement still was not a prevalent idea among the buyers and suppliers. One of the main suggestions that were pointed out by both categories of respondents was to incorporate CSR related issues directly into the procurement related rules i.e. PPA and PPR. Again significant number of suppliers still was not well aware of the citizen charter of RHD. Also there were gaps in perception about the proper practice of RTI, rehabilitation process, use of 2nd tier supplier, male female workforce ratio, environmental law and finally the labor law. It seemed buyers were over complacent when it came to their responsibilities like about practicing RTI and rehabilitation process. Also suppliers were more confident about practicing labor right at the work place than buyers. These perceptual difference was not supportive for ensuring CSR in public procurement process.

Chapter 4: Conclusion

Corporate Social Responsibilities (CSR) is important for private as well as public sector. CSR guides the public services to attain better value of public money and to perform better duties towards the citizens of the country. The research was aimed to find out the perception level about CSR in public procurement by the major stakeholders i.e. buyers and suppliers and also to make any suggestion for incorporating CSR effectively into the public procurement process. In the research we have found that there are still some lacks of knowledge about the CSR among the public servants i.e. buyers as well as the suppliers. Suppliers are much lagging behind when the question comes about the familiarity of different relevant laws concerning good governance and equal opportunity as well as environmental responsibilities. The buyers were confident that they were following the right to information related obligations whereas suppliers were contradicting this claim. Again though suppliers were claiming that labor rights were ensured at workplace, buyers were not that much agreed with that.

As suggestions to make CSR more effectively integrated into public procurement some definite prescriptions were also provided viz. giving CSR more space within at the field of law, incorporating citizen participation while preparing Citizen Charter etc.

As a recommendation to ensure CSR in public procurement Social Accountability tools can be incorporated in the processes. Social accountability is an approach to governance by which citizens, civil society organizations (CSOs), and other non-state actors hold government and services providers accountable for their performance, using an array of mechanisms. In practice it takes many forms – and it has become clear that there is no “one size fits all” approach. Rather, combining tools, modifying approaches, and tweaking existing strategies helps create approaches that are adapted to fit a particular country or region’s experiences and are ultimately more effective and sustainable. (World Bank 2013 online)

As a public sector organization Roads & Highways (RHD) expend public money to provide service to public. Also major portion of RHD’s expense is procurement cost of works, goods and services. So it is a must duty to ensure proper use of this public money and for that Corporate Social Responsibilities can play most vital rule.

Bibliography

1. Anti Corruption Commission Act 2004, Retrieved March 05, 2013 from
http://bdlaws.minlaw.gov.bd/bangla_pdf_part.php?id=914
2. Bangladesh Labor Act 2006, Retrieved January 05, 2013 from
http://www.mole.gov.bd/index.php?option=com_content&task=view&id=429&Itemid=491
3. Chartered Institute of Purchasing and supply 2012, 'PSMJargonBuster'. Retrieved June 25, 2012 from <http://www.cips.org/PageFiles/54881/PSMJargonBusterV1.pdf>
4. Citizen Charter of RHD 2013, Retrieved March 05, 2013 from
<http://www.rhd.gov.bd/Documents/CitizenCharter/CitizenCharterIntroduction.pdf> and
<http://www.rhd.gov.bd/Documents/CitizenCharter/CitizenCharterDetail.pdf>
5. CIPS 2011, Purchasing Context, Prefex, UK
6. CIPS 2012, 'Procurement Glossary' Retrieved 15 January 2013 from
<http://www.cips.org/products-services/procurement-glossary/S/>
7. eGP_Guidelines 2012, Retrieved December 12, 2012 from
http://www.eprocure.gov.bd/help/guidelines/eGP_Guidelines.pdf
8. Information Commission, 2012, Retrieved March 05, 2013 from
<http://www.infocom.gov.bd/ic/index.php>
9. National Child Labor Elimination Policy 2010, Retrieved March 05, 2013 from
http://www.mole.gov.bd/index.php?option=com_content&task=view&id=447&Itemid=527
10. Roads and Highways Department 2013, 'About RHD'. Retrieved March 01, 2013 from
<http://www.rhd.gov.bd/>
11. Roads and Highways Department Engineers Association 2012, 'About'. Retrieved March 01, 2013 from <http://www.rhdea.net>
12. Sobhan, S. 2011, 'RTI ACT, 2009: Present status and scope' The Daily Star, 07 April. Retrieved 02 February 2013 from
<http://www.thedailystar.net/suppliments/2011/anniversary/part8/pg3.htm>
13. The Environment Conservation Act 1995, Retrieved July 05, 2012 from
http://bdlaws.minlaw.gov.bd/bangla_pdf_part.php?id=791
14. The Public Procurement Act 2006, Retrieved March 01, 2013 from
<http://www.cptu.gov.bd/Downloads.aspx?file=files/Public-Procurement-Act-2006-English.pdf>
15. The Public Procurement Rules 2008, Retrieved March 05, 2013 from

<http://www.cptu.gov.bd/Downloads.aspx?file=files/Public-Procurement-Rules-2008-Bangla.pdf>

16. The Right to Information Act 2009, Retrieved March 01, 2013 from
http://bdlaws.minlaw.gov.bd/bangla_pdf_part.php?id=1011
17. The Scottish Government 2006, 'The Principles of Corporate Governance'. Retrieved 15 January 2013 from <http://www.scotland.gov.uk/Publications/2006/07/11153800/11>
18. The World Bank 2011, 'Social Accountability Tools for the Africa Region', Retrieved 15 March 2013 from <http://einstitute.worldbank.org/ei/course/social-accountability-tools-africa-region>
19. Wellington City Council 2010, 'Procurement Strategy', Transport Assets: *Hasan M. Z. 2012, 'Adding value by cost reduction in Public Sector Tendering Process' BRAC University, Dhaka, pp.21*
20. Wikipedia 2013, 'Anti Corruption Commission_Bangladesh'. Retrieved 15 January 2013 from http://en.wikipedia.org/wiki/Anti_Corruption_Commission_Bangladesh
21. Wikipedia 2013, 'Corporate social responsibility'. Retrieved March 01, 2013 from http://en.wikipedia.org/wiki/Corporate_social_responsibility.
22. Wikipedia 2013, 'Good Governance. Retrieved January 15, 2013 from http://en.wikipedia.org/wiki/Good_governance)

Appendix A: Questionnaire: Buyers' Survey

Dear respondent

A very good day to you. I am doing a research titled 'OPPORTUNITY OF CSR IN CONTEXT OF PUBLIC PROCUREMENT IN BANGLADESH' and this research is a part of requirement of "Master in Procurement & Supply Management (MPSM)" program under Institute of Governance Studies (IGS), BRAC University. The aim of this project is to find present situation and future opportunities of CSR in Public sector Organization of Bangladesh and the target organization is Roads & Highways Department (RHD). Corporate social responsibility (CSR) functions as a built-in, self-regulating mechanism whereby an organization monitors and ensures its active compliance within the spirit of the law, ethical standards, and international norms. CSR is a process with the aim to embrace responsibility for the organization's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders.

(www.en.wikipedia.org/wiki/Corporate_social_responsibility)

The information you provide will be used absolutely for academic purpose. Participation in this study is voluntary, and, you are free to withdraw at any stage. Furthermore, all information you provide is confidential, and, in no way will personally identifiable information be made available without your knowledge and consent. If you have any questions regarding this research, please contact me by the under-mentioned email address.

Thank you for your participation,

Inthaqab Wahid Ruso (iwruso@gmail.com)

Sub Divisional Engineer (cc), RHD.

