# A Systematic Approach to Sustainable Procurement Practices in Bangladesh Television

A DISSERTATION

By

Md. Ifther Alam

Student ID: 24382059

This Dissertation submitted to the Department of BRAC Institute of Governance and Development in fulfillment of the requirements for the degree of

Masters in Procurement & Supply Management (MPSM)

BRAC Institute of Governance and Development (BIGD)

Brac University

August 2025

## Declaration

I, Md. Ifther Alam hereby declare that

"A Systematic Approach to Sustainable Procurement Practices in Bangladesh Television"

1. The content of this thesis is entirely based on my own research and effort undertaken as part of my degree at Brac University.
2. All materials used from other sources have been fully acknowledged and appropriately cited through full and accurate referencing; this thesis contains no unreferenced work by other authors
3. This thesis has not been accepted, or submitted, either in whole or in part, for the award of any other degree or qualification
4. All primary forms of help and guidance received during this work have been clearly acknowledged.

**Student's Full Name & Signature:**

_____

**Md. Ifther Alam**
Student ID: 24382059

## Approval

This dissertation titled **"A systematic approach to sustainable procurement practices in Bangladesh Television"** submitted by Md. Ifther Alam, Student ID-24382059 has been accepted as satisfactory in partial fulfillment of the requirement for the degree of MPSM. I have found the dissertation satisfactory for submission to BRAC Institute of Governance and Development (BIGD), Brac University.

**Examining Committee:**

Supervisor:
(Member)

**Syed Mahbubur Rahman, PhD**
Professor
BRAC Business School, BRAC University

Program Coordinator:
(Member)

**Mohammad Sirajul Islam**
Senior Academic Coordinator
BIGD, Brac University

External Expert Examiner:
(Member)

**Shish Haider Chowdhury, MCIPS**
Secretary
Information and Communication Technology Division
Government of Bangladesh

Departmental Head:
(Chair)

**Dr. Imran Matin**
Executive Director
BIGD, BRAC University

**Ethics Statement**

I, Md. Ifther Alam, willingly participated in this research study titled "A Systematic Approach to Sustainable Procurement Practices in Bangladesh Television." I acknowledge that my participation involved contributing insights relevant to the subject matter. Throughout the research process, I have maintained the highest standards of integrity and transparency.

I understand that there are no direct personal benefits associated with my participation. I also commit to upholding confidentiality regarding all information shared in this report, in compliance with research ethics and relevant institutional guidelines.

I affirm that the findings and content of this thesis have been developed with due diligence, based on extensive research, time management, and careful use of available resources. I recognize my right to access any information I have provided during the course of this study, in accordance with applicable freedom of information laws.

Should I require further clarification or details, I may contact the research team at any time for clarification, without any obligation or reimbursement.

## Abstract

The increasing environmental challenges and the pressing need for responsible resource management have brought sustainable procurement to the forefront, especially in the public sector. This study delves into the existing practices, challenges, and opportunities associated with the implementation of sustainable procurement at Bangladesh Television (BTV), a prominent state-owned media organization. The research aims to establish a systematic approach that integrates the three pillars of sustainability—people (social), planet (environmental), and profit (economic)—into the decision-making process for procurement, ensuring that each decision considers long-term sustainability. In the regulated sector, public procurement pertains to how public sector organizations allocate public funds for the acquisition of goods, works, and services. It operates within a legal framework that emphasizes transparency, accountability, and the achievement of value for money for citizens and taxpayers. An analysis through the review of public procurement documents to find out the possible scope of sustainable procurement in present public procurement framework reveals that although there are some provisions in the Public Procurement Rules, 2008, Sustainable Public Procurement Guide, 2024 and Standard Tender Documents (STD) which relate to the sustainability issues, these are not sufficient in introducing sustainability in the public procurement including BTV. A mixed-method approach was employed, combining qualitative interviews with procurement officials from Bangladesh Television addressing three aspects namely economic, environmental and social aspect and relevant stakeholders, along with a review of policy documents and procurement records. The findings reveal that although there is growing awareness of sustainable procurement within BTV, actual implementation remains limited due to institutional inertia, lack of technical capacity, inadequate policy enforcement, and limited supplier engagement. Based on the analysis, the study proposes a structured model for incorporating environmental, social, and economic sustainability into BTV's procurement lifecycle. The framework emphasizes the importance of strong leadership, regulatory support, capacity building, supplier collaboration, and performance monitoring to achieve meaningful sustainable procurement implementation. This research contributes to the discourse on sustainable public procurement in Bangladesh and offers practical recommendations for BTV and similar public institutions aiming to transition toward achieving greener and more responsible procurement systems.



**Keywords:** Sustainable Procurement, Public Procurement, Bangladesh Television (BTV), Public Procurement Rules, 2008, Sustainable Public Procurement Guide, 2024 and Standard Tender Documents (STD)

**Acknowledgement**

First and foremost, I am deeply thankful to the Almighty Allah for granting me the strength, patience, and determination to complete this thesis within the allotted time.

I would like to extend my sincere appreciation to the BRAC Institute of Governance and Development (BIGD) for their invaluable support, academic resources, and continuous encouragement throughout the thesis period.

I am especially grateful to my respected supervisor, Dr. Syed Mahbubur Rahman, Professor, BRAC Business School, BRAC University. His insightful guidance, constructive feedback, and unwavering support played a crucial role in shaping the direction of this research. His encouragement and thoughtful suggestions consistently motivated me to stay focused and maintain the quality of this work.

I am sincerely thankful to the experienced procurement professionals from BTV and various organizations who generously contributed their time and insights by responding to my survey—both through Google Forms and hardcopy responses. Their valuable input played a vital role in shaping the findings of this thesis, and I was truly encouraged to see how well the results aligned with my initial research objectives. This alignment has significantly validated my thesis statement and added depth to the overall analysis.

I would also like to express my appreciation to my fellow batch mates, colleagues, and other individual who are connected directly or indirectly—whose encouragement and support contributed to the successful completion and acceptance of this thesis. This achievement stands as a meaningful milestone in my academic and professional journey, and I hope it will positively influence my future career path.

## Table of Contents

## List of Tables



## List of Figures

## Abbreviation and Symbols

| Abbreviations | : | Full meanings |
|---|---|---|
| AA | : | Approving Authority |
| ADP | : | Annual Development Plan |
| BADC | : | Bangladesh Agricultural Development Corporation |
| BBS | : | Bangladesh Bureau of Statistics |
| BCIC | : | Bangladesh Chemical Industries Corporation |
| BIGD | : | Bangladesh Institute of Governance and Development |
| BPPA | : | Bangladesh Public Procurement Authority |
| BWDB | : | Bangladesh Water Development Board |
| CIPS | : | Chartered Institute of Purchasing & Supply |
| CSR | : | Corporate Social Responsibility |
| DoFP | : | Delegation of Financial Powers |
| DPDC | : | Dhaka Power Distribution Company Ltd. |
| DPHE | : | Department of Public Health Engineering |
| EMS | : | Environmental Management System |
| ERD | : | Economic Relations Division |
| ECNEC | : | Executive Committee on National Economic Council |
| EOI | : | Expression of Interest |
| e.g. | : | For example |
| et al. | : | And others |
| FY | : | Financial year |
| GCC | : | General Conditions of Contract |
| GoB | : | Government of Bangladesh |
| HOPE | : | Head of Procuring Entity |
| IFT | : | Invitation for Tender |
| IMED | : | Implementation, Monitoring and Evaluation Division |
| ISO | : | International Organization for Standardization |
| KPI | : | Key Performance Indicator |
| KII | : | Key Informant Interview |
| LGED | : | Local Government Engineering Department |
| LTM | : | Limited Tendering Method |
| OTM | : | Open Tendering Method |
| PCC | : | Particular Conditions of Contract |
| PPA | : | Public procurement Act |
| PPR | : | Public Procurement Rules |
| PE | : | Procuring Entity |
| PWD | : | Public Works Department |
| RHD | : | Roads and Highways Department |
| SP | : | Sustainable Procurement |
| SPP | : | Sustainable Procurement Practices |
| SRFP | : | Standard Request for Proposal |
| STDs | : | Standard Tender Documents |
| TEC | : | Tender Evaluation Committee |
| TOC | : | Tender Opening Committee |
| VFM | : | Value For Money |
| WB | : | World Bank |
| WLC | : | Whole Life Costing |

# Chapter 1: Introduction

## 1.1 Background of the study

Sustainable procurement is a well-established practice in many developed countries; however, its implementation in Bangladesh—particularly within the public sector—remains limited (World Bank, 2020; Hoque & Clarke, 2013). As the world confronts the escalating challenges of environmental degradation, climate change, and social inequality, both businesses and governments are increasingly expected to operate with greater responsibility (UNEP, 2021). The procurement function, which governs the acquisition of goods, services, and works, plays a critical role in shaping environmental and social outcomes (ISO, 2017). Yet, traditional procurement approaches often place primary emphasis on cost-efficiency and short-term gains, neglecting to fully consider the long-term environmental, social, and economic implications of purchasing decisions (Preuss, 2009). This narrow focus frequently leads to the overuse of resources, heightened pollution, excessive waste generation, and detrimental impacts on climate stability, public health, and societal well-being (Brammer & Walker, 2011).

Through sustainable procurement, organizations leverage their purchasing power to influence the market in favor of sustainability, making procurement decisions that balance economic, environmental, and social considerations (ISO, 2017; UNEP, 2021).

**Economic considerations** involve achieving the best value for money by assessing factors such as price, quality, availability, and functionality (OECD, 2015).

**Environmental considerations** focus on green procurement practices, evaluating the potential environmental impacts of a product or service throughout its entire life cycle (UNEP, 2021).

**Social considerations** encompass the social dimensions of a community or region, including the protection of human rights, the promotion of fair labor conditions, the enhancement of health and well-being, equitable access to resources, and the overall improvement of quality of life (Brammer & Walker, 2011).

This study seeks to analyze the present sustainable sourcing methods, their effects, advantages, and identified shortcomings within the public sector in Bangladesh. The goal is to promote the adoption of green and sustainable sourcing and explore the acquisition, buying, and commissioning of eco-friendly goods to reduce environmental repercussions.

