

REPORT

On

**Risks and Challenges of Contract Management in Works Procurement: A
Case Study of Dhaka Executive Engineer's Office, LGED**

By

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An Internship Report Submitted to the BIGD in Partial Fulfillment of the Requirements
for the Degree of
Masters in Procurement and Supply Chain Management (MPSM)

BRAC Institute of Government and Development (BIGD)

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Declaration

It is hereby declared that

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

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Letter of Transmittal

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Subject: Submission of Report titled “Risks and Challenges of Contract Management in Works Procurement: A Case Study of Dhaka Executive Engineer’s Office, LGED”.

Dear Sir

I am grateful to submit my report on “Risks and Challenges of Contract Management in Works Procurement: A Case Study of Dhaka Executive Engineer’s Office, LGED”, as a partial requirement to achieve the degree of Masters in Procurement and Supply Chain Management. It is my proud privilege to work under your active supervision and guidance.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I hope that the report will meet the requirements.

Sincerely yours

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Date: June,2025

Non-Disclosure Agreement

This agreement is made and entered into by and between the Local Government Engineering Department (LGED) and undersigned student **A.S.M. Rashedur Rahman** at BRAC University. As I am currently working at the organization, I have the access to the Organization information that are confidential. I agree that I will keep all the information strictly confidential and will not share with anyone outside of the organization.

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Executive Summary

This study investigates the risks and challenges in contract management for works procurement, centering on a case study of the Dhaka Executive Engineer's Office within the Local Government Engineering Department (LGED), Bangladesh. Using a high-value bridge project overseen by the Dhaka Executive Engineer's Office as the main example, it seeks to uncover financial, operational, strategic, technological and legal barriers that prevent efficient contract execution in public infrastructure projects.

Semi-structured interviews with important LGED personnel and an examination of contract agreements, progress reports, and pertinent legal frameworks, such as the Public Procurement Act 2006 and Public Procurement Rules 2008, were all part of the qualitative technique that was used. Systemic flaws include subpar deliverables of contractors, delayed land acquisition, insufficient supervision, restricted use of digital mediums, and bureaucratic bottlenecks are identified by the study. It also draws attention to particular difficulties such as administrative transfers, the lack of a risk registry, and the difficulties that come with projects that cut across several administrative lines.

The findings reveal how unaddressed risks can severely impact the project management Iron Triangle—time, cost, and quality—threatening value-for-money and public confidence. Although LGED is known for its technical expertise, institutional limitations and fragmented coordination still hinder effective contract delivery.

The research ends with recommendations for improved contractor assessment systems, independent monitoring mechanisms, clearer operating procedures for variances, digital integration (such as increased e-GP capabilities), and targeted capacity building. Enhancing accountability, effectiveness, and the long-term viability of Bangladesh's public works procurement requires these measures.

Key Words:

Contract Management, Works Procurement, Public Procurement, Risk Management,

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List of Acronyms

ADB	Asian Development Bank
BIGD	BRAC Institute of Government and Development
BPPA	Bangladesh Public Procurement Authority
CE	Chief Engineer
CIPS	Chartered Institute of Procurement and supply
CPTU	Central Procurement Technical Unit
CSR	Corporate Social Responsibility
DESCO	Dhaka Electric Supply Company Limited
DNCC	Dhaka North City Corporation
DSCC	Dhaka South City Corporation
E-CMS	Electronic Contract Management System
E-PMS	Electronic Tender Management System
EGP	Electronic Government Procurement
ICT	Information and communication Technology
IT	Information Technology
LGED	Local Government Engineering Department
LGRD	Local Government and Rural Development
OECD	Organisation for Economic Co-operation and Development
OSTETM	One Stage Two Envelop Tendering Method
PE	Procuring Entity
PIP	Procurement and Implementation Plan
PMU	Project Management Unit
PPA	Public Procurement Act
PPR	Public Procurement Rule
R1,R2,R3...	Risk ID,s(used in the Risk Register)
SE	Superintending Engineer
STD	Standard Tender document
Sr.AE	Senior Assistant Engineer
TEC	Tender Evaluation Committee
UNDP	United Nations Development Programme

Glossary

Budget Overrun

Occurs when the actual costs of a project exceed the original budget, often due to inaccurate cost estimation, unforeseen expenses, or poor financial management during the contract execution phase.