A. Good Governance

A1. Do you agree with the statement "Corporate Social Responsibility (CSR) is as important for public sector as it is for private sector" * (" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

A2. Are you familiar with the "Citizen Charter" of RHD? *

- Not at all
- Somewhat Familiar
- Well Familiar

A3. You are performing your procurement services complying with the guideline provided in the Citizen Charter. * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

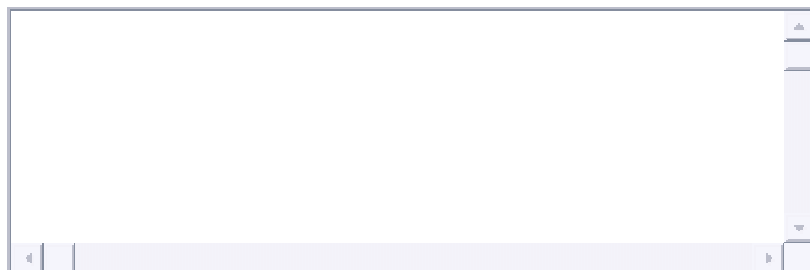
Strongly Agree Strongly Disagree

A4. Do you agree with the statement "The present 'Citizen Charter' of RHD addresses the requirements of the citizens adequately" * (" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

A5. Please give your suggestions about how present Citizen Charter of RHD can be improved to be more customer-focused



A6. Are you familiar with "The Right to Information Act, 2009" of Bangladesh? *

- Not at all
- Somewhat Familiar
- Well Familiar

A7. "The Rights to Information Act, 2009" is properly addressed in your procurement processes. * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

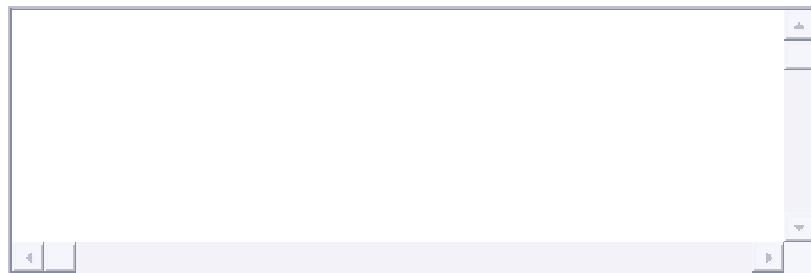
Strongly Agree Strongly Disagree

A8. Do you think PPA 2006 & PPR 2008 provide significant scope for promoting CSR in Procurement function of RHD * 1=Strongly Agree, 2=Agree, 3 =Neutral/ No comments, 4=Disagree, 5=Strongly Disagree

1 2 3 4 5

Strongly Agree Strongly Disagree

A9. Please give your suggestions about how CSR issues could be more significantly addressed in PPA 2006 and PPR 2008

A large empty text box with a light blue border and a vertical scrollbar on the right side, intended for providing suggestions.

A10. Are you familiar with the "eGP_Guidelines" published by Bangladesh Government? *

- Not at all
- Somewhat Familiar
- Well Familiar

A11. The eGP (electronic Government Procurement) will have more positive impact towards ensuring transparency and good governance in public procurement system * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

B. Human Rights & Equal Opportunity

B1. Are you familiar with "Bangladesh Labor Act, 2006" *

- Not at all
- Somewhat Familiar
- Well Familiar

B2. In your projects/works Labor rights are properly addressed * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

B3. Are labors of your projects/works' properly insured ? *

- Never
- Seldom
- Sometimes
- Always
- Have no idea

B4. Are you familiar with "National Child Labor Elimination Policy, 2010" of Bangladesh *

- Not at all
- Somewhat Familiar
- Well Familiar

B5. "National Child Labor Elimination Policy, 2010" is properly followed in your projects/works. * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

B6. What are the average percentages of female workforce to male workforce (labor) in the construction projects that you are/are associated? *Please tic one for each category

	<10%	>=10% but <25%	>=25% but <50%	>=50% but <75%	>=75%
Project Budget <5 million taka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Budget >=5 million taka and < 20 million taka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Budget >=20 million taka and < 100	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

million taka					
Project Budget ≥ 100 million taka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. Diversity

C1. Do you prefer for the local suppliers for 2nd tier supply of your procurement projects. (2nd tier suppliers are those who supply the materials/goods/service to the main suppliers/contractors) *

- Never
- Seldom
- Sometimes
- Always

D. Environmental responsibilities, Biodiversity & Impact on Society

D1. Are you familiar with "The Environment Conservation Act, 1995" of Bangladesh *

- Not at all
- Somewhat Familiar
- Well Familiar

D2. Do you consider for environmental friendly construction materials/processes for your construction projects? *

- Never
- Seldom
- Sometimes
- Most of the times
- Always

D3. Is Rehabilitation process properly ensured for your projects/works? *

- Never
- Seldom
- Sometimes
- Most of the times
- Always

D4. Do you give importance in preserving Biodiversity while constructing large scale projects of RHD (e.g. Bridge etc) *

- Never
- Rare
- Sometimes
- Most of the times
- Always

E. Ethics & Ethical Trading

E1. The Anti Corruption Commission is sufficiently fulfilling its duties to eradicate corruption form the public sector of Bangladesh * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

F. Respondent's Information

F1.Gender *

- Male
- Female

F2. Position Held in RHD *

- Assistant Engineer
- Sub-divisional Engineer
- Executive Engineer
- Superintending Engineer
- Additional Chief Engineer
- Chief Engineer

F3. Job tenure in RHD *

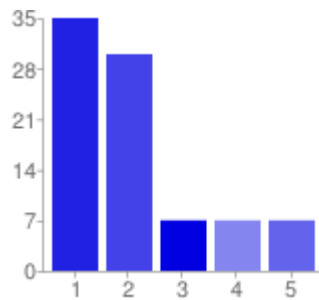
- <1 year
- ≥ 1 year but <5 years
- ≥ 5 years but <10 years
- ≥ 10 years but <15 years
- ≥ 15 years

F4. Email (Optional)

Appendix B: Response Summary of Buyers' Survey

A. Good Governance

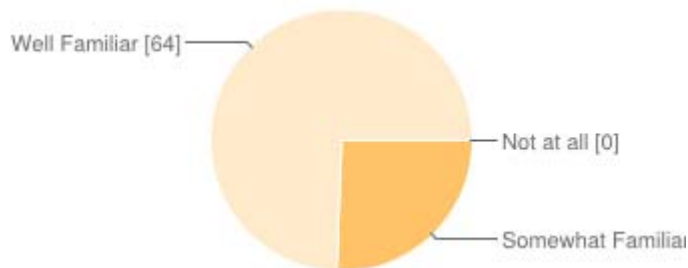
A1. Do you agree with the statement "Corporate Social Responsibility (CSR) is as important for public sector as it is for private sector"



Strongly Agree Strongly Disagree

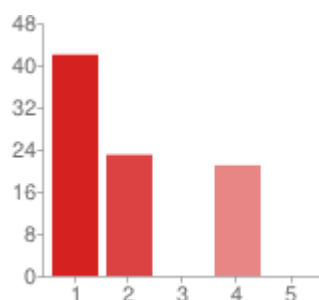
1 - Strongly Agree	35	41%
2 - Agree	30	35%
3 - Disagree	7	8%
4 - Strongly Disagree	7	8%
5 - Not at all	0	0%

A2. Are you familiar with the "Citizen Charter" of RHD?



Not at all	0	0%
Somewhat Familiar	22	26%
Well Familiar	64	74%

A3. You are performing your procurement services complying with the guideline provided in the Citizen Charter.

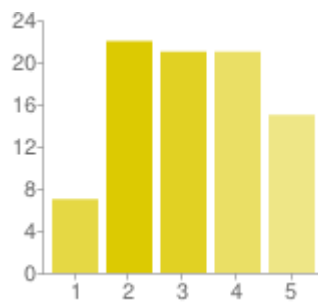


Strongly Agree Strongly Disagree

1 - Strongly Agree	42	49%
2 - Agree	23	27%
3 - Disagree	0	0%
4 - Strongly Disagree	21	24%
5 - Not at all	0	0%

A4. Do you agree with the statement "The present 'Citizen Charter' of RHD addresses the

requirements of the citizens adequately"



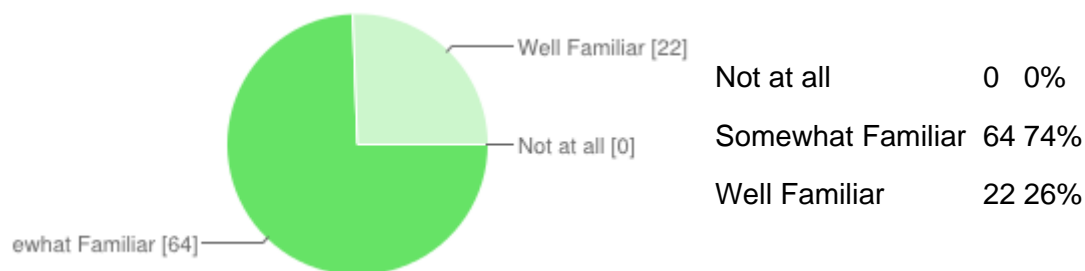
Strongly Agree Strongly Disagree

1 - Strongly Agree	7	8%
2	22	26%
3	21	24%
4	21	24%
5 - Strongly Disagree	15	17%

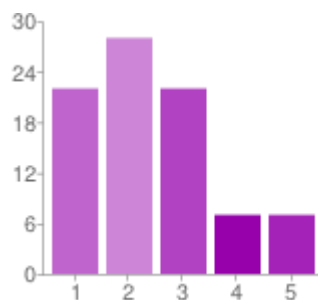
A5. Please give your suggestions about how present Citizen Charter of RHD can be improved to be more customers focused.