Despite the significant environmental impact of green procurement, there is a lack of comprehensive studies assessing its present implementation status. One concern is how relevant government

officials understand and apply the benefits of sustainable procurement procedures. This research will provide valuable insights for policymakers. I hypothesize that although the public sector official has an obligation to follow sustainable procurement policy developed by Bangladesh Public Procurement Authority, the actual implementation falls short of expectations. The inconsistency in putting these practices into action arises due to inadequate enforcement of standards established by relevant authorities. I contend that individuals engaged in the public procurement policy should receive proper training to completely grasp the advantages of environmentally-conscious purchasing.

## 1.2 Problem statement

Bangladesh Television (BTV) engages in diverse procurement activities, including works, goods, and services essential for the smooth operation and execution of its broadcasting functions, as well as regular official activities. Despite this, most procurement practitioners lack adequate knowledge and awareness of sustainable procurement principles and are unsure how to integrate environmental, social, and economic considerations into their procurement practices. This knowledge gap limits the effective adoption of sustainable procurement within the organization. Consequently, there is a pressing need to analyze the opportunities and constraints related to incorporating sustainability factors into BTV's procurement processes. Without such understanding and strategic direction, BTV risks continuing traditional procurement approaches that overlook long-term environmental and social impacts. This study aims to address this problem by developing a roadmap that will enable internal stakeholders to appreciate the value of sustainable procurement and its benefits over the long term.

## 1.3 Research objectives and Questions

The primary aim of this research is to explore how environmental, social, and economic considerations can be effectively promoted through public procurement. The study seeks to examine the possibilities and constraints associated with integrating and applying sustainability criteria within the procurement process of Bangladesh Television (BTV).

I) To examine the current procurement practices of Bangladesh Television (BTV) and assess the extent to which environmental, social, and economic sustainability considerations are incorporated.

II) To identify the key challenges and barriers that hinder the adoption of green and sustainable within the existing procurement structure of BTV.

III) To develop a systematic framework or approach for implementing green and sustainable procurement in BTV, aligned with national policies and international best practices.

Two basic research questions have been proposed in the study that are-

1. What is the level of knowledge and awareness among BTV procurement officials regarding sustainable procurement principles?
2. Which key procurement categories and priority areas should Bangladesh Television (BTV) focus on immediately to advance sustainable procurement practices?

## 1.4 Scope of this study

This study focuses on examining the procurement practices of Bangladesh Television (BTV) with particular emphasis on integrating environmental, social, and economic sustainability considerations. It covers procurement activities related to works, goods, and services within BTV's operational framework, investigating existing sustainable procurement initiatives, identifying challenges and opportunities, and proposing a systematic approach to enhance sustainability in procurement processes. The research is contextualized within Bangladesh's public sector procurement system, guided by the Public Procurement Act (PPA) 2006, Public Procurement Rules (PPR) 2008 and Bangladesh e-Government Procurement (e-GP) Guidelines (Revised), 2025.

Data were collected from BTV officials and relevant stakeholders as primary sources, complemented by secondary sources such as organizational records, policy documents, academic literature, and reputable online materials. However, the study does not evaluate the financial performance of procurement contracts nor conduct technical audits of procurement activities.

The scope is delimited to BTV, excluding other public or private sector organizations in Bangladesh, and focuses solely on procurement-related sustainability aspects, excluding broader organizational sustainability initiatives. The data collection is limited to available personnel and accessible secondary information, which may affect the broader applicability of the findings. Additionally, the study analyzes procurement practices during the defined study period without a longitudinal perspective on changes over time.

## 1.5 Limitations of this study

While this study aims to provide comprehensive insights into sustainable procurement practices at Bangladesh Television (BTV), certain limitations should be acknowledged. First, the research is confined to a single public sector organization, which may limit the generalizability of the findings to other institutions or sectors in Bangladesh.

Second, the study relies primarily on self-reported data from procurement officials and staff, which may be subject to response bias or inaccuracies. Additionally, time and resource constraints limited the sample size and scope of data collection, potentially affecting the depth of analysis.

Third, secondary data sources such as organizational records and published literature may not fully capture all recent developments or informal practices related to procurement sustainability.

Lastly, the study focuses on the current procurement framework without a longitudinal analysis, which restricts understanding of how sustainable procurement practices evolve over time.

Despite these limitations, the research provides valuable insights and practical recommendations relevant to advancing green and sustainable procurement within BTV and similar public organizations.

## Chapter 2: Literature Review

Before initiating the research process, an extensive and critical review of the relevant literature was conducted. The review focused on the concept of sustainable procurement, with particular emphasis on sustainable public procurement that integrates environmental management alongside social and economic considerations in government sector procurement. It also examined potential drivers and barriers to the adoption of sustainable procurement practices, as well as the processes and functions that define public procurement in Bangladesh. To build a comprehensive understanding of these areas, a diverse range of sources—including books, peer-reviewed journals, policy documents, and scholarly articles—were systematically analyzed.

### 2.1 Concept of Procurement in the Public Sector

Procurement refers to the procedure an organization uses to enter into supplier contracts for the purchase of products, works, and services is referred to as procurement. Moreover, it is the entire process of allocating responsibilities to businesses, stakeholders, and everyone else who works to satisfy customers (Silva & Kulatunga 2022). Procurement can be broadly defined as "the process of obtaining goods or services in any way, including purchasing, hiring, leasing, and borrowing" (CIPS).

The concept of procurement in the public sector refers to the processes and activities through which government and public institutions acquire goods, works, and services to meet public needs and ensure the delivery of public services. Unlike private sector procurement, which mainly focuses on profit maximization and competitive advantage, public sector procurement emphasizes accountability, transparency, fairness, and value for money, as it is funded by taxpayers' money. According to Thai, K. V. (2001), "Public procurement refers to the acquisition of goods, services and works by governments and public institutions using public funds, with the objective of achieving value for money while ensuring transparency, accountability, and fair treatment of suppliers." So, Public procurement refers to the process by which government entities acquire goods, works, and services from external suppliers using public funds. It is fundamentally about spending taxpayers' money to enable public bodies to deliver their mandated functions (OECD, 2016). Because of the significant share of GDP, it represents—often between 12% and 20% in many countries—public procurement is a key driver of economic activity and an important tool for achieving broader policy goals (World Bank, 2020).

In Bangladesh, public procurement is governed by a structured legal and regulatory framework, primarily the Public Procurement Act 2006 (PPA 2006) and the Public Procurement Rules 2008

(PPR 2008), along with subsequent amendments and guidelines. These frameworks aim to ensure fairness, transparency, efficiency, and value for money, while reducing risks of corruption, coercion, and collusion (World Bank, 2017).

Public procurement has significant societal impacts. As Joarder (2015) notes, it can stimulate or hinder economic development, promote or undermine social and environmental objectives, and directly influence citizens' quality of life. Effective public procurement can ensure that citizens have access to infrastructure, health, education, and other essential services. Conversely, mismanagement or politicization—such as awarding contracts to inefficient or politically connected firms—can lead to resource wastage and service delivery failures.

Public sector has a large capacity to influence the economy through spending (Islam and Siwar, 2013). The following table represents the size of the public sector of Bangladesh.

Table 2.1 Size of the public sector expenditure in last three FY (Figure in crore BDT)

| | 2022-23 | 2023-24 | 2024-25 |
|---|---|---|---|
| GDP at current price | 44,90,842 | 50,48,027 | 55,52,753 |
| Government expenditure | 6,78,064 | 7,61,785 | 7,97,000 |
| **Public expenditure as % of GDP** | **6.62** | **6.62** | **6.97** |

*(Source: FD, 2025, DSE, Bangladesh Bank)*

## 2.2 The concept of Sustainability

Sustainability refers to the capacity of an activity to be maintained over time without diminishing its core essence or functionality. More specifically, it emphasizes ensuring that the actions undertaken today do not compromise or endanger the ability to achieve future goals or maintain an acceptable quality of life. The concept of sustainability has undergone a significant evolution since its introduction by the Brundtland Commission in 1987, which defined it as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development [WCED], 1987). In contemporary discourse, sustainability has expanded into a multidimensional framework encompassing environmental integrity, social equity, and economic resilience (Purvis, Mao, & Robinson, 2019). Recent approaches emphasize the need to operate within planetary boundaries, balance economic growth with ecological stewardship, and ensure social inclusiveness, thereby making sustainability both a global imperative and a local responsibility (Rockström et al., 2009).

In 1994, the term “Triple Bottom Line” (TBL) was coined by John Elkington to provide an accounting framework that encourages nations and organizations to measure and report their performance across three dimensions: economic, social, and environmental. This framework emphasizes that sustainable success requires balanced consideration of financial outcomes, societal impact, and environmental stewardship.

Sustainability encompasses three interrelated pillars, often referred to as the triple bottom line:

1. Environmental sustainability, which emphasizes the responsible use of natural resources, reducing pollution, and preserving ecosystems.
2. Social sustainability, which stresses equity, social inclusion, and community well-being.
3. Economic sustainability, which highlights efficiency, resilience, and the capacity of economic systems to support long-term growth (Elkington, 1997).

### 2.3 The Concept of Sustainable Procurement

Sustainable procurement refers to the process of acquiring goods and services taking into account environmental, economic and social impacts throughout entire life cycle, ensuring long-term value for money. Additionally, it considers whole life costing with not only the initial cost of acquisition but also the costs of maintenance and disposal in order to contribute in overall sustainable goals.

Sustainable procurement can be defined as the acquisition of goods, works, and services in a manner that considers not only the initial cost of acquisition but also the long-term costs associated with maintenance, operation, and disposal. It emphasizes assessing the whole life-cycle cost at the outset of the procurement process while integrating the economic, social, and environmental dimensions of sustainability (Walker & Brammer, 2012; UNEP, 2017). Unlike conventional procurement, which primarily focuses on fulfilling immediate purchasing needs, sustainable procurement aims to achieve broader strategic objectives, such as promoting resource efficiency, addressing climate change, advancing social responsibility, and fostering long-term economic sustainability (Preuss, 2009; McCrudden, 2004). The supply chain plays a crucial role in this process, requiring strong collaboration and consultation among stakeholders to ensure sustainability outcomes are effectively realized (Testa et al., 2016).

In the Bangladesh context, Bangladesh Public Procurement Authority (BPPA) has formulated a Sustainable Public Procurement (SPP) Guide 2024, allowing measures like flexible tender documents, subdivision of contracts into smaller lots, and preferential consideration for SMEs and women-owned businesses in public tenders. Sustainable procurement here explicitly includes whole-

life cost criteria, and evaluation of social, environmental, and economic aspects in awarding contracts.