Contract Management

The process of managing contracts through their lifecycle. It involves negotiating contract terms, ensuring compliance with the terms, monitoring the performance of the contractor, and managing any changes to the Contract.

E-Procurement

The use of electronic systems and software to manage the procurement process, including bidding, evaluation, award, and contract management. E-Procurement aims to increase efficiency, reduce costs, and improve transparency.

Local Government Engineering Department(LGED)

A government agency in Bangladesh responsible for the development of rural and urban infrastructure, including the construction of roads, bridges, drainage systems, and other public works Projects.

Risk Management

The process of identifying, assessing, and mitigating risks that could affect the successful delivery of a project. In contract management, it includes strategies to prevent cost overruns, delays, and poor contractor performance.

Stakeholders

Individuals, groups, or organizations that have an interest in the procurement process or the outcomes of a project. This includes government officials, contractors, suppliers, community members, and regulatory bodies.

Value for Money (VfM)

A concept used in procurement to ensure that public money is spent effectively. It involves considering the best balance of cost, quality, and time in achieving the desired outcome of a project

Chapter 1. Introduction

1.1 Background

Public procurement is a crucial component of Bangladesh's national development agenda, accounting for approximately 70% of the annual development program (ADP) expenditures. Public entities procure goods, works and services to promise the provision of citizens with necessary infrastructure and services. The Public Procurement Act (PPA) 2006 and the Public Procurement Rules (PPR) 2008 was introduced and enforced by the Government of Bangladesh in order to acknowledge the significance of effective and transparent procurement procedures. In order to promote accountability, fair transparency, free & fair competition as well as equitable treatment in public procurement, these legal instruments act as a regulatory framework.

Several challenges are still faced by procurement professionals in Bangladesh in spite of significant progress being achieved through regulatory reforms. Delays, budget overruns, substandard quality, and frequent conflicts are widespread issues, particularly in works procurement, which often deals with intricate civil engineering and construction activities. It is becoming more widely acknowledged that effective contract management is essential to reducing these inefficiencies and guaranteeing long-term project success.

1.2 Importance of Contract Management in Works Procurement

Contract management delves into supervising agreements made with clients, suppliers, partners, or employees. In the context of works procurement—especially for large-scale civil work projects—it encompasses the entire process from tendering and contract signing to supervising contractor performance, processing payments, and addressing modifications or disputes.

Strong contract management is essential for ensuring that projects are delivered on schedule, within budget, and meet required quality standards. It helps identify risks early, resolve issues promptly, and maintain effective coordination among all involved parties. Without proper

contract management, even the best-planned projects may face delays, reduced quality, legal complications, and financial setbacks.

In Bangladesh, where public infrastructure projects are often complex and involve multiple contractors and consultants, effective contract management is more than just an administrative task—it is a critical strategy for achieving national development objectives.

1.3 Brief on LGED and its Significance

One of the biggest and most well-known public sector entities in Bangladesh is the Local Government Engineering Department (LGED). Originally established to support rural infrastructure development, LGED has since broadened its scope to include the construction and maintenance of roads with culverts/ bridges, growth centers, cyclone shelters, educational institutions, and small scale water resource development throughout the country.

LGED is well-regarded for its decentralized, community-driven approach to project execution as well as is noted for its comparatively strong technical capacity among public entities. Its initiatives are frequently financed by both the Government of Bangladesh and international donor agencies, including World Bank, Asian Development Bank (ADB), JICA, and others.

Considering LGED's significant role in developing country wide infrastructure, examining its contract management systems provides meaningful insights into the broader issues and risks associated with public procurement of civil works in Bangladesh.