8. Follow the citizen charter of India/Pakistan/Sri Lanka/U.S etc....and just customize to adopt our country...very simple.
9. Delegate more power to field Divisions and improve monitoring system from HQ.
10. Provide manpower and resource to the working divisions.
11. People's participation and focusing
12. Should be more realistic
13. Should be more time specific and precise
14. To the point

A6. Are you familiar with "The Right to Information Act, 2009" of Bangladesh?



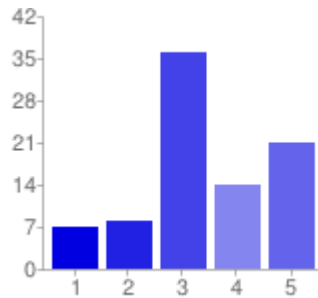
A7. "The Rights to Information Act, 2009" is properly addressed in your procurement processes.



1 - Strongly Agree	22	26%
2	28	33%
3	22	26%
4	7	8%
5 - Strongly Disagree	7	8%

Strongly Agree Strongly Disagree

A8. Do you think PPA 2006 & PPR 2008 provide significant scope for promoting CSR in Procurement function of RHD



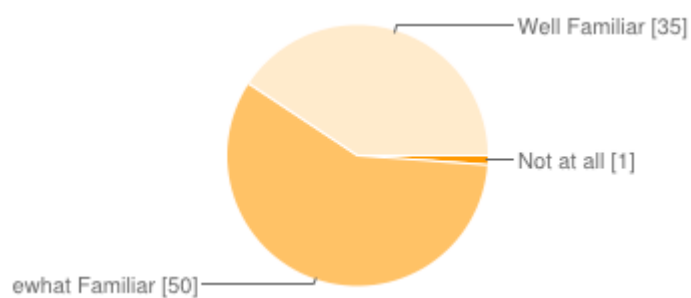
1 - Strongly Agree	7	8%
2	8	9%
3	36	42%
4	14	16%
5 - Strongly Disagree	21	24%

Strongly Agree Strongly Disagree

A9. Please give your suggestions about how CSR issues could be more significantly addressed in PPA 2006 and PPR 2008.

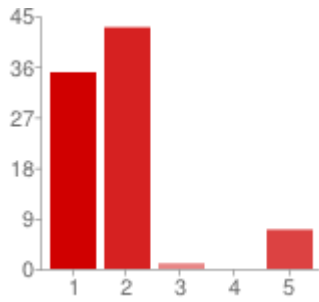
1. CSR not needed for Public Procurement because Public service already doing welfare purpose for the people. And Public organization is responsible for Socioeconomic Development of a locality.
2. Need to specify.PPR and PPA should incorporate more public participation
3. Should be more friendly for local Contractors

A10. Are your familiar with the "eGP_Guidelines" published by Bangladesh Government?



Not at all	1	1%
Somewhat Familiar	50	58%
Well Familiar	35	41%

A11. The eGP (electronic Government Procurement) will have more positive impact towards ensuring transparency and good governance in public procurement system

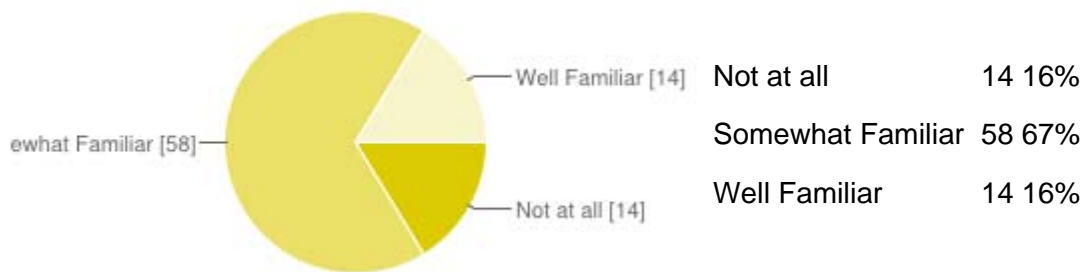


1 - Strongly Agree	35	41%
2	43	50%
3	1	1%
4	0	0%
5 - Strongly Disagree	7	8%

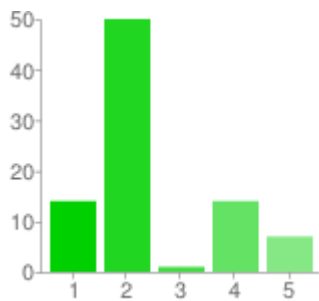
Strongly Agree Strongly Disagree

B. Human Rights & Equal Opportunity

B1. Are you familiar with "Bangladesh Labor Act, 2006"



B2. In your projects/works Labor rights are properly addressed



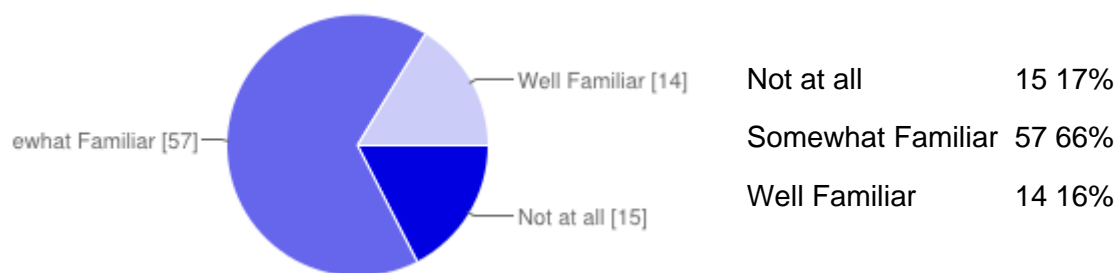
1 - Strongly Agree	14	16%
2	50	58%
3	1	1%
4	14	16%
5 - Strongly Disagree	7	8%

Strongly Agree Strongly Disagree

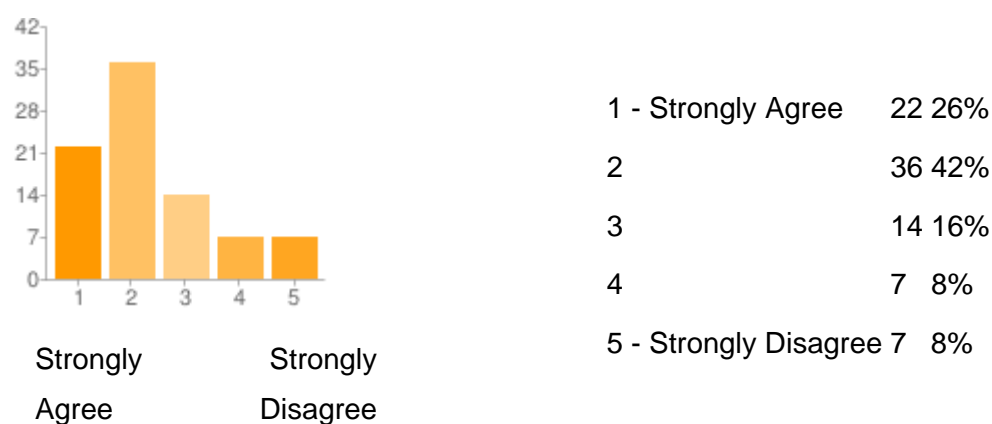
B3. Are labors of your projects/works' properly insured?

Never	14	16%
Seldom	7	8%
Sometimes	1	1%
Always	43	50%
Have no idea	21	24%

B4. Are you familiar with "National Child Labor Elimination Policy, 2010" of Bangladesh



B5. "National Child Labor Elimination Policy, 2010" is properly followed in your projects/works.