Potential ways to procurement function to add value through sustainability are as follows-

| | |
|---|---|
| Profit (Economic Value) | - Fostering local economic development by supporting small and medium-sized enterprises (SMEs) |
| | - Ensuring long-term value for money |
| | - Creates opportunities for economic innovation |
| | - Sourcing efficiencies, innovation, supplier involvement, and Continuous quality improvement. |
| Planet (Environmental Value) | - Embedding environmental considerations into the design and specification of products and services |
| | - Adoption of green innovations and eco-friendly alternatives |
| | - Reduces reliance on non-renewable inputs and supports the conservation of biodiversity |
| | - Ensuring resources are used optimally and sustainably |
| | - Strategically designed to minimize waste generation, air and water pollution, and greenhouse gas (GHG) emissions |
| | -Promotes 4R policy (Reduce, Re-think, Re-use, Recycle) |
| People (Social value) | - Monitoring supplier practices to ensure compliance with internationally recognized human rights and labor standards |
| | - Emphasize sourcing from local small and medium-sized enterprises (SMEs) and marginalized groups |
| | - Contributes to health and safety of products and services |

Table 2.2: Value Creation through Sustainable Procurement

2.4 Potential Drivers for Sustainable Public Procurement

Sustainable Public Procurement (SPP) is increasingly recognized as a strategic approach to achieving broader policy objectives, encompassing economic, social, and environmental goals- can and should be integrated into national planning and policymaking. Drivers are forces which can be both internal and external factors that motivate organizations to integrate sustainability considerations into their procurement processes. Followings are the major drivers linking with Triple Bottom Line for sustainability in procurement practices:

| Driver | Description | TBL Dimension |
|---|---|---|
| Corporate Governance | Leadership, policies, and strategic oversight that embed sustainability into organizational decision-making. | Profit, People |

| Driver | Description | TBL Dimension |
|---|---|---|
| Transparency | Clear reporting, disclosure, and accountability mechanisms in procurement decisions. | People, Profit |
| Markets | Demand for sustainable products and services from consumers, clients, and stakeholders. | Profit, Planet |
| Values | Organizational commitment to ethical, social, and environmental responsibilities. | People, Planet |
| Lifecycle Technology | Adoption of technologies and practices that reduce environmental impact across the product lifecycle. | Planet |
| Partnerships | Collaboration with suppliers, industry peers, and stakeholders to advance sustainability objectives. | People, Planet |

Table 2.3: Potential drivers of sustainable procurement

## 2.5 Challenges to Sustainable Public Procurement

The potential challenges of sustainable procurement primarily encompass issues such as limited awareness and knowledge among stakeholders, higher upfront costs of sustainable products and services, insufficient supplier capacity to meet sustainability requirements, weak or poorly enforced policy frameworks, difficulties in measuring and evaluating sustainability outcomes, and organizational resistance to change.

According to the research by Walker & Brammer (2009), the main obstacle to the adoption of SPP is the general public's lack of knowledge regarding the true environmental impact of the products they buy. The development of positive procurer behaviour is crucial for businesses if they want to make the most of their workforce's potential and undertake SPP successfully. Studies by Björklund (2011) and Bouwer et al. (2006) highlight environmental training as a critical component of sustainable procurement. For successful implementation, organizations must understand the principles of sustainable public procurement (SPP) as well as the relevant governmental rules and regulations. Consequently, organizations should develop training programs and tools that enable employees to actively engage in sustainable purchasing practices (Gomes & Jabbour, 2017).

The implementation of green public procurement can be either accelerated or hindered depending on the level of top management commitment, as well as the design of organizational structures and processes (Ashenbaum, 2008; Björklund, 2011; Teutemann, 1990). According to studies

(Ashenbaum 2008; Björklund 2011, Kipkorir & Wanyoike 2015), the adoption of 21 sustainable procurement in the public sector is significantly hampered by a lack of managerial commitment.

Organizations are often motivated to engage in sustainable procurement by clear, government-backed regulations (Oruezabala & Rico, 2012). Additionally, Davis (2011) emphasized that governments should mandate certain green practices across all industries to promote environmental sustainability. Through incentives, businesses can be encouraged to purchase eco-friendly products (Thomson & Jackson, 2007). Organizations that implement sustainable procurement principles may also benefit from rewards such as tax breaks or price concessions (Zhu, Geng, & Sarkis, 2013).

Key challenges—including limited awareness, weak policies, insufficient supplier capacity, and organizational resistance—can hinder implementation. These obstacles can be addressed through targeted training, clear regulations, government incentives, and strong management commitment, ensuring more effective and consistent adoption of sustainable procurement practices.

## Chapter 3: Public Procurement and Bangladesh Television (BTV)

In Bangladesh, public procurement accounts for a significant share of national expenditure, and thus ensuring efficiency, transparency, and accountability in this process is essential. As Bangladesh Television is a public sector organization, it must comply with respective laws, rules and guidelines.

### 3.1 Legal framework of public procurement in Bangladesh

The country now spends an amount equivalent to USD 30 billion on public procurement every year. About 45 per cent of the national budget and about 85 per cent of the Annual Development Program (ADP) is spent on public procurement (Source: BPPA Website). The Government of Bangladesh, as part of strengthening overall sectoral governance, embarked upon a comprehensive effort to improve performance of public procurement. In order to achieve its aim and objective, a permanent unit, named Central Procurement Technical Unit (CPTU) was established in 2002 as implementing unit in the field of procurement reform and reform implementation monitoring. Reform process was carried out with ultimate outcomes of formulation and issuance of a unified procurement processing system (Public Procurement Regulations 2003), Implementation Procedures for PPR 2003, Public Procurement Processing and Approval Procedures (PPPA), Revised Delegation of Financial Powers (DOFP) and several Standard Tender Documents (STD's)/Standard Request for Proposal Document for the procurement of Goods, Works and Services.

The legal framework of public procurement in Bangladesh is primarily guided by the Public Procurement Act (PPA) 2006 and the Public Procurement Rules (PPR) 2008, supported by various standard documents and procedures issued by the BPPA. The BPPA has developed Standard Tender Documents (STDs) for goods and works, as well as Standard Requests for Proposals (SRFPs) for services, in order to ensure uniformity and transparency in procurement processes across government entities. In addition, the Ministry of Finance has issued the Revised Delegation of Financial Powers (DoFP) to public sector corporations, autonomous bodies, department heads, chief engineers, and project directors, thereby facilitating the smoother implementation of procurement functions at different administrative levels.

Bangladesh follows a decentralized procurement system, under which ministries and their line agencies are directly responsible for implementing procurement activities. These functions are carried out at multiple tiers, ranging from central offices to field-level offices at district and upazila levels. While ministries at the central level generally handle limited procurement—primarily food grains, printing, and stationery (World Bank, 2002)—the majority of procurement responsibilities fall upon large implementing agencies. These include the Bangladesh Television (BTV), Bangladesh

Railway, Roads and Highways Department (RHD), Local Government Engineering Department (LGED), Public Works Department (PWD), Education Engineering Department (EED) and Health Engineering Department (HED) among others. Collectively, these agencies undertake substantial procurement activities necessary for infrastructure development, service delivery, and sectoral operations.

In addition to line departments, a number of state-owned corporations and autonomous bodies also carry out large-scale procurement functions. Key examples include the Bangladesh Water Development Board (BWDB), Bangladesh Power Development Board (PDB), Bangladesh Chemical Industries Corporation (BCIC), Bangladesh Petroleum Corporation (BPC), Bangladesh Steel and Engineering Corporation (BSEC), Bangladesh Agricultural Development Corporation (BADC), and the Bangladesh Jute Mills Corporation (BJMC). Semi-government and autonomous entities such as the Dhaka Electric Supply Company (DESCO), Dhaka Power Distribution Company (DPDC), and several companies under Petrobangla also play significant roles in public procurement. These organizations finance their activities through a combination of internally generated funds and allocations from the Annual Development Program (ADP), thus contributing substantially to the overall procurement landscape of the country.

Taken together, the decentralized nature of the procurement system, supported by ministries, line departments, corporations, and autonomous bodies, ensures that procurement functions are implemented nationwide in line with the PPR 2008 and the standardized tools developed by CPTU. In 2006, the Public Procurement Act 2006 was passed by Parliament. The Public Procurement Rules 2008 was framed under the PPA 2006. Both the Act and Rules were given effect in 2008. On 2 June 2011, the electronic Government Procurement (e-GP) portal was inaugurated to digitize the public procurement process. On 2023 BPPA developed Sustainable Public Procurement Policy and Sustainable Public Procurement Guide 2024. However, the Public Procurement Act, Public Procurement Rules and e-GP Guidelines are being revised and e-GP Guideline revised as Bangladesh e-Government Procurement (e-GP) Guidelines (Revised), 2025.

### 3.2 Public procurement techniques in Bangladesh

The guiding principles of public procurement in Bangladesh are embedded in the rationale for enacting the Public Procurement Act (PPA), 2006. Accordingly, the core objectives of public procurement can be summarized as follows:

-Ensuring equal opportunity for all eligible bidders,

-Providing fair treatment to participants throughout the process,

Achieving value for money in the use of public resources,

-Upholding the principle of non-discrimination, and

-Contributing to social and industrial development through procurement activities.

The Public Procurement Rules (PPR), 2008 prescribe various 6 (six) methods for goods and works and 8 (Eight) methods for Services, categorizing them into domestic and international procurement. For both international and domestic procurement, the Open Tendering Method (OTM) is considered the preferred approach, as it ensures equal opportunity for all bidders, promotes open competition, and requires adequate public advertisement of tenders. However, the PPR 2008 also allows the use of alternative procurement methods under specific circumstances with prior approval must be obtained from the Head of the Procuring Entity (HOPE), provided that their application can be justified on technical and economic grounds.

3.3 Sustainability addressed in Public Procurement Documents

At present, public procurement in Bangladesh is governed primarily by two key legal instruments: the Public Procurement Act (PPA), 2006 and the Public Procurement Rules (PPR), 2008. In addition to these regulations, the Central Procurement Technical Unit (CPTU) has developed a range of Standard Tender Documents (STDs) for goods and works, as well as Standard Requests for Proposals (SRFPs) for services. These standardized documents are designed to accommodate different scales and volumes of procurement, ensuring consistency, transparency, and efficiency across government procurement activities.