1.4 Why Dhaka Executive Engineer's Office was Chosen

The Office of the Executive Engineer, LGED, Dhaka holds particular significance, overseeing a diverse range of infrastructure projects in urban and peri-urban areas of the capital and its outskirts. Compared to rural initiatives, projects in Dhaka are notably more complex due to factors such as higher land prices, dense population, interference from existing utilities, and stricter environmental and social compliance requirements.

Focusing on this office enables a detailed exploration of contract management practices in a high-stakes setting, where risks and challenges are more pronounced than in rural areas. It

also offers a valuable perspective on how LGED handles complex, high-value contracts within the context of rapid urbanization.

1.5 Objectives of the Study

The prime objectives of this study are stated below:

1. To recognize and analyze the key risks linked to contract management in works procurement at the office of the Executive Engineer, Dhaka, LGED
2. To investigate the operational and administrative difficulties encountered during various stages of contract implementation.
3. To evaluate the extent to which current practices comply with the Public Procurement Act 2006 and Public Procurement Rules 2008.
4. To suggest actionable recommendations for enhancing contract management systems, procedures, and results.
5. To support the wider academic and policy discussions on public procurement reform in Bangladesh.

1.6 Scope of the Study

This report prioritizes on examining the risks and challenges related to management of contract in procurement of civil works within the Local Government Engineering Department (LGED), with a specific emphasis on the office of the Executive Engineer, Dhaka, LGED. Utilizing a qualitative case study methodology, the study closely analyzes a bridge project with high estimated cost currently being implemented by LGED.

This investigation covers key aspects of contract management, including planning, procurement, execution, and monitoring. It places special emphasis on identifying both systemic and operational risks, evaluating institutional capacity, and understanding the impact of compliance requirements by development partners. Additionally, the study delves into how external factors—such as delays in land acquisition, frequent bureaucratic changes, and obstacles in stakeholder coordination—affect contract outcomes in the context of LGED.

1.7 Limitations of the Study

Although the analysis offers profound insights into LGED's contract management procedures, the report's conclusions have a number of shortcomings. First off, the study is limited to a single office and a particular project, which would constrain how broadly the results can be applied to LGED or other Bangladeshi governmental institutions. Second, the questionnaire survey with field-level engineers and contractors was not completed due to time and access constraints, which would have constrained the study's stakeholder viewpoints' depth and diversity.

Furthermore, a large portion of the source data came from self-reported answers, which could be skewed by selective disclosure or subjective bias. Access to other private project records, such as internal audit reports and thorough cost breakdowns, was also restricted for the study. Furthermore, post-completion evaluation and longitudinal analysis of contract performance were not possible due to the study's brief duration.

Notwithstanding these limitations, the results provide a solid grasp of the real-world difficulties in contract administration and form the foundation for procedural and policy recommendations.

1.8 Data Collection Methods

Official project artifacts, LGED procurement procedures, progress reports, contract records and pertinent policy artifacts—such as the Public Procurement Act 2006 and Public Procurement Rules 2008—were the sources of secondary data. Additional references were gathered from earlier reviews of the literature, assessment reports from development partners (such as the World Bank and ADB), and their legal frameworks that have an impact on contract management procedures.

Nonetheless, semi-structured interviews with important parties involved in contract management provided some primary data. Participating in the poll were LGED representatives from both the corporate and project levels, including Executive Engineers, Assistant Engineers, and Sub-Assistant Engineers who are directly involved in procurement planning, contract execution and project monitoring.

Chapter 2. Literature Review

2.1 Background on Contract Management

Contract management refers to the structured approach of planning, implementing as well as supervising agreements established between parties for procuring goods, works, and services. This process goes beyond the initial signing of contracts to encompass areas such as performance tracking, managing changes, addressing risks, and resolving disputes (Thai, 2001). As defined by the Chartered Institute of Procurement and Supply (CIPS), it is assured by the effective contract management that all stakeholders fulfill their responsibilities stipulated in contract in time and in a cost-efficient manner, thereby enhancing value-for money and contributing to successful project outcomes.