B6. What are the average percentages of female workforce to male workforce (labor) in the construction projects/works that you are/are associated? - Project Budget <5 million taka

(F/M) <10%	7	8%
(F/M) >=10% but <25%	28	33%
(F/M) >=25% but <50%	29	34%
(F/M) >=50% but <75%	22	26%

B6. What are the average percentages of female workforce to male workforce (labor) in the construction projects/works that you are/are associated? - Project Budget >=5 million taka and < 20 million taka

(F/M) >=50% but <75%	7	8%
(F/M) >=75%	35	41%
(F/M) <10%	37	43%
(F/M) >=10% but <25%	7	8%

B6. What are the average percentages of female workforce to male workforce (labor) in the construction projects/works that you are/are associated? - Project Budget \geq 20 million taka and $<$ 100 million taka

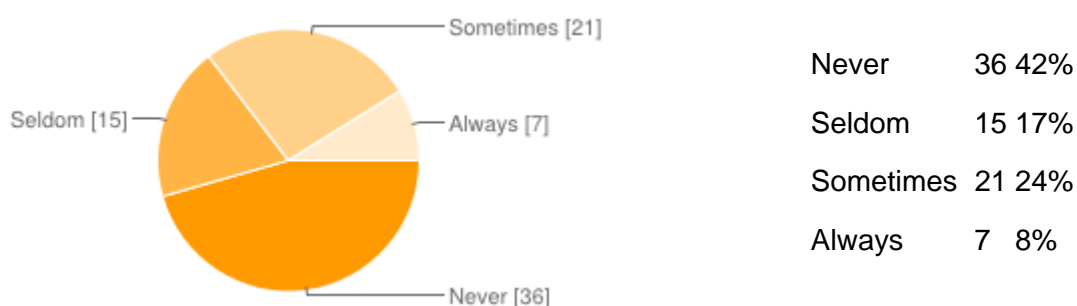
(F/M) \geq 25% but $<$ 50%	14	16%
(F/M) \geq 50% but $<$ 75%	28	33%
(F/M) \geq 75%	44	51%
(F/M) $<$ 10%	0	0%

B6. What are the average percentages of female workforce to male workforce (labor) in the construction projects/works that you are/are associated? - Project Budget \geq 100 million taka

(F/M) \geq 10% but $<$ 25%	21	24%
(F/M) \geq 25% but $<$ 50%	21	24%
(F/M) \geq 50% but $<$ 75%	37	43%
(F/M) \geq 75%	7	8%

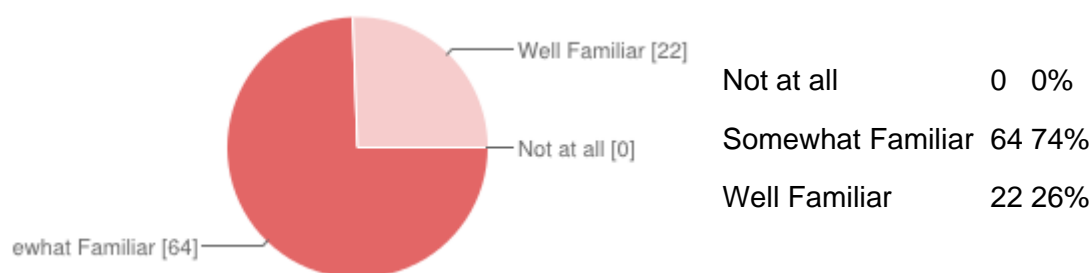
C. Diversity

C1. Do you prefer for the local suppliers for 2nd tier supply of your procurement projects. (2nd tier suppliers are those who supply the materials/goods/service to the main suppliers/contractors)



D. Environmental responsibilities, Biodiversity & Impact on Society

D1. Are you familiar with "The Environment Conservation Act, 1995" of Bangladesh



D2. Do you consider for environmental friendly construction materials/processes for your construction projects?

Never	7	8%
Seldom	14	16%
Sometimes	37	43%
Most of the times	7	8%
Always	7	8%

D3. Is Rehabilitation process properly ensured for your projects/works.

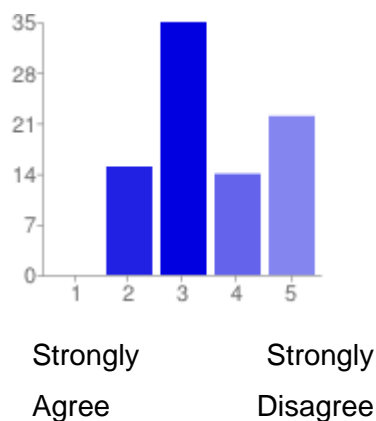
Never	0	0%
Rare	0	0%
Sometimes	8	9%
Most of the times	50	58%
Always	28	33%

D4. Do you give importance in preserving Biodiversity while constructing large scale projects of RHD (e.g. Bridge etc)

Never	0	0%
Rare	7	8%
Sometimes	15	17%
Most of the times	29	34%
Always	35	41%

E. Ethics & Ethical Trading

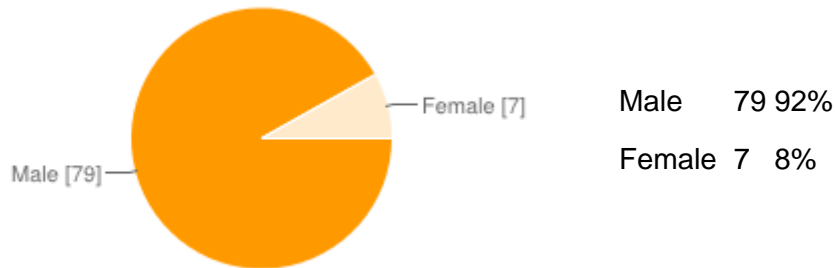
E1. The Anti Corruption Commission is sufficiently fulfilling its duties to eradicate corruption form the public sector of Bangladesh



1 - Strongly Agree	0	0%
2	15	17%
3	35	41%
4	14	16%
5 - Strongly Disagree	22	26%

F. Respondent's Information

F1. Gender



F2. Position Held in RHD

Assistant Engineer	7	8%
Sub-divisional Engineer	63	73%
Executive Engineer	14	16%
Superintending Engineer	2	2%
Additional Chief Engineer	0	0%
Chief Engineer	0	0%

F3. Job tenure in RHD

<1 year	7	8%
>=1 year but <5 years	42	49%
>=5 years but <10 years	28	33%
>=10 years but <15 years	7	8%
>=15 years	2	2%

Appendix C: Questionnaire of 1st Tier Suppliers' Survey

Dear respondent

A very good day to you. I am doing a research titled 'OPPORTUNITY OF CSR IN CONTEXT OF PUBLIC PROCUREMENT IN BANGLADESH' and this research is a part of requirement of "Master in Procurement & Supply Management (MPSM)" program under IGS, BRAC University. The aim of this project is to find present situation and future opportunities of CSR in Public sector Organization of Bangladesh and the target organization is Roads & Highways Department (RHD). Corporate social responsibility (CSR) functions as a built-in, self-regulating mechanism whereby an organization monitors and ensures its active compliance within the spirit of the law, ethical standards, and international norms. CSR is a process with the aim to embrace responsibility for the organization's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders.

(Ref: www.en.wikipedia.org/wiki/Corporate_social_responsibility)

The information you provide will be used absolutely for academic purpose. Participation in this study is voluntary, and, you are free to withdraw at any stage. Furthermore, all information you provide is confidential, and, in no way will personally identifiable information be made available without your knowledge and consent. If you have any questions regarding this research, please contact me by the under-mentioned email address.

Thank you for your participation,

Inthaqab Wahid Ruso (iwruso@gmail.com)

Sub Divisional Engineer (cc), RHD.

A. Good Governance

A1. Do you agree with the statement "Corporate Social Responsibility (CSR) is as important for public sector as it is for private sector" * (" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

A2. Are you familiar with the "Citizen Charter" of RHD? *

- Not at all
- Somewhat Familiar
- Well Familiar

A3. RHD is performing its duties as per the guidelines provided in the Citizen Charter. * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

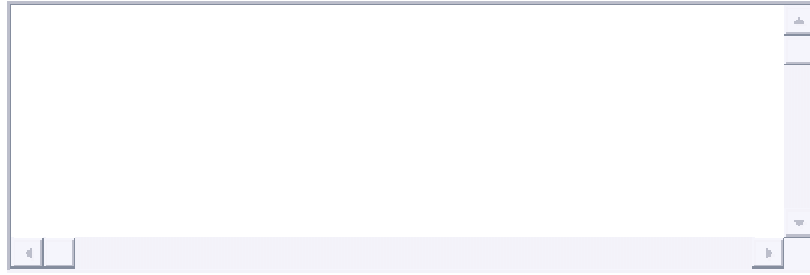
Strongly Agree Strongly Disagree

A4. Do you agree with the statement "The present 'Citizen Charter' of RHD addresses the requirements of the citizens adequately" * (" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

A5. Please give your suggestions about how present Citizen Charter of RHD can be improved to be more customer-focused



A6. Are you familiar with "The Right to Information Act, 2009" of Bangladesh? *

- Not at all
- Somewhat Familiar
- Well Familiar

A7. RHD properly responds to your queries as per the time schedule provided in "The Rights to Information Act, 2009" * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