Table 3.1 shows the sustainability factors those have been addressed in public procurement documents-

| **Area of Performance** | **Sections/Rules/Clauses relevant to procurement document** |
|---|---|
| Environmental Sustainability | **According to Rule 29 (5), PPR, 2008** Procuring Entities shall prepare the specifications in close cooperation with the concerned user or beneficiary and follow among others, the standards approved or published by (a) the International Organization for Standardization (ISO) (b) the International Electrotechnical Commission (IEC) and (c) Standards determined by Bangladesh Standard and Testing Institute (BSTI) or any other national or international institute. |
| | As per **GCC 27.1, STD-PW3:** (a) Take all reasonable steps to protect the environment on and off the Site and to avoid damage or nuisance to persons |

| Area of Performance | Sections/Rules/Clauses relevant to procurement document |
|---|---|
| | or to property of the public or consequence of the Contractors methods of operation. |
| | As per **GCC 29.2, STD-PW3**: The Contractor, in particular, shall provide proper accommodation to his or her laborers' and arrange proper water supply, conservancy and sanitation arrangements at the site for all necessary hygienic requirements and for the prevention of epidemics in accordance with relevant regulations, rules and orders of the government. |
| Economic Sustainability | **According to Rule 15(2), PPR, 2008,** The Procuring Entity shall take into account the following when determining the method of Procurement and consolidating of Goods packages:<br>(a) availability of the relevant Goods in the local market;<br>(b) quality, sources and brand of the Goods available in the local market;<br>(c) price levels of the designated Goods;<br>(d) Risks related to supply in the local and international markets. |
| | **According to Rule 15(7), PPR, 2008,** In the case of determining the method of Procurement for Works, the Procuring Entity shall consider the following:<br>(a) the prevalent conditions of the contracting industry;<br>(b) expected competition; |
| | **According to Rule 29(3), PPR, 2008,** There shall be no reference, in technical specification of Goods, to a particular trade mark or trade name, patent, design or type, named country of origin, producer or service supplier. |
| | **As per GCC 21.1, STD-PG3**, Adjustment of contract price: If amendment to order increases or decreases of the cost of the delivery, an equitable adjustment in contract price should be mutually agreed upon between the parties concerned. |
| | **As per GCC 71.1, STD-PW3,** Prices shall be adjusted for fluctuations in the cost of input only if provided for in the PCC by applying the respective price adjustment factor to the payment amount. The indices to be used are as published by the BBS. |

| Area of Performance | Sections/Rules/Clauses relevant to procurement document |
|---|---|
| Social Sustainability | **According to Rule 15(2), PPR, 2008,** The Procuring Entity shall take into account the following when determining the method of Procurement and consolidating of Goods packages:<br>(a) capacity of local Suppliers to supply the required quantities;<br>(b) capacity of the national industry and quality of its products;<br>(c) market conditions and expected competition. |
| | **According to Rule 83(1)(e), PPR, 2008,** The Tender Document may allow for a domestic preference as defined in Schedule-2 to provide local manufacturers, Suppliers and Contractors with a price advantage over their international competitors for the purpose of promoting domestic products or industries. |
| | **As per GCC 27.1, STD-PW3,** The Contractor shall throughout the execution and completion of the Works and the remedying of any defects therein:<br>(a) take all reasonable steps to safeguard the health and safety of all workers working on the Site and other persons entitled to be on it, and to keep the Site in an orderly state; |
| | **As per GCC 28.1, STD-PW3, The** Contractor shall not perform any work on the Site on the weekly holidays, or during the night or outside the normal working hours, or on any religious or public holiday, without the prior written approval of the Project Manager. |
| | **As per GCC 29.1, STD-PW3,** The Contractor shall comply with all the relevant labor Laws applicable to the Contractor's personnel relating to their employment, health, safety, welfare, immigration and shall allow them all their legal rights. |
| | **As per GCC 30.1, STD-PW3,** The Contractor shall not employ any child to perform any work that is economically exploitative, or is likely to be hazardous to, or to interfere with, the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral, or social development in compliance with the Applicable labor laws and other relevant treaties ratified by the government. |

# Chapter 4: Methodology

## 4.1 Statement of the Research Work

This study was conducted to assess the current procurement practices in the public sector of Bangladesh including BTV, with a particular focus on how they address the economic, social, and environmental criteria of sustainable procurement.

## 4.2 Methods of the Research Work

The data for this research were obtained from two distinct sources; primary sources and secondary sources. Primary data is collected by questionnaire survey from respective government officials who are actively involved in procurement function at public sector including Bangladesh Television (BTV). Secondary data for this research were obtained from various sources, including government office website, online newspapers, organizational office records, published research works, academic journals, and relevant information gathered through internet browsing. This combination of primary and secondary data provided a comprehensive basis for analyzing the current state of sustainable procurement practices at BTV.

For performing this research and addressing the research objectives, this study utilized a mixed-method approach, combining both quantitative and qualitative techniques. A structured questionnaire survey was employed as the primary research instrument for data collection. Data were collected using a semi-structured and pre-tested questionnaire designed to capture the perceptions of procurement practitioners regarding sustainability issues, as well as the opportunities and challenges associated with their implementation.

The questionnaire included both open-ended and close-ended questions to capture comprehensive insights into respondents' perceptions. For close-ended questions, a five-point Likert scale was employed, ranging from 'strongly disagree' (1) to 'strongly agree' (5), covering economic, social, and environmental aspects of public procurement. On the other hand, checkbox questions allow respondents to select multiple options with comment, providing valuable insight into the range of factors or preferences that influence their views on sustainability in procurement. Moreover, when assessing sustainability in procurement, multiple-choice questions help to pinpoint key areas of agreement or divergence among respondents, thereby facilitating a clearer understanding of dominant trends and challenges in the field.

## 4.3 Sample Size

The sample size for this study was limited to 23 respondents due to the scope and time constraints of the research. Procurement practitioners were identified as employees engaged in managerial functions, ranging from Entry-Level Officers (Grade-9) to Director or Executive-level positions within the selected organization. There are two categories of samples, among them 10 are from BTV's office personnel and rest 13 is from other Public Sector officials.

A total of 23 respondents, directly involved in public procurement, were selected through a simple random sampling method. Data were gathered from Bangladesh Television and key public sector organizations such as the Directorate of Agricultural Extension, Bangladesh Bureau of Educational Information and Statistics (BANBEIS), Titas Gas Transmission and Distribution Company Ltd, Department of Agricultural Extension, Local Government Engineering Division, Public Works Department, Department of Roads and Highway, Department of Livestock's and the Bangladesh Water Development Board. The sample size was also determined by considering both time constraints and the practical convenience of the study.

## Chapter 5: Findings and Discussion

In this chapter, the research findings are presented in alignment with the stated objectives. The analysis of data collected through the questionnaire survey and provides detailed information on the survey findings. The data were obtained from procurement professionals at different levels within public sector including Bangladesh Television, using a structured questionnaire, with the aim of addressing the research objectives outlined in Chapter One. The qualitative findings are discussed first, followed by the quantitative survey results, which are integrated with the qualitative insights. The quantitative data are illustrated through figures and tables, accompanied by relevant explanations. A concise discussion is provided to clarify and interpret the findings.

### 5.1 Information of the Respondents

A structured questionnaire was designed to cover not only the three key aspects of sustainable procurement but also information related to organizational procurement practices. The questionnaire was divided into three sections. The questions were carefully framed to remind respondents of the concepts and dimensions of sustainability, thereby encouraging them to reflect on its relevance in procurement. In addition, a set of general questions was included at the end to capture respondents' perceptions of the potential drivers and obstacles to sustainable procurement.

Approximately eighteen questions were included in the questionnaire, which generated a substantial number of responses for the researcher. For the survey, a total of twenty-two officials from the public sector, including Bangladesh Television (BTV), were interviewed using the same questionnaire. These officials were selected due to their direct involvement in public procurement activities within their respective jurisdictions. Respondents were randomly chosen and interviewed, with their average procurement experience ranging from one year to over twelve years. Since BTV is one of the prime agencies of the government, procurement of goods constitutes the majority of its portfolio, accounting for approximately 80%, while works represent around 5% and services less than 15%. Although some respondents were not directly engaged in procurement execution, they were involved in planning and design activities, which also encompass significant sustainability considerations.

#### 5.1.1 Key responsibility of the respondent in public procurement process

The highest respondents (33%) are actively involved in participating the development of specifications is the most common responsibility, suggesting that a significant proportion of individuals are engaged in the crucial task of defining procurement requirements and specifications. This role is pivotal in shaping the procurement process. Acting as a member or chairperson of the tender evaluation committee (26%) follows closely behind. This indicates a noteworthy number of

individuals are involved in the critical task of evaluating tender submissions, a task that directly influences procurement outcomes. Receiving instructions and implementing them (24%) also reflects a common role, highlighting the importance of execution and adherence to procurement directives.

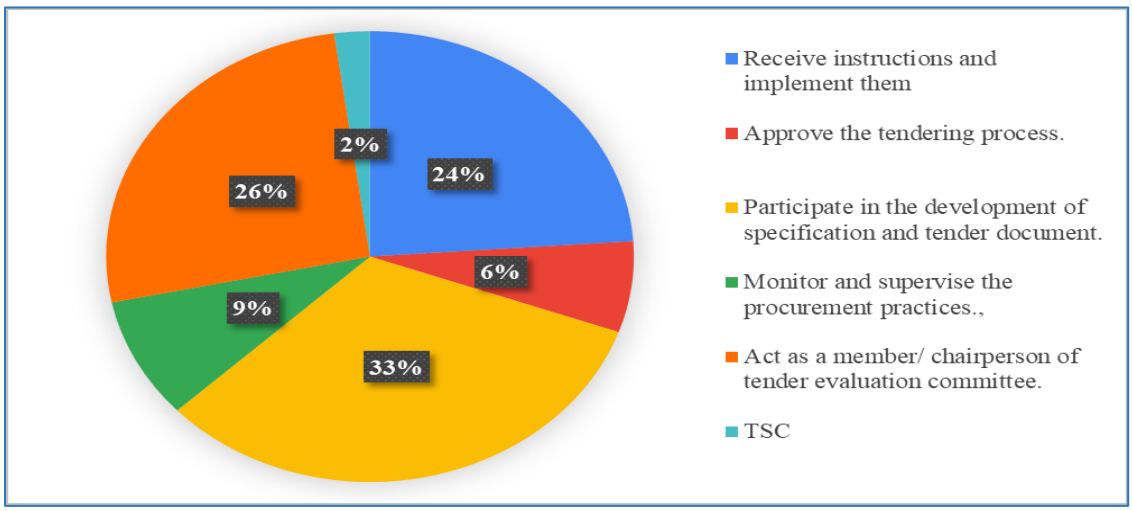


Figure 5.1: Role of respondent in public procurement process

### 5.1.2 Years of Experience in Public Procurement

The years of experience of the respondents ranged from 0 to above 12 years. For analytical purposes, respondents were classified into three categories: young professionals (≤4 years), mid-level professionals (4-8 years), and senior professionals (≥12 years). The majority (41%) of procurement practitioners fell within the senior category, while 36% were classified as mid-level professionals and 23% as young professionals. This distribution indicates that the respondent group is composed largely of individuals with substantial professional experience, ensuring that the findings reflect the perspectives of practitioners with considerable exposure to procurement processes.