In public sector works procurement, effective contract management is increasingly crucial due to the growing complexity of project management, the involvement of multiple stakeholders, stricter legal scrutiny, and the demand for greater transparency and accountability. Inadequate contract management can result in inflated costs, delays, substandard quality, and even complete project breakdowns (World Bank, 2020). Theoretical frameworks such as principal-agent theory, transaction cost economics, and risk allocation are frequently applied to analyze contract management challenges. For example, principal agent theory enlightens issues like information asymmetry and misaligned incentives between the procuring entity (principal) and the contractor (agent), which can lead to performance problems if not effectively addressed.

2.2 Global and Regional Studies on Risks in Public Procurement

Public procurement is widely regarded as a high-risk domain worldwide, particularly in developing nations. The OECD (2016) identifies prevalent risks such as corruption, mismanagement, bidder collusion, and a lack of transparency in contract administration. Similarly, a World Bank (2017) report notes that over half of infrastructure projects in many countries experience delays and budget overruns, largely due to poor contract oversight and coordination breakdowns.

In South Asia, these risks are further intensified by institutional shortcomings and capacity limitations. Research from India and Nepal reveals that public works projects frequently struggle with inadequate contractor selection, vague work scopes, insufficient supervision, and political influence (ADB, 2015). In Bangladesh, a study by Rahaman and Zaman (2019) points to recurring issues in managing variation orders, applying penalty clauses, and resolving disputes, often stemming from contract ambiguities and weak documentation practices.

Although e-procurement platforms have been introduced in several developing countries, including Bangladesh, to improve transparency and efficiency, these systems alone are not sufficient. Without strong human resource capacity, effective monitoring tools, and robust institutional accountability, challenges in contract execution are likely to persist (UNDP, 2020).

2.3 Specific Challenges in the Public Works Sector

The public works sector inherently involves large financial investments, technical challenges, and multiple stakeholder interactions, making it especially prone to contract management problems. Common difficulties include:

- Ambiguous project scopes and design deficiencies that result in frequent modifications during execution.
- Contractor-related challenges, including delays, subpar performance, or failure to meet required standards.
- Poor coordination across the design, procurement, and implementation stages.
- Inadequate monitoring and oversight, especially at remote or decentralized project locations.
- Payment and approval delays that create tension between the client and the contractor.

Baily et al. (2005) emphasize that effective management of construction contracts requires a blend of legal, technical, and administrative skills—capabilities that are often lacking in many public sector organizations. While advanced tools like Building Information Modeling (BIM)

and digital project management systems have greatly enhanced contract oversight in developed countries, these technologies remain underused in nations such as Bangladesh.

2.4 Overview of Bangladesh's Public Procurement Act 2006 and PPR 2008

To address issues related to procurement inefficiencies, the Government of Bangladesh enacted the Public Procurement Act (PPA) 2006, followed by the Public Procurement Rules (PPR) 2008. These laws established the framework for contemporary procurement processes, promoting fairness, competition, and transparency. Key features include:

- Standard Tender Documents (STDs) established for goods, works, and services procurement.
- Distinct procedures for open tendering, limited tendering, Request for Quotation (RFQ), and direct procurement methods.
- Clear guidelines for tender evaluation, contract award, and submission of performance security.
- Clear cut Mechanisms for appeal and review through the Procurement Review Panel.
- Implementation of e-GP (electronic Government Procurement) for digitalization and enhancement of procurement efficiency.

E-GP system has enhanced transparency and shortened procurement timelines. However, experts note that the PPA and PPR primarily emphasize the pre-contract phase—covering tendering and contract awarding—while providing inadequate direction on post-award contract management activities like managing changes, imposing penalties, and settling disputes (Huq & Alam, 2016). This regulatory gap often leaves public agencies inadequately prepared to handle challenges that emerge during contract execution.

2.5 LGED's Procurement Framework

The Public Procurement Act 2006 and the Public Procurement Rules 2008 govern the operations of the Local Government Engineering Department (LGED), which is regarded as a premier organization in Bangladesh for the construction of infrastructure, particularly in rural areas. For purchases over the threshold value, LGED completely integrates with the e-GP system and uses Standard Tender Documents (STDs). Executive Engineers at the district or

divisional level—such as the Dhaka Office—are in charge of planning, cost estimation, tendering, and contract execution in LGED's typically decentralized procurement process.