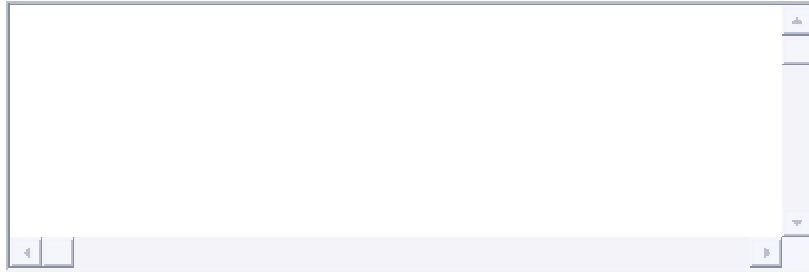
Strongly Agree Strongly Disagree

A8. Do you think PPA 2006 & PPR 2008 provide significant scope for promoting CSR in Procurement function of RHD * 1=Strongly Agree, 2=Agree, 3 =Neutral/ No comments, 4=Disagree, 5=Strongly Disagree

1 2 3 4 5

Strongly Agree Strongly Disagree

A9. Please give your suggestions about how CSR issues could be more significantly addressed in PPA 2006 and PPR 2008



A10. Are you familiar with the "eGP_Guidelines" published by Bangladesh Government? *

- Not at all
- Somewhat Familiar
- Well Familiar

A11. The eGP (electronic Government Procurement) will have more positive impact towards ensuring transparency and good governance in public procurement system * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

A12. Do you think supplier rewarding system should be practiced in RHD for ensuring better value for money?

- Yes
- No

B. Human Rights & Equal Opportunity

B1. Are you familiar with "Bangladesh Labor Act, 2006" *

- Not at all
- Somewhat Familiar
- Well Familiar

B2. In your projects/works Labor rights are properly addressed * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

B3. Are labors of your projects/works' properly insured? *

- Not at all
- Somewhat Familiar
- Well Familiar

B4. You do not employ child labor in your projects/works. (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

B5. What are the average percentages of female workforce to male workforce (labor) in the construction projects that you undertook? *Please tic one for each category

	<10%	>=10% but <25%	>=25% but <50%	>=50% but <75%	>=75%
Project Budget <5 million taka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Budget >=5 million taka and < 20 million taka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Budget >=20 million taka and < 100 million taka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Budget >=100 million taka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. Diversity

C1. Do you prefer for the local suppliers for 2nd tier supply of your procurement projects. (2nd tier suppliers are those who supply the materials/goods/service to the main suppliers/contractors) *

- Never
- Seldom
- Sometimes
- Always

C2. The present incentive for domestic supplier as per PPR 2008 should be increased for promoting domestic suppliers * (" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

D. Environmental responsibilities, Biodiversity & Impact on Society

D1. Are you familiar with "The Environment Conservation Act, 1995" of Bangladesh *

- Not at all
- Somewhat Familiar
- Well Familiar

D2. Do you consider for environmental friendly construction materials/processes for your construction projects? *

- Never
- Seldom
- Sometimes

- Most of the times
- Always
- I have to work as per specification of the contract.

D3. Do you think RHD is properly ensuring the Rehabilitation process? *

- Never
- Seldom
- Sometimes
- Most of the times
- Always

D4. Do you give importance in preserving Biodiversity while constructing large scale projects of RHD (e.g. Bridge etc) *

- Never
- Seldom
- Sometimes
- Most of the times
- Always
- I have to work as per specification of the contract.

E. Ethics & Ethical Trading

E1. The Anti Corruption Commission is sufficiently fulfilling its duties to eradicate corruption form the public sector of Bangladesh * (Do you agree with the above statement" 1=Strongly Agree, 2=Agree, 3 =Neutral, 4=Disagree, 5=Strongly Disagree)

1 2 3 4 5

Strongly Agree Strongly Disagree

E2. Do you think the existing check and balance of the procurement practice in RHD is sufficient

- Sufficient
- Not Sufficient
- Excessive

F. Respondent's Information

F1. Gender *

- Male
- Female

F2. Your most expensive projects with RHD

- <100,000 BDT
- \geq 100,000 but <1,000,000 BDT
- \geq 1,000,000 but <5,000,000 BDT
- \geq 5,000,000 but <10,000,000 BDT
- \geq 10,000,000 but <100,000,000 BDT
- \geq 100,000,000 but <1,000,000,000 BDT
- \geq 1,000,000,000 BDT

F3. Tenure of working as a contractor/Supplier with RHD *

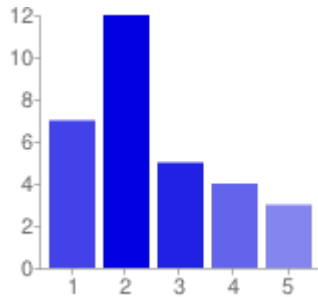
- <1 year
- \geq 1 year but <5 years
- \geq 5 years but <10 years
- \geq 10 years but <15 years
- \geq 15 years

F4. Email (Optional)

Appendix D: Response Summary of 1st Tier Suppliers' Survey

A. Good Governance

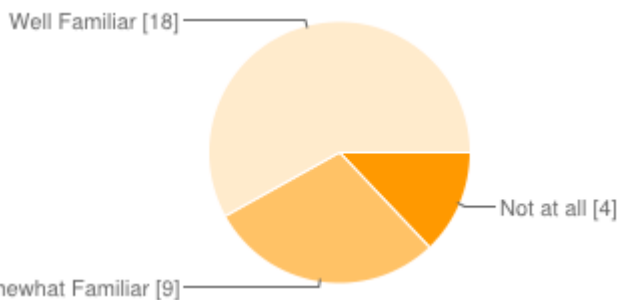
A1. Do you agree with the statement "Corporate Social Responsibility (CSR) is as important for public sector as it is for private sector"



1 - Strongly Agree	7	23%
2	12	39%
3	5	16%
4	4	13%
5 - Strongly Disagree	3	10%

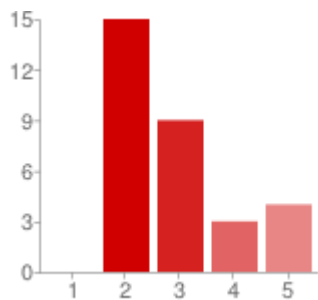
Strongly Agree Strongly Disagree

A2. Are you familiar with the "Citizen Charter" of RHD ?



Not at all	4	13%
Somewhat Familiar	9	29%
Well Familiar	18	58%

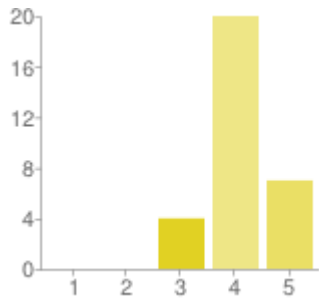
A3. RHD is performing its duties as per the guidelines provided in the Citizen Charter.



1 - Strongly Agree	0	0%
2	15	48%
3	9	29%
4	3	10%
5 - Strongly Disagree	4	13%

Strongly Agree Strongly Disagree

A4. Do you agree with the statement "The present 'Citizen Charter' of RHD addresses the requirements of the citizens adequately"



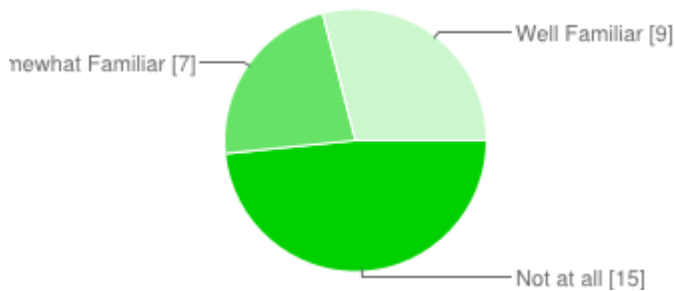
Strongly Agree Strongly Disagree

1 - Strongly Agree	0	0%
2	0	0%
3	4	13%
4	20	65%
5 - Strongly Disagree	7	23%

A5. Please give your suggestions about how present Citizen Charter of RHD can be improved to be more customer-focused.

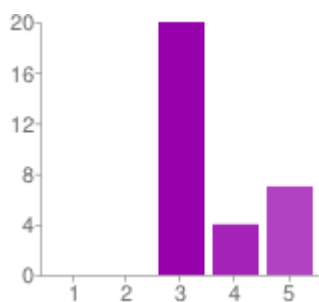
- Well written and clearly focused citizen charter has to be constructed, where the public opinions and demands will be reflected.
- Citizens' opinion should be taken before writing the charter.
- No idea
- Public opinions and demands have to be addressed in forming the charter and regular monitoring is necessary.
- Customer service delivery and monitoring of service delivery is necessary.