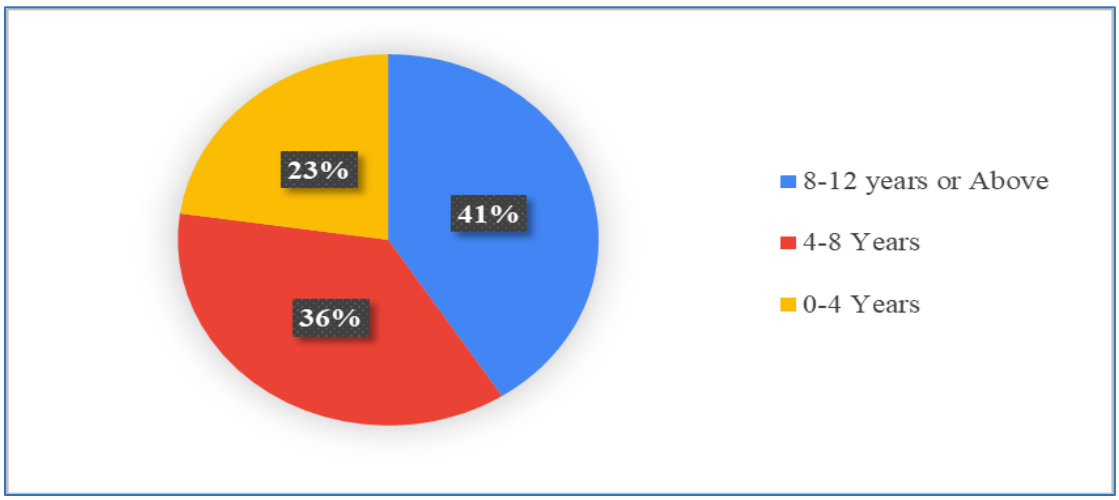


Figure 5.2: Experience of respondent in public procurement

### 5.1.3 Training on Relevant Areas of Public Procurement and Sustainable Procurement

The high familiarity with public procurement (91.3%) is positive and shows strong foundational knowledge. However, the relatively low familiarity with sustainable procurement, the Sustainable Procurement Guide 2024, and responsible procurement practices (ranging from 25% to 36%) indicates that significant efforts are still required to build capacity in these areas. The findings emphasize the need for targeted training programs, updated resources, and stronger initiatives to integrate sustainability and ethics into procurement practices.

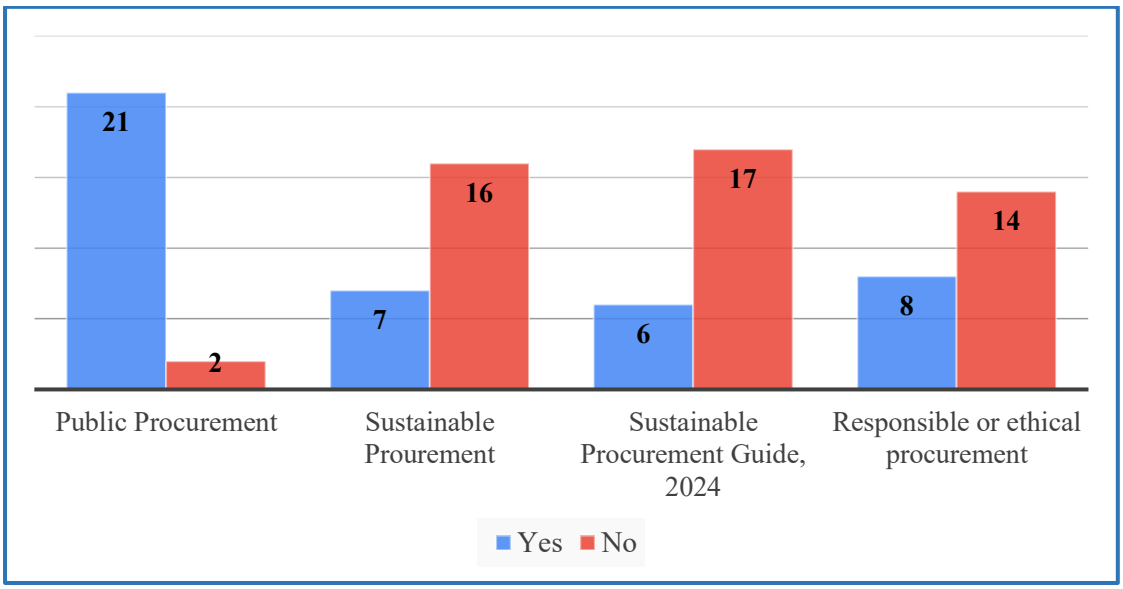


Figure 5.3: Training of respondent in procurement process

## 5.2 Analysis of the Responses

As the questionnaire was designed to gather data on current sustainable procurement practices in the public sector of Bangladesh, including Bangladesh Television, this section presents the responses in detail and analyzes them in light of the social, economic, and environmental criteria.

### 5.2.1 Perception in Regard to Environmental Aspect of Sustainability

#### *5.2.1.1 Environmental Impact of Project Implemented by BTV*

Figure 5.4 shows that a significant portion (30%) of respondents are neutral, indicating uncertainty or lack of strong opinion on the matter. However, a combined 45% (25% Agree + 20% Strongly Agree) perceive that BTV projects can have adverse social and environmental impacts. Only 25% (10% Strongly Disagree + 15% Disagree) believe otherwise. This suggests a general concern among respondents regarding the potential negative effects of BTV projects on social and environmental aspects.

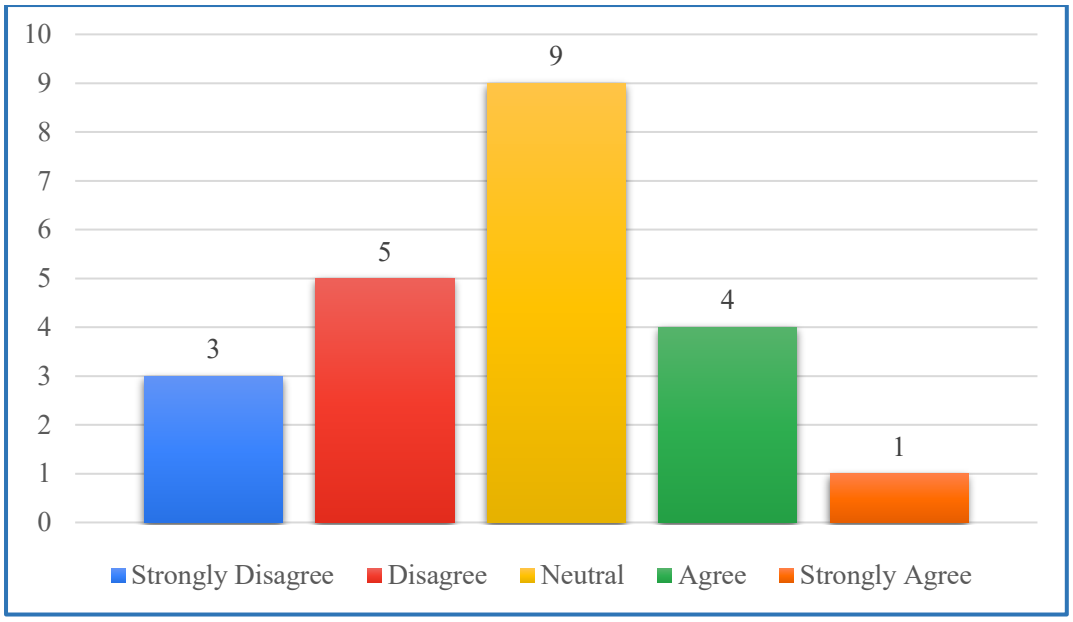


Figure 5.4: Environmental impact of Project Implemented by BTV

*5.2.1.2 Consideration of Reuse, Repair and Modification*

Figure 5.5 shows that 41% of respondents always consider options for reuse, repair, or modification before making new purchases, indicating a strong inclination towards sustainable procurement practices. However, majority (55%) of the respondents consider sometimes, suggesting that while not always practiced, sustainable considerations are present. Only 4% never consider these options, highlighting a minor area for improvement in promoting sustainable practices.

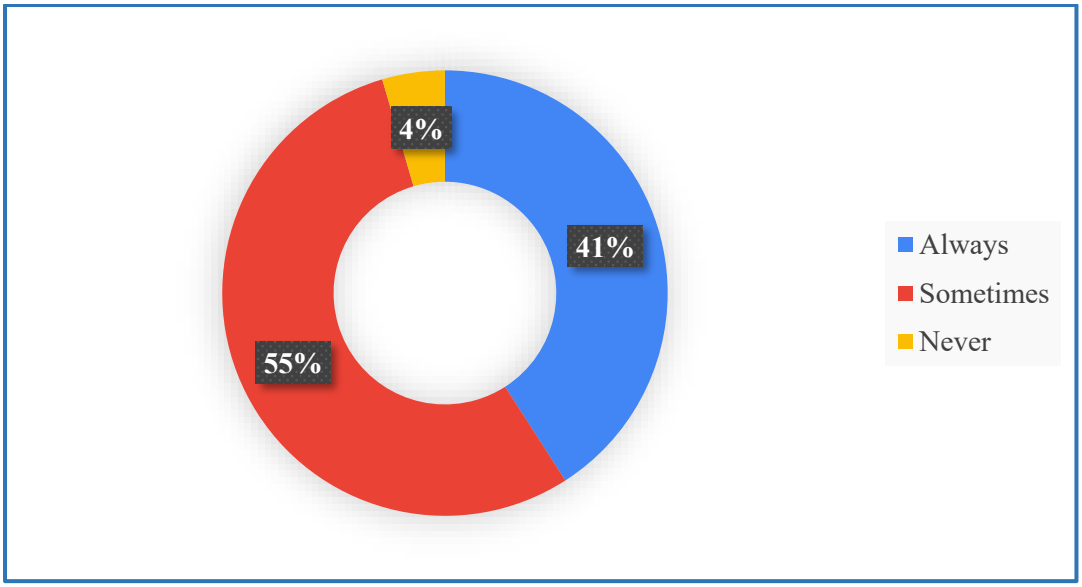


Figure 5.5: Reuse, Repair and Modification before Purchasing Decision

*5.2.1.3 Consideration of Asset Disposal*

Figure 5.6 shows that 50% of the respondents consistently consider disposal in procurement, showing a strong awareness of environmental sustainability. 30% of the respondents portion considers disposal occasionally, suggesting room for improvement. And 20% of the respondents do not consider disposal, indicating a gap in sustainable procurement practices and training and awareness programs could further improve consideration of disposal in procurement decisions.