Key features of LGED's procurement framework are stated below:

- Procurement and Implementation Plans (PIPs) are created at the beginning of every project.
- For work contracts with comprehensive clauses on payment terms, defect liability, liquidated damages, and performance guarantees, standard bidding documents are used.
- Creation of Project Implementation Units (PIUs) to supervise contract management; these units are often led by executive engineers.
- Regular observation through monthly reporting, progress meetings, and site inspections.
- Internal audits and post procurement reviews guarantee improved accountability and legal compliance.

Despite LGED's contribution, various studies (e.g., World Bank, 2019; BIGD, 2022) have highlighted ongoing challenges in contract execution, particularly for high-value projects. These challenges include weak documentation, delays in payment certification, insufficient control over contract variations, and occasional collusion between field officials and contractors. The EE office under study, given its priority status as well as greater project complexity, provides an ideal context to examine how these risks and challenges arise in practice and their effect on the performance of public infrastructure projects. Success gained by contract management in works procurement demands careful coordination among planning, budgeting, technical implementation, and monitoring. In the case of LGED's Dhaka Executive Engineer's Office, several risks were identified undermining contract success. These risks have been grouped into five main categories: strategic, financial, operational, legal and compliance, and technological. The conclusions are drawn based on interviews with stakeholders, review of documents, and analysis of project performance reports.

2.6 Risks in Contract Management

2.6.1 Strategic Risks

Misaligned Project Objectives and Unclear Scopes

A commonly identified strategic risk is the misalignment between project goals and the actual needs of the local community or users. Many LGED engineers admitted that, at times, project scopes are influenced more by political considerations than by technical evaluations. This often results in design specifications that do not accurately reflect on-the-ground conditions, causing rework, redesigns, and unnecessary contract variations during project execution.

Additionally, the scopes of work in tender documents—especially for lump-sum contracts—are sometimes vaguely described. This lack of clarity can lead to misunderstandings between contractors and the implementing entity. It was found in the interview of contractors that inconsistencies between design documents and site conditions frequently led to delays and disputes over costs during implementation.

Inadequate Planning

Project planning, particularly in the initial phases, is often hurried to comply with budget deadlines or annual development goals. Engineers reported that there is inadequate time for thorough site surveys, soil testing, and stakeholder engagement. This leads to mistakes in the design and cost estimation stages. As a result, unforeseen technical issues arise during execution, necessitating changes in scope, schedule extensions, and increased costs—problems that could have been avoided with more thorough planning.

2.6.2 Financial Risks

Budget Delays and Cost Overruns

A frequently mentioned risk was the delay in fund disbursement from the central treasury, which hinders prompt fund transfer to contractors. Although contracts typically require payment within 28 days of bill submission, it was revealed in the interviews that payment processing is often prolonged because of administrative backlogs or awaiting approvals from

senior officials. Such delays demotivates contractors from efficiently mobilizing resources and frequently cause turnover issues.

Furthermore, cost overruns were noted in several projects, primarily caused by design changes, additional work requirements, or rising input costs. While LGED allows for variations up to 15% of the original contract value, the absence of contingency funds during budget planning leads to financial difficulties when unexpected circumstances arise.

Inflationary Pressures

Inflation, especially in the costs of construction materials such as bitumen, stone chips, steel, and cement has presented a supreme risk. Often, it was reported by the contractors that frequent price changes reduced profit margins, particularly in long-duration contracts. Large projects usually have escalation clauses, but many smaller contracts don't account for inflation, which puts the cost on contractors and may lower project execution quality.

2.6.3 Operational Risks

Poor Contractor Performance

LGED staff and field supervisors frequently highlighted poor contractor performance as a significant issue. Although the e-GP system has enhanced transparency in the selection of bidders, it does not guarantee the contractor's ability to perform. Some contractors who meet the minimum eligibility criteria still struggle to complete work on schedule or meet quality standards because of insufficient technical staff, inadequate equipment, or poor supply chain management.