A6. Are you familiar with "The Right to Information Act, 2009" of Bangladesh?



Not at all	15	48%
Somewhat Familiar	7	23%
Well Familiar	9	29%

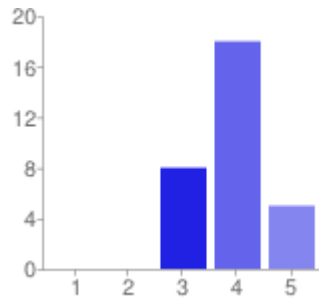
A7. RHD properly responds to your queries as per the time schedule provided in "The Rights to Information Act, 2009"



1 - Strongly Agree	0	0%
2	0	0%
3	20	65%
4	4	13%
5 - Strongly Disagree	7	23%

Strongly Agree Strongly Disagree

A8. Do you think PPA 2006 & PPR 2008 provide significant scope for promoting CSR in Procurement function of RHD



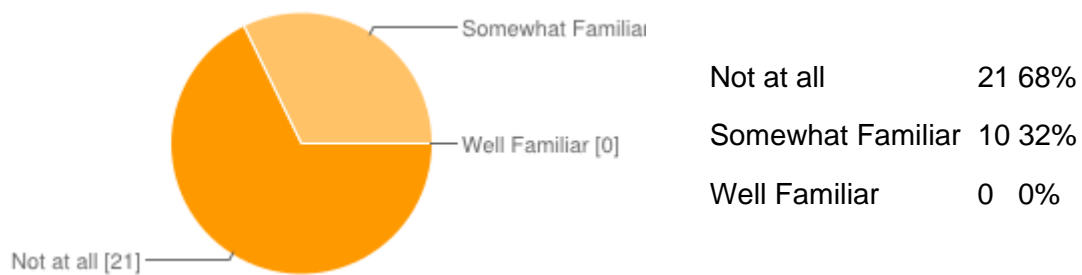
1 - Strongly Agree	0	0%
2	0	0%
3	8	26%
4	18	58%
5 - Strongly Disagree	5	16%

Strongly Agree Strongly Disagree

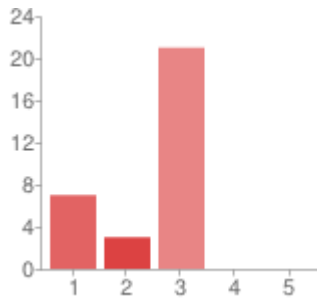
A9. Please give your suggestions about how CSR issues could be more significantly addressed in PPA 2006 and PPR 2008.

- CSR related rules should be included.
- Major CSR issues should be addressed in PPR
- No idea
- The PPR should address the issues of environmental and labor acts.
- No idea

A10. Are you familiar with the "eGP_Guidelines" published by Bangladesh Government?



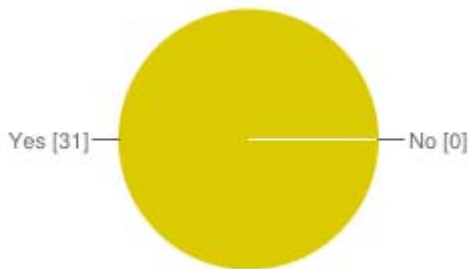
A11. The eGP (electronic Government Procurement) will have more positive impact towards ensuring transparency and good governance in public procurement system



1 - Strongly Agree	7	23%
2	3	10%
3	21	68%
4	0	0%
5 - Strongly Disagree	0	0%

Strongly Agree Strongly Disagree

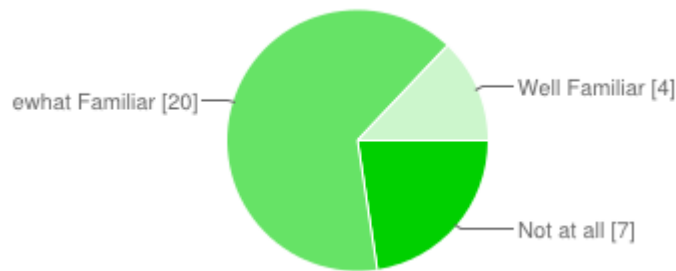
A12. Do you think supplier rewarding system should be practiced in RHD for ensuring better value for money?



Yes	31	100%
No	0	0%

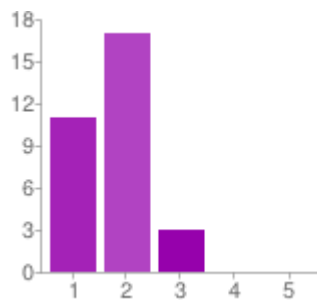
B. Human Rights & Equal Opportunity

B1. Are you familiar with "Bangladesh Labor Act, 2006"



Not at all	7	23%
Somewhat Familiar	20	65%
Well Familiar	4	13%

B2. In your projects/works Labor rights are properly addressed



1 - Strongly Agree	11	35%
2	17	55%
3	3	10%
4	0	0%
5 - Strongly Disagree	0	0%

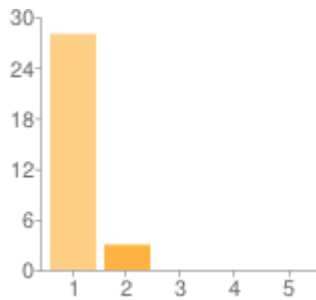
Strongly Agree Strongly Disagree

Agree Disagree

B3. Are labors of your projects/works' properly insured?

Never	3	10%
Seldom	7	23%
Sometimes	13	42%
Always	8	26%
Have no idea	0	0%

B4. You do not employ child labor in your projects/works



1 - Strongly Agree	28	90%
2	3	10%
3	0	0%
4	0	0%
5 - Strongly Disagree	0	0%

Strongly Agree Strongly Disagree

B5. What are the average percentages of female workforce to male workforce (labor) in the construction projects that you undertook? - Project Budget <5 million taka

(F/M) <10%	0	0%
(F/M) >=10% but <25%	12	39%
(F/M) >=25% but <50%	12	39%
(F/M) >=50% but <75%	7	23%

B5. What are the average percentages of female workforce to male workforce (labor) in the construction projects that you undertook? - Project Budget <5 million taka

(F/M) >=75%	3	10%
(F/M) <10%	9	29%
(F/M) >=10% but <25%	12	39%
(F/M) >=25% but <50%	7	23%

B5. What are the average percentages of female workforce to male workforce (labor) in the construction projects that you undertook? - Project Budget >=5 million taka and < 20 million taka

(F/M) $\geq 50\%$ but $< 75\%$ 3 10%
 (F/M) $\geq 75\%$ 4 13%
 (F/M) $< 10\%$ 21 68%
 (F/M) $\geq 10\%$ but $< 25\%$ 3 10%

B5. What are the average percentages of female workforce to male workforce (labor) in the construction projects that you undertook? - Project Budget ≥ 20 million taka and < 100 million taka

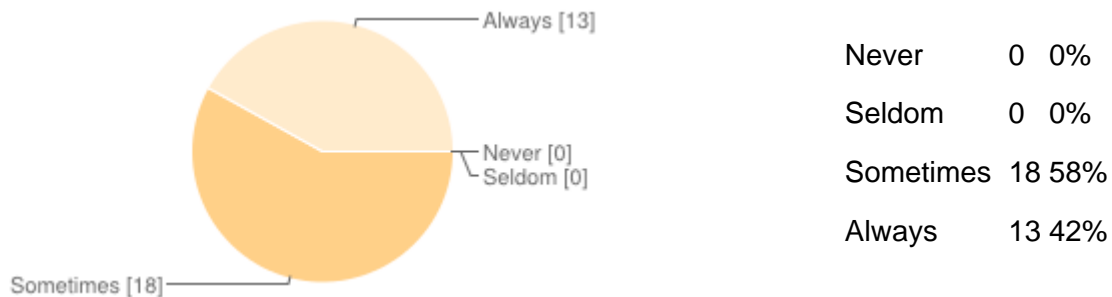
(F/M) $\geq 25\%$ but $< 50\%$ 3 10%
 (F/M) $\geq 50\%$ but $< 75\%$ 4 13%
 (F/M) $\geq 75\%$ 21 68%
 (F/M) $< 10\%$ 3 10%

B5. What are the average percentages of female workforce to male workforce (labor) in the construction projects that you undertook? - Project Budget ≥ 100 million taka