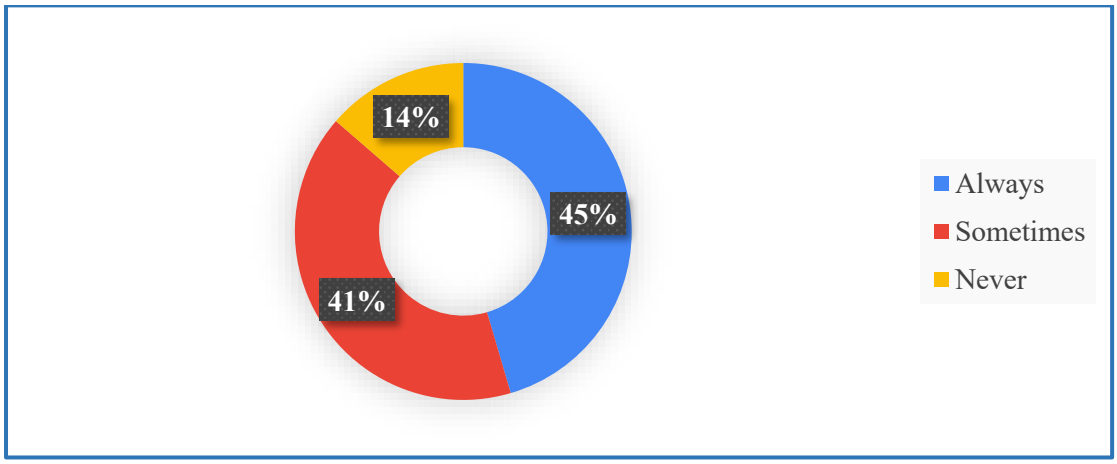


Figure 5.6: Asset Disposal Perception of Respondents

5.2.2 Perception in Regard to Economic Aspect of Sustainability

*5.2.2.1 Consideration of Whole Life Costing (WLC)*

Figure 5.7 demonstrate majority (65%) and (4%) of the respondents consistently consider environmental impact in bid evaluations, showing strong commitment to green procurement by taking consideration on WLC. However, a considerable portion (17%) occasionally considers factors of WLC, suggesting partial adoption of sustainable procurement practices. Around 9% of the group ignores economic and environmental criteria, indicating an area for improvement through policy reinforcement or training.

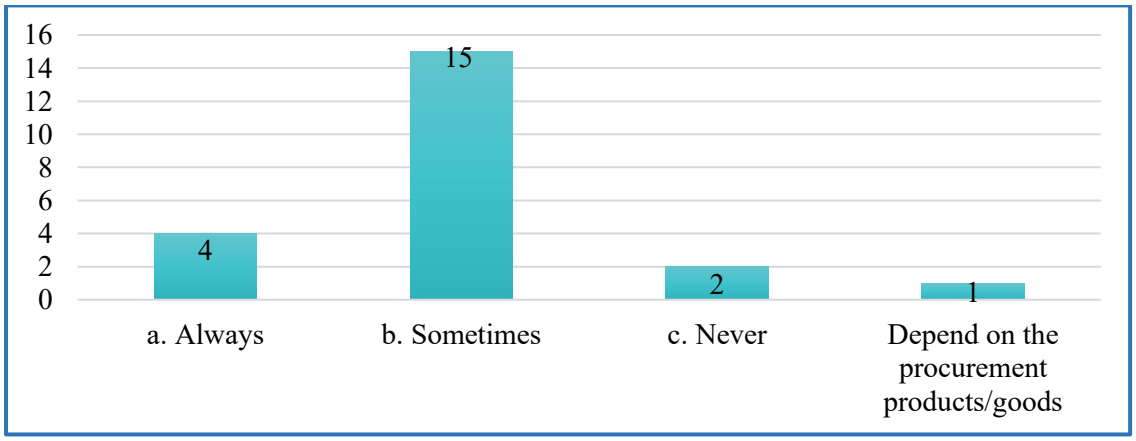


Figure 5.7: WLC Consideration of Respondents

### 5.2.3 Towards Sustainability Procurement Practices

Figure 5.3 illustrates that approximately 91% of respondents are either familiar with or have received training in sustainable procurement. This indicates that the concept of sustainable procurement is not unfamiliar to the majority of practitioners, who have a solid foundation in the core regulatory and procedural aspects of procurement. However, the relatively lower levels of training and familiarity specifically related to sustainable procurement suggest that while general procurement capacity is well established, the integration of sustainability principles into day-to-day practices remains an evolving area within BTV.

#### *5.2.3.1 Consideration of Sustainability Criteria in Specification*

Incorporating sustainability criteria into the specification stage facilitates a more systematic and transparent evaluation during the tendering process. Table 5.1 shows the responses from the *Question 8. While preparing tender specification, BTV should consider the sustainability issues*, that illustrates significant majority (60.86% and 13.04%) of respondents believe that sustainability issues should be considered during tender specification preparation. Besides, a small portion (8.69%) does not believe sustainability issues should be considered while preparing specification before float a tender.

Table 5.1: Consideration of Sustainability Criteria in Specification

| S/N | Response | Count | Percentage |
|---|---|---|---|
| 1. | Strongly Disagree | 2 | 8.69% |
| 2. | Disagree | 0 | 0% |
| 3. | Neutral | 3 | 13.04% |
| 4. | Agree | 3 | 13.04% |
| 5. | Strongly Agree | 14 | 60.86% |

#### *5.2.3.2 Consideration of Environmental Impact while Awarding Bids*

In the context of public procurement, where significant resources are allocated for various projects, it becomes crucial to consider environmental impacts when awarding bids. For organizations like Bangladesh Television (BTV), which plays a pivotal role in public service and outreach, embedding environmental sustainability into procurement practices can serve as a model for broader national efforts. The consideration of environmental impact while awarding bids can include evaluating suppliers based on their sustainability practices, such as reducing emissions, using eco-friendly materials, and promoting energy efficiency.

Table 5.2 shows the responses from the *Question 8. The issue of environmental impact should be a criterion for awarding bids to a supplier*, that illustrates 42.85% of respondents strongly agree, and 33.33% agree, emphasizing the significance of integrating environmental considerations into procurement decisions. Only a small proportion of respondents expressed disagreement or neutrality on this issue, with 14.28% strongly disagreeing, and 9.52% remaining neutral.

Table 5.2: Consideration of Environmental Impact while Awarding Bids

| S/N | Response | Count | Percentage |
|---|---|---|---|
| 1. | Strongly Disagree | 3 | 14.28% |
| 2. | Disagree | 0 | 0% |
| 3. | Neutral | 2 | 9.52% |
| 4. | Agree | 7 | 33.33% |
| 5. | Strongly Agree | 9 | 42.85% |

*5.2.3.3 Adaption of SPP Criteria as per Sustainable Procurement Guide 2024 into STD*

Table 5.3 shows the responses from the *Question 15. Do you think Sustainability criteria as per Public Procurement Guide 2024 should be included in Standard Tender Documents (STD)?*, that illustrates 81.8% of respondents agree, indicates a strong level of support and a general consensus among respondents on the relevance and importance of sustainable procurement criteria add into Standard tender Documents. Only a small proportion (around 18%) of respondents expressed disagreement on this issue, suggesting that there are some reservations or challenges regarding the implementation of these criteria.

Table 5.3: SPP Criteria as per Sustainable Procurement Guide 2024 into STD

| S/N | Response | Count | Percentage |
|---|---|---|---|
| 1. | Strongly Disagree | 3 | 13.63% |
| 2. | Disagree | 1 | 4.54% |
| 3. | Neutral | 0 | 0% |
| 4. | Agree | 9 | 40.9% |
| 5. | Strongly Agree | 9 | 40.9% |

*5.2.3.4 Awareness and Understanding of Procuring Entity (PE) Can Accelerate Sustainability in Procurement Practice*

A positive relationship between awareness and sustainability in procurement, with most respondents agreeing that improving awareness can accelerate sustainability efforts. Table 5.3 shows the responses from the *Question 16. Do you think better awareness and understanding can enable*

*Procuring Entity (PE) to introduce sustainability?* A combined 81.96% of responses fall into "Agree" (42.86%) and "Strongly Agree" (38.10%), indicates increasing awareness and understanding play a critical role in promoting sustainability within the procurement process. Only 19.05% (3 responses in "Strongly Disagree" and 1 in "Disagree") express opposition to the idea, which shows that the majority of respondents are optimistic or neutral about the role of awareness in sustainability.

Table 5.4: Awareness and understanding of (PE) can accelerate SPP

| S/N | Response | Count | Percentage |
|---|---|---|---|
| 1. | Strongly Disagree | 3 | 14.28% |
| 2. | Disagree | 1 | 4.76% |
| 3. | Neutral | 0 | 0% |
| 4. | Agree | 9 | 42.85% |
| 5. | Strongly Agree | 8 | 38.09% |

*5.2.3.3 Challenges to Adopt Sustainable Procurement in BTV*

Sustainable Public Procurement (SPP) requires the availability of goods and services that meet sustainability criteria, all while maintaining competitive pricing. However, price should be considered based on the whole-life cost of a product or service, not just the initial purchase cost. A key challenge in implementing SPP, particularly in BTV, is the legal framework, which continues to emphasize the initial purchase price in the tendering process. This focus on upfront costs undermines the integration of sustainability into procurement decisions.

Many respondents in our survey expressed concerns that the legal system does not adequately support SPP. This price differential makes it difficult for such products to succeed in competitive bidding processes. Moreover, procurement officers often face objections during auditing reports when they purchase products at a higher price, even if those products have clear environmental benefits.

Lack of awareness and access to information on sustainable alternatives further complicates the situation. Many respondents mentioned the absence of a robust knowledge base regarding sustainable procurement practices and products, which is essential for informed decision-making.

Figure 5.8 illustrates highest number (18) of responses, indicating that a significant challenge to sustainable procurement is the lack of expertise. Closely following the lack of knowledge (14) about

sustainable procurement is another critical barrier. A lack of leadership (13) in driving sustainable procurement practices signals the importance of top-down support for sustainability initiatives.

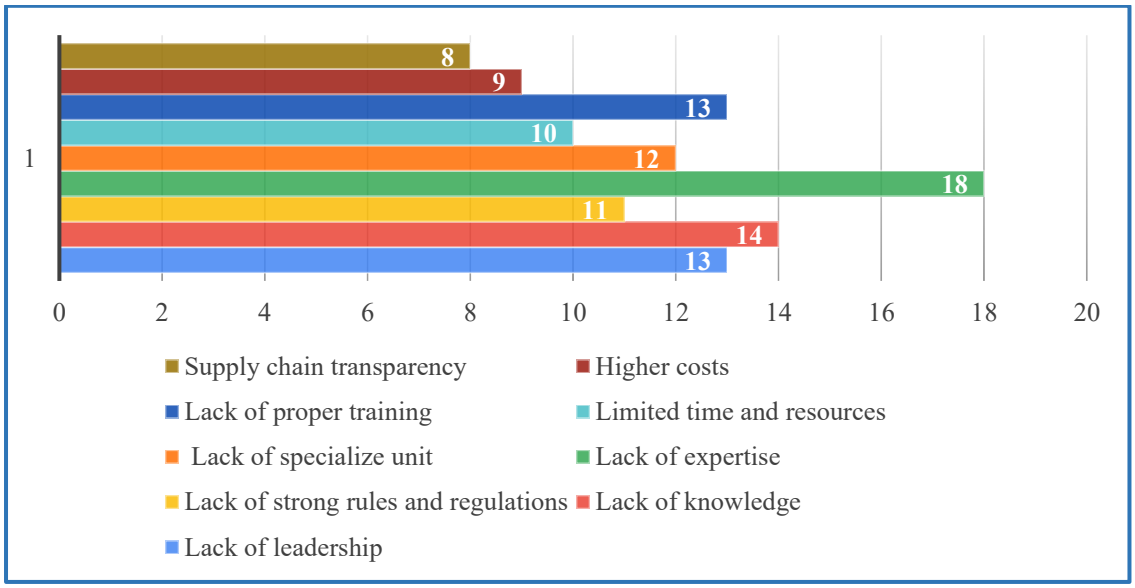


Figure 5.8: Key barriers for Sustainable Procurement Practices

To address these challenges, our survey participants were asked to identify the most significant barriers they perceive in the adoption of SPP within Bangladesh Television (BTV). Their responses highlighted the need for reforming in the rules and regulations, building awareness and management support.

*5.2.3.4 Considering Major Factors Achieving Sustainable Procurement Practices*

The responses *to Question 17 Select three major factors do you consider most important in achieving sustainable public procurement,* highlight the multifaceted nature of implementing sustainable public procurement. Addressing these key factors—awareness, rules and regulations, funding, willingness, and management support—will require a coordinated effort across various levels of BTV.

Table 5.5 shows, Awareness and Management Support are the two most frequent factors, both with a frequency of 19. This is an important insight as these factors likely form the foundation of successful sustainability strategies. If stakeholders are aware of the environmental, economic, or social aspects they need to address, and if management provides support, the chances of success are higher.

Rules & Regulations are highly mentioned (frequency of 18), further action should focus on developing or refining policies that encourage or require sustainability measures. This could include setting sustainability criteria on procurement process especially in specification, STD and evaluation

system, compliance on Sustainable Procurement Practice Guide 2024, compliance with asset disposal policy.

Funding and Willingness, although ranked slightly lower, are still important factors that are mentioned regularly. Funding ensures the necessary resources for implementing sustainability measures, while Willingness could reflect the readiness of individuals or organizations to adopt and invest in sustainability practices.

Table 5.5: Factors of achieving SPP

| S/N | Response | Frequency | Percentage | Rank |
|---|---|---|---|---|
| 1. | Awareness | 19 | 24% | 1 |
| 2. | Management support | 19 | 24% | 1 |
| 3. | Rules & Regulation | 18 | 23% | 2 |
| 4. | Funding | 12 | 16% | 3 |
| 5. | Willingness | 10 | 13% | 4 |

Figure 5.9 suggests that structural, regulatory, and leadership factors—namely awareness, management support, and rules and regulations—account for a significant 71% of the key drivers behind the success of initiatives aimed at achieving sustainability in the procurement process. These factors play a pivotal role in ensuring the effective implementation of sustainability practices. However, both funding and willingness also remain crucial considerations. Funding is particularly important when addressing the initial high costs associated with sustainable procurement, while willingness ensures compliance with relevant laws and regulations, as well as fostering a culture of sustainability within public procurement systems.

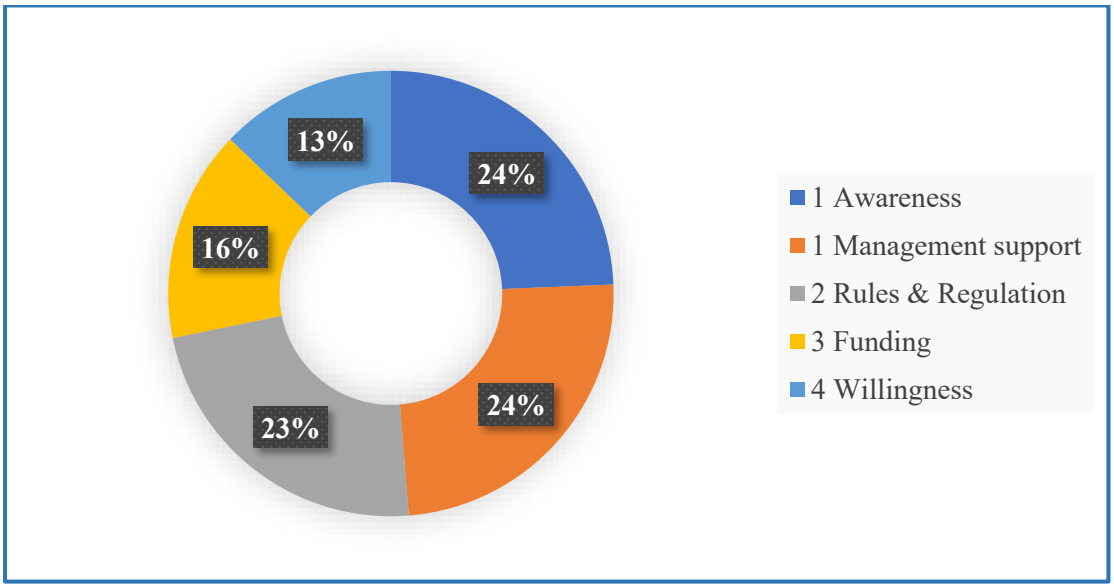


Figure 5.9: Key factors of achieving SPP

# Chapter 6: Recommendations and Conclusions

## 6.1 Conclusion

This study has provided valuable insights into the current state of sustainable procurement practices at Bangladesh Television (BTV). While there is growing awareness of sustainability within BTV's procurement processes, the practical integration of environmental, social, and economic factors remains limited. The study identified key challenges, including inadequate training, lack of supplier engagement, insufficient legal support, and barriers to considering whole-life costs.

However, the findings also revealed a significant desire among procurement officials to integrate sustainability into their practices, provided they receive the necessary training, leadership support, and updated policies. To facilitate the adoption of sustainable procurement, BTV must prioritize these areas by enhancing capacity building, reforming procurement frameworks, and fostering collaboration with suppliers.

By implementing the recommended strategies, BTV can significantly contribute to achieving sustainability goals while improving the efficiency and effectiveness of its procurement processes. Moreover, BTV's adoption of sustainable procurement practices could set a strong example for other public organizations in Bangladesh, influencing broader systemic change towards more responsible public procurement practices nationwide.

In conclusion, while challenges remain, the pathway to sustainable procurement at BTV is clear, and with committed leadership and strategic interventions, BTV can realize its sustainability potential, thus contributing to the broader objectives of sustainable development in Bangladesh.

## 6.2 Recommendation

Achieving sustainable development in Bangladesh necessitates an integrated approach that balances economic, social, and environmental well-being, with each component playing a crucial role in overall success. In practice, sustainable development requires that economic growth not only fosters social progress but also respects environmental boundaries. Moreover, economic performance must be aligned with social equity, while environmental policies should be cost-effective without jeopardizing the livelihoods of future generations. Sustainable procurement in Bangladesh is shaped by a range of economic, environmental, and social factors, with economic considerations being the most dominant, followed by environmental factors, and social considerations being less frequently integrated. While sustainable procurement is a significant focus in many developed nations, it has not yet gained the same level of attention in developing countries such as Bangladesh.

To enhance sustainability imperatives through the procurement process and practices, several measures must be adopted. Building on the conclusions drawn from this study, the following specific recommendations are proposed to effectively address sustainability concerns within the procurement framework:

1. To mitigate environmental risks, particularly as BTV frequently procures broadcasting machinery and IT equipment, it is essential to develop an Asset Disposal Policy. This policy, developed by the Bangladesh Public Procurement Authority (BPPA), could be applied across all public sector organizations, including BTV. Additionally, asset disposal criteria should be incorporated into the Standard Tender Documents (STDs).
2. The evaluation criteria in the tendering process, as per the Public Procurement Act (PPA) 2006 and the Public Procurement Rules (PPR) 2008, should be revised to incorporate a weighted average system for sustainability criteria, ensuring that sustainability considerations are fully integrated into decision-making processes.
3. To reinforce sustainable procurement practices, it is essential to include whole life costing as an evaluation criterion within the e-GP system. This would ensure that procurement decisions consider the long-term environmental, economic, and social costs associated with goods and services.
4. To ensure the integration of sustainable procurement practices, the Standard Tender Documents should be revised to include sustainability criteria, in line with the Sustainable Procurement Policy 2023 and the Sustainable Procurement Practice Guide 2024.
5. To facilitate data collection for reporting and feedback mechanisms, it is recommended to develop an application using an API integrated with the e-GP system. This would enable streamlined data collection, reporting, and the monitoring of sustainable procurement practices.
6. Currently, the Sustainable Procurement Policy 2023 is in the pilot phase, applied to specific goods. This policy needs to be further developed and rigorously implemented to encompass all sustainability criteria and be applicable across a broader range of procurement activities.
7. To increase awareness and foster top management engagement, it is essential to organize targeted training programs on sustainable procurement for senior management, including all Procuring Entities (PEs). This will ensure capacity building and equip leadership with the knowledge and tools necessary to drive the integration of sustainability principles into the procurement process.