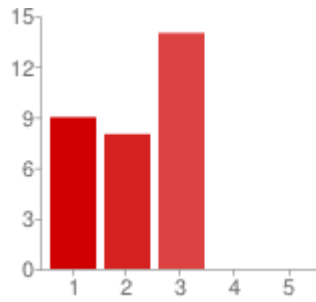
(F/M) $\geq 10\%$ but $< 25\%$ 3 10%
 (F/M) $\geq 25\%$ but $< 50\%$ 8 26%
 (F/M) $\geq 50\%$ but $< 75\%$ 17 55%
 (F/M) $\geq 75\%$ 3 10%

C. Diversity

C1. Do you prefer for the local suppliers for 2nd tier supply of your procurement projects. (2nd tier suppliers are those who supply the materials/goods/service to the main suppliers/contractors)



C2. The present incentive for domestic supplier as per PPR 2008 should be increased for promoting domestic suppliers



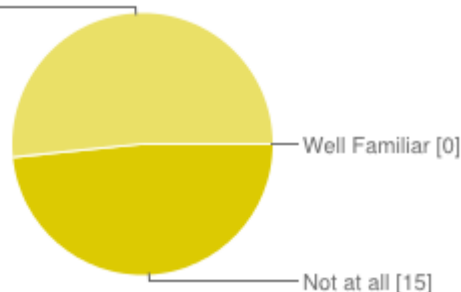
Strongly Agree Strongly Disagree

1 - Strongly Agree	9	29%
2	8	26%
3	14	45%
4	0	0%
5 - Strongly Disagree	0	0%

D. Environmental responsibilities, Biodiversity & Impact on Society

D1. Are you familiar with "The Environment Conservation Act, 1995" of Bangladesh

ewhat Familiar [16]



Not at all	15	48%
Somewhat Familiar	16	52%
Well Familiar	0	0%

D2. Do you consider for environmental friendly construction materials/processes for your construction projects?

Never	7	23%
Seldom	0	0%
Sometimes	3	10%
Most of the times	0	0%
Always	0	0%

I have to work as per specification of the contract. 21 68%

D3. Do you think RHD is properly ensuring the Rehabilitation process?

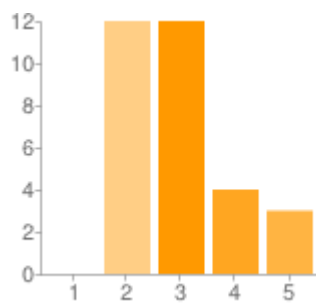
Never	0	0%
Rare	4	13%
Sometimes	17	55%
Most of the times	7	23%
Always	3	10%

D4. Do you give importance in preserving Biodiversity while constructing large scale projects of RHD (e.g. Bridge etc)

Never	0	0%
Rare	0	0%
Sometimes	3	10%
Most of the times	0	0%
Always	9	29%
I have to work as per specification of the contract.	19	61%

E. Ethics & Ethical Trading

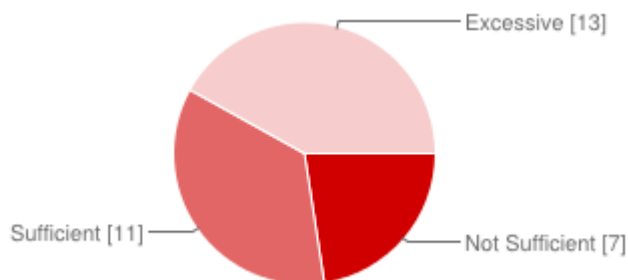
E1. The Anti Corruption Commission is sufficiently fulfilling its duties to eradicate corruption form the public sector of Bangladesh



1 - Strongly Agree	0	0%
2	12	39%
3	12	39%
4	4	13%
5 - Strongly Disagree	3	10%

Strongly Agree Strongly Disagree

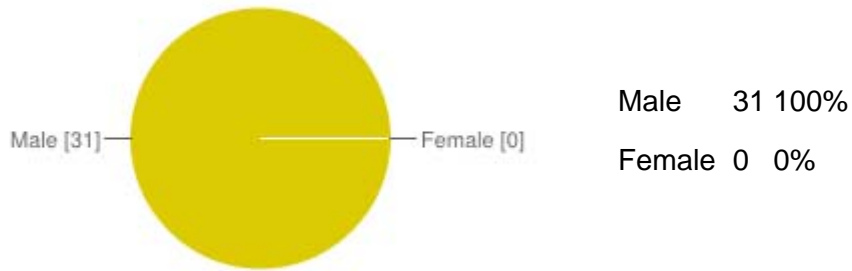
E2. Do you think the existing check and balance of the procurement practice in RHD is sufficient



Not Sufficient	7	23%
Sufficient	11	35%
Excessive	13	42%

F. Respondent's Information

F1. Gender



F2. Your most expensive projects with RHD

<100,000 BDT	0	0%
>=100,000 but <1,000,000 BDT	4	13%
>=1,000,000 but <5,000,000 BDT	0	0%
>=5,000,000 but <10,000,000 BDT	8	26%
>=10,000,000 but <100,000,000 BDT	8	26%
>=100,000,000 but <1,000,000,000 BDT	0	0%
>=1,000,000,000 BDT	0	0%

F3. Tenure of working as a contractor/Supplier with RHD

<1 year	0	0%
>=1 year but <5 years	9	29%
>=5 years but <10 years	8	26%
>=10 years but <15 years	11	35%
>=15 years	3	10%

Appendix E: Citizen Charter of RHD

সিটিজেন চার্টার



সড়ক ও জনপথ অধিদপ্তর

সড়ক ভবন, রমনা, ঢাকা- ১০০০।

www.rhd.gov.bd

সড়ক ও জনপথ অধিদপ্তর সমগ্র বাংলাদেশের জাতীয়, আঞ্চলিক ও জেলা সড়ক ক্যাটাগরীতে মোট ২১,৫৭১ কিলোমিটার সড়ক, ১৮,২৫৮ টি সেতু/কালভার্ট এক ৬৫ টি ফেরী পয়েন্টের নিরন্তর উন্নয়ন ও রক্ষণাবেক্ষণের মাধ্যমে বাংলাদেশের জনগণকে সেবা প্রদান করে থাকে।

সড়ক ও জনপথ অধিদপ্তর প্রদত্ত বিভিন্ন সেবা

- সড়ক নির্মাণ ও রক্ষণাবেক্ষণ সরঞ্জাম/যন্ত্রপাতি অধিদপ্তরের কাজের বাইরেও জনসাধারণের ব্যবহারের জন্য নির্দিষ্ট হারে ভাড়ায় প্রদান।
- সড়ক নির্মাণের বিভিন্ন উপকরণ ও নির্মাণ সামগ্রী নির্ধারিত ফি এর মাধ্যমে সড়ক গবেষণাগারে পরীক্ষাকরণ।
- আর এইচ, ডি ট্রেনিং সেন্টার, মিরপুরে সওজ অধিদপ্তরের প্রকৌশলীদের প্রশিক্ষণের পাশাপাশি ইঞ্জিনিয়ারিং, ম্যানেজমেন্ট, ফিন্যান্স ও কম্পিউটার বিষয়ের উপর ব্যক্তিগত কিংবা প্রতিষ্ঠানগত ইচ্ছুক শিক্ষার্থীদের নির্দিষ্ট ফি পরিশোধের মাধ্যমে প্রশিক্ষণ প্রদান।
- সিএনজি ফিলিং স্টেশন/রূপান্তর কারখানা এক পেট্রোল/ডিজেল পাম্প স্থাপন, আবাসিক/বাণিজ্যিক/শিল্প কারখানার জন্য প্রবেশ পথ এক সামাজিক বনায়ন ও মৎস্য চাষের জন্য সড়ক ও মহাসড়কের পার্শ্বের সরকারী জমি স্বল্প ও দীর্ঘ মেয়াদে লীজ প্রদান।

ক্রমিক নং	সেবার বিবরণ	অনুসন্ধানের জন্য যোগাযোগ
ক)	সিএনজি ফিলিং স্টেশন/রূপান্তর কারখানা এক পেট্রোল/ডিজেল পাম্প স্থাপন, আবাসিক/বাণিজ্যিক/শিল্প কারখানার জন্য প্রবেশ পথ এক সামাজিক বনায়ন ও মৎস্য চাষের জন্য সড়ক ও মহাসড়কের পার্শ্বের সরকারী জমি স্বল্প ও দীর্ঘ মেয়াদে লীজ প্রদান।	তত্ত্বাবধায়ক প্রকৌশলী এম. আই. এম. এড এন্ট্রিস সার্কেল, ঢাকা।
খ)	সড়ক গবেষণাগারে বিভিন্ন উপকরণের পরীক্ষাকরণ সক্রিয়।	পরিচালক (তত্ত্বাবধায়ক প্রকৌশলী) সড়ক গবেষণাগার, মিরপুর, ঢাকা।
গ)	সড়ক গবেষণাগারে বিভিন্ন উপকরণের পরীক্ষার জন্য ব্যবহৃত বিবিধ যন্ত্রপাতির ভাড়া সরবরাহ।	পরিচালক (তত্ত্বাবধায়ক প্রকৌশলী) সড়ক গবেষণাগার, মিরপুর, ঢাকা।
ঘ)	সড়ক উন্নয়ন ও রক্ষণাবেক্ষণে ব্যবহৃত বিভিন্ন যানবাহন ও যন্ত্রপাতির ভাড়া সরবরাহ।	তত্ত্বাবধায়ক প্রকৌশলী সরঞ্জাম নিয়ন্ত্রণ ও সংরক্ষণ সার্কেল, ঢাকা।
ঙ)	জেলা ওয়ারী টোল সেতু/সড়কের অবস্থান।	সংশ্লিষ্ট জেলার নির্বাহী প্রকৌশলী।
চ)	জেলা ওয়ারী ফেরী সার্ভিস।	সংশ্লিষ্ট জেলার নির্বাহী প্রকৌশলী।
ছ)	আর এইচ ডি ট্রেনিং সেন্টারে ট্রেনিং সক্রিয় তথ্যাদি।	পরিচালক (তত্ত্বাবধায়ক প্রকৌশলী) সওজ প্রশিক্ষণ কেন্দ্র, ঢাকা।
জ)	অভিযোগ ও পরামর্শ সক্রিয়।	তত্ত্বাবধায়ক প্রকৌশলী প্রশাসন ও সংস্থাপন, ঢাকা।

অনুসন্ধানের জন্য প্রয়োজনীয় টেলিফোন নম্বর সমূহ

দফতরের নাম	টেলিফোন নম্বর	ফ্যাক্স নম্বর
প্রধান প্রকৌশলী	(০২) ৯৫৬২৮-২৯	(০২) ৯৫৬২৭৯৮
অতিরিক্ত প্রধান প্রকৌশলী, পরিকল্পনা ও রক্ষণাবেক্ষণ উইং, ঢাকা।	(০২) ৯৫৬২৮-২১	(০২) ৯৫৫১০০০
তত্ত্বাবধায়ক প্রকৌশলী, প্রশাসন ও স্বাস্থ্য, ঢাকা।	(০২) ৯৫৫৪৬৪৭	(০২) ৭১৬৬৭৭২
তত্ত্বাবধায়ক প্রকৌশলী, এম. আই. এস. এড এন্ট্রিস সার্কেল, ঢাকা।	(০২) ৭১৭৬৮৪১	(০২) ৭১৭৬৮৪১
তত্ত্বাবধায়ক প্রকৌশলী, সড়ক গবেষণাগার, ঢাকা।	(০২) ৯০০২০৪৬	(০২) ৯০০২০৪৬
তত্ত্বাবধায়ক প্রকৌশলী, সরঞ্জাম নিয়ন্ত্রণ ও সংগ্রহ সার্কেল, ঢাকা।	(০২) ৯৫৫৬১০০	(০২) ৯৫৫৬১০০
তত্ত্বাবধায়ক প্রকৌশলী, ফেরী প্লাসি সার্কেল, ঢাকা।	(০২) ৯৫৬৬৬৮০	(০২) ৯৫৫৬২৭০
পরিচালক, আর এইচ ডি ট্রেনিং সেন্টার, ঢাকা।	(০২) ৮০৫০৯৬৪	(০২) ৯০০৯৬৭৮
প্রধান বৃক্ষপালনিকি, মিরপুর, ঢাকা।	(০২) ৯০০০৬০৪	(০২) ৯০০০৬০৪
সড়ক ও জনপথ অধিদপ্তরের ওয়েব সাইট : www.rhd.gov.bd		

সড়ক ও জনপথ অধিদপ্তর দেশে একটি আধুনিক, নিরাপদ এক ব্যয় সাশ্রয়ী সড়ক নেটওয়ার্ক নির্মাণ ও রক্ষণাবেক্ষণে সদা নিয়োজিত।

Appendix F: Workforce of RHD

**GOVERNMENT OF PEOPLE'S REPUBLIC OF BANGLADESH
MINISTRY OF ESTABLISHMENT O & M WING**

STATISTICS ON CIVIL EMPLOYEES OF THE GOVERNMENT OF BANGLADESH

Name of Ministry Division : Ministry of Communications
Name of Cadre :
(As on 20/4/2013)

SI No.	Name of Post	Scale of Pay		No. of Sanc. Posts	Existing No.		
		Min	Max		Male	Female	Total
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
1	Chief Engineer			1	1	0	1
2	Additional Chief Engineer			13	9	0	9
3	Additional Chief Engineer (Mechanical)			1	1	0	1
4	Reserved - Additional Chief Engineer			1	1	0	1
5	Superintending Engineer			34	32	1	33
6	Superintending Engineer (Mechanical)			10	9	0	9
7	Reserved - Superintending Engineer			3	2	0	2
8	Reserved - Superintending Engineer (Mechanical)			1	0	0	0
9	Executive Engineer			99	85	6	91
10	Executive Engineer (Mechanical)			18	15	0	15
11	Reserved - Executive Engineer			8	7	0	7
12	Reserved - Executive Engineer (Mechanical)			2	1	0	1
13	Sub-Divisional Engineer			155	136	9	145
14	Sub-Divisional Engineer (Mechanical)			39	12	1	13
15	Reserved - Sub-Divisional Engineer			15	10	2	12
16	Reserved - Sub-Divisional Engineer (Mechanical)			4	3	0	3
17	Assistant Engineer			178	103	16	119
18	Assistant Engineer (Mechanical)			21	8	0	8
19	Reserved - Assistant Engineer			16	5	0	5
20	Reserved - Assistant Engineer (Mechanical)			2	0	0	0
Total :				621	440	35	475

Table: Male female ratio: (As on 20/4/2013)

Post	Male	Female	% Male	% Female
CE	1	0	100%	0%
ACE	11	0	100%	0%
SE	43	1	98%	2%
EE	108	6	95%	5%
SDE	161	12	93%	7%
AE	116	16	88%	12%
Total	440	35	93%	7%

Appendix G: Definition of Key Terms

Definition of key terms as per PPR 2008:

1. "**Contractor**" means a Person under contract with a Procuring Entity for the execution of any Works under the Act.
2. "**CPTU**" means the Central Procurement Technical Unit, established by the in the Implementation Monitoring and Evaluation Division of the Ministry of Planning, for carrying out the purposes of the Act and these Rules.
3. "**Head of the Procuring Entity**" means the Secretary of a Ministry or a Division, the Head of a Government Department or Directorate; or the Chief Executive, by whatever designation called, of a local Government agency, an autonomous or semi-autonomous body or a corporation, or a corporate body established under the Companies Act.
4. "**Procurement**" means the purchasing or hiring of Goods, or acquisition of Goods through purchasing and hiring, and the execution of Works and performance of Services by any contractual means.
5. "**Procuring Entity**" means a Procuring Entity having administrative and financial powers to undertake Procurement of Goods, Works or Services using public funds.
6. "**Project Manager**" is the person named in the Contract or any other competent person appointed by the Procuring Entity and notified to the Contractor who is responsible for supervising the execution of the Works and administering the Contract.
7. "**Public Funds**" means any funds allocated to a Procuring Entity under Government budget, or loan, grants and credits placed at the disposal of a Procuring Entity through the Government by the development partners or foreign states or organizations.
8. "**Public Procurement**" means Procurement using public funds.
9. "**Tender or Proposal**", depending on the context, means a Tender or a Proposal submitted by a Tenderer or a Consultant for delivery of Goods, Works or Services to a Procuring Entity in response to an Invitation for Tender or a Request for Proposal; and for the purposes of the Act, Tender also includes quotation.
10. "**Works**" means all Works associated with the construction, reconstruction, site preparation, demolition, repair, maintenance or renovation of railways, roads, highways or a building, an infrastructure or structure or an installation or any construction work relating to excavation, installation of equipment and materials, decoration, as well as physical Services ancillary to Works, if the value of those Services does not exceed that of the Works themselves.