## References


Brammer, S., & Walker, H. (2011). Sustainable procurement in the public sector: An international comparative study. https://doi.org/10.1108/01443571111119551)

International Organization for Standardization (ISO). (2017). ISO 20400:2017 – Sustainable procurement: Guidance.

Organization for Economic Co-operation and Development (OECD). (2015). Going green: Best practices for sustainable procurement. (https://doi.org/10.1787/9789264236887-en)

United Nations Environment Programme (UNEP). (2021). Sustainable public procurement: Global review 2021(https://wedocs.unep.org/20.500.11822/36916)

Chartered Institute of Procurement & Supply. (2013). *CIPS position on practice: Public sector procurement*. CIPS. https://www.cips.org

OECD. (2016). *OECD recommendation of the council on public procurement*.

Thai, K. V. (2001). Public procurement re-examined. *Journal of Public Procurement, 1*(1), 9–50. https://doi.org/10.1108/JOPP-01-01-2001-B001

World Bank. (2017). *Benchmarking public procurement 2017: Assessing public procurement systems in 180 economies*. World Bank Group. https://openknowledge.worldbank.org/handle/10986/25619

Joarder, M. A. (2015). *Public Procurement in Bangladesh: Challenges and Opportunities*.

Joarder, M.S.R.,2015, Assessment of e-Tendering (e-GP) process in LGED: a case study for selected offices, Masters Dissertation, BRAC UNIVERSITY, Available at http://dspace.bracu.ac.bd/jspui/bitstream/10361/4919/1/14282013.pdf

Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). *Purchasing and Supply Chain Management*. Cengage.

OECD. (2020). *Integrating Responsible Business Conduct in Public Procurement*.

Purvis, B., Mao, Y., & Robinson, D. (2019). Three pillars of sustainability: in search of conceptual origins. *Sustainability Science, 14*(3), 681–695. https://doi.org/10.1007/s11625-018-0627-5

Rockström, J., Steffen, W., Noone, K., Persson, Å., Chapin, F. S., Lambin, E. & Foley, J. (2009). A safe operating space for humanity. *Nature, 461*(7263), 472–475. https://doi.org/10.1038/461472a

Elkington, J. (1997). *Cannibals with forks: The triple bottom line of 21st century business*.

McCrudden, C. (2004). Using public procurement to achieve social outcomes. *Natural Resources Forum, 28*(4), 257–267. https://doi.org/10.1111/j.1477-8947.2004.00101.x

Preuss, L. (2009). Addressing sustainable development through public procurement: The case of local government. *Supply Chain Management: An International Journal, 14*(3), 213–223. https://doi.org/10.1108/13598540910954557

Testa, F., Annunziata, E., Iraldo, F., & Frey, M. (2016). Drawbacks and opportunities of green public procurement: An effective tool for sustainable production. *Journal of Cleaner Production, 112*(1), 1893–1900. https://doi.org/10.1016/j.jclepro.2014.09.092

UNEP. (2017). *Global review of sustainable public procurement*. United Nations Environment Programme. https://wedocs.unep.org/20.500.11822/20920

Walker, H., & Brammer, S. (2012). Sustainable procurement in the United Kingdom public sector. *Supply Chain Management: An International Journal, 17*(1), 15–26. https://doi.org/10.1108/13598541211212177

Brammer, S., & Walker, H. (2011). Sustainable procurement in the public sector: An international comparative study. *International Journal of Operations & Production Management, 31*(4), 452–476. https://doi.org/10.1108/01443571111119551

Bouwer, M., Jonk, M., Berman, T., Bersani, R., Lusser, H., Nappa, V., Nissinen, A., Parikka, K., Szuppinger, P., & Viganò, C. (2006). *Green Public Procurement in Europe: 2005/06*

Ashenbaum, B. (2008). *Green procurement: A study of the barriers to implementing green procurement in public organizations*. https://www.researchgate.net/publication/229489515

Björklund, M. (2011). Influence from the business environment on environmental purchasing: Drivers and hinders of purchasing green transportation services. *Journal of Purchasing and Supply Management, 17*(1), 11–22. https://doi.org/10.1016/j.pursup.2010.04.002

Teutemann, H. (1990). *The role of procurement in environmental protection: A case study approach*. https://www.researchgate.net/publication/229489515

Oruezabala, G., & Rico, J.-C. (2012). The impact of sustainable public procurement on supplier management: *Industrial Marketing Management, 41*(4), 573–580. https://doi.org/10.1016/j.indmarman.2012.04.003

Davis, J. (2011). Green procurement: An evaluation of the effectiveness of government initiatives. *Journal of Environmental Management, 92*(10), 2564–2572. https://doi.org/10.1016/j.jenvman.2011.06.022

Thomson, J., & Jackson, T. (2007). Sustainable procurement in practice: Lessons from local government. *Journal of Environmental Planning and Management, 50*(3), 421–444. https://doi.org/10.1080/09640560701261695

Zhu, Q., Geng, Y., & Sarkis, J. (2013). Motivating green public procurement in China: An individual level perspective. *Journal of Environmental Management, 114*, 1–10. https://doi.org/10.1016/j.jenvman.2012.09.021

PPA. (2006). Central Procurement Technical Unit, Ministry of Planning, Bangladesh. Available at www.cptu.gov.bd.

PPR. (2008). Central Procurement Technical Unit, Ministry of Planning, Bangladesh. Available at www.cptu.gov.bd.

e-GP Guidelines (Revised), 2025. Central Procurement Technical Unit, Ministry of Planning, Bangladesh. Available at www.cptu.gov.bd.

## Appendix
## Survey Questionnaire

1. How do you define your level in the current position?

    a. Director / Executive Level
    b. Senior Manager
    c. Mid-level Manager
    d. Entry Level/ Trainee
    e. Others…….

2. Educational Qualification (Last Degree)

    a. Bachelor
    b. Masters
    c. PhD
    d. Others…….

3. Years of Experiences in procurement activities:

    a. 0-4 Years
    b. 4-8 Years
    c. 8-12 years or Above

4. Please Select your responsibility in relation to procurement?

    a. You receive instructions and implement them.
    b. You approve the tendering process.
    c. You participate in the development of specification and tender document.
    d. You monitor and supervise the procurement practices.
    e. You act as a member/ chairperson of tender evaluation committee.
    f. Other (Please specify) ……

5. Did you get training or familiar with the following concepts?

| Training Area | Yes | No |
|---|---|---|
| a. Public procurement | | |
| b. Sustainable procurement | | |
| c. Sustainable Procurement Guide, 2024 | | |
| d. Responsible or ethical procurement | | |

6. What do you think about the following issues if Sustainable Procurement is practiced?

| Area | Increase | Decrease |
|---|---|---|
| Labor Standard | | |
| Whole life cost | | |
| Environmental performance | | |
| Social equity | | |
| Reputation | | |
| Profit | | |

7. Do you think Sustainable procurement is practiced in BTV?

(Strongly agree = 5, Agree = 4, Neutral = 3, Disagree = 2, strongly disagree = 1)

Strongly disagree 1 2 3 4 5 Strongly agree

8. While preparing a tender specification, BTV considers the sustainability issues.

(Strongly agree = 5, Agree = 4, Neutral = 3, Disagree = 2, strongly disagree = 1)

Strongly disagree 1 2 3 4 5 Strongly agree

9. The issue of environmental impact should be a criterion for awarding bids to a supplier.

(Strongly agree = 5, Agree = 4, Neutral = 3, Disagree = 2, strongly disagree = 1)

Strongly disagree 1 2 3 4 5 Strongly agree

10. Do you think projects implemented by BTV can have adverse impact on social and environmental life?

(Strongly agree = 5, Agree = 4, Neutral = 3, Disagree = 2, strongly disagree = 1)

Strongly disagree 1 2 3 4 5 Strongly agree

11. Do you consider options for reuse, repair, upgrade or modification of existing assets before making a new purchasing demand? (Please tick mark appropriate one)

a. Always
b. Sometimes
c. Never

12. Does your organization adopt whole life cost (WLC) principals rather than lowest price in its purchasing decisions? (Please tick mark appropriate one)

a. Always
b. Sometimes
c. Never

13. Do you consider disposal of products/ works procured? (Please tick mark appropriate one)

a. Always
b. Sometimes
c. Never

14. Select three key barriers of Sustainable procurements? If you choose 'Other',

Please specify. - Tick all that apply. (check Box)

Higher costs
Lack of knowledge
Cultural resistance
Lack of leadership
Supply chain transparency
Limited time and resources
Lack of expertise
Lack of specialize unit
Lack of proper training
Other: …….

15. Do you think Sustainability criteria as per Public Procurement Guide 2024 should be included in Standard Tender Documents (STD)?

(Strongly agree = 5, Agree = 4, Neutral = 3, Disagree = 2, strongly disagree = 1)

Strongly disagree 1 2 3 4 5 Strongly agree

16. Do you think better awareness and understanding can enable Procuring Entity (PE) to introduce sustainability?

(Strongly agree = 5, Agree = 4, Neutral = 3, Disagree = 2, strongly disagree = 1)

Strongly disagree 1 2 3 4 5 Strongly agree

17. Please rank which of following factors do you consider most important in achieving sustainable public procurement

| S/N | Statement | Rank | | | | |
|---|---|---|---|---|---|---|
| 1. | Awareness | | | | | |
| 2. | Funding | | | | | |
| 3. | Willingness | | | | | |
| 4. | Rules & Regulation | | | | | |
| 5. | Management support | | | | | |

**Thank you for your time and effort is having onto this questionnaire.**