LGED engineers indicated that after contract signing, overseeing contractor performance is difficult because of a shortage of field personnel. Contractors frequently postpone mobilization, utilize inferior materials, or do not adhere to the work schedule. Although penalty clauses exist, their enforcement is often delayed or avoided, either to preserve relationships or because of bureaucratic delays.

Delay in Approvals, Payments, and Inspections

Approval for variation orders, interim payments, and milestone verifications must pass through multiple levels, often causing delays due to LGED's hierarchical structure and reliance on external bodies like the Planning Commission or Local Government Division for fund releases. Engineers acknowledged that sluggish bill certifications and inspection backlogs frequently cause schedule disruptions, even in the Dhaka office, which is home to the majority of technical talent. Contractors become irritated by these delays and may react by reducing work, reallocating personnel, or filing exaggerated claims to offset expenses, which complicates the project's execution.

Geographical Risk

A major contractual risk stems from the bridge's location, which spans two administrative upazilas. Separate teams working from different jurisdiction complicates contract execution due to varying bureaucratic procedures, land acquisition processes, and local stakeholder interests. Construction schedule disruptions, cost increases, or arguments over project scope and responsibilities might result from delays in obtaining approvals or clearances from either upazila. Additionally, unclear definitions regarding maintenance duties and jurisdictional limits after construction may lead to long-term contractual uncertainties. To manage these risks effectively, it is essential to establish a unified governance framework, implement clear communication channels between agencies, and include shared administrative responsibilities in the contract documents from the beginning.

2.6.4 Legal and Compliance Risks

Contractual Ambiguities

Unclear contract clauses, especially those concerning scope changes, dispute resolution, and defect liability, pose considerable legal risks. Many engineers acknowledged that the Standard Tender Documents (STDs) do not always adequately address the unique complexities of certain projects, particularly infrastructures where factors like limited space, utilities, and public engagement add challenges to execution.

This absence of tailored provisions frequently causes differing interpretations between contractors and supervising authorities. Contractors noted that vague escalation procedures

and inadequately defined deliverables can result in extended disputes or informal agreements.

Legal Disputes

Though infrequent, when disputes intensify, they often lead to arbitration or litigation, causing project delays. LGED generally favors negotiation to settle conflicts; however, without clear documentation or prompt dispute resolution processes, legal action becomes unavoidable. These situations disrupt the ongoing project as well as damage LGED's reputation and raise administrative expenses.

Regulatory Obstacles (such as environmental clearance and land issues)

Regulations frequently cause delays in many projects under the Office under study. Although land purchase is typically outside of LGED's purview, it can delay site handover and cause uncertainty for contractors. Planning and environmental permissions are also required for projects near waterways or historic districts, and these processes are sometimes delayed. Despite being outside of LGED's control, these bottlenecks have a big impact on the cost and schedule of contract implementation.

2.6.5 Technological Risks

Limited Use of e-GP or Lack of Training

The electronic Government Procurement (e-GP) system has greatly enhanced procurement transparency, but it is still not very effective at maintaining contracts after they are awarded. The majority of engineers surveyed stated that contract monitoring is still done by hand using Excel spreadsheets, paper reports, and frequent site visits, while e-GP is mostly intended for tendering.

Additionally, many contractors and field engineers reported insufficient training on fully utilizing e-GP's features, especially for managing contract variations, reporting delays, or submitting progress certificates. Consequently, the available tools are often underused, resulting in inefficiencies.

Absence of Real-Time Tracking Tools

LGED currently does not have a centralized, real-time project monitoring dashboard accessible to stakeholders at all levels. This leads to fragmented data, inconsistent reporting, and slower decision-making. Although some donor-funded projects, such as World Bank-supported rural road initiatives, have trialed digital monitoring and evaluation platforms, these systems have yet to be fully integrated into LGED's routine operations. The likelihood of delayed problem discovery, diminished accountability, and less transparency is significantly increased by the absence of digital monitoring technologies.

2.7 Impact of Risk on the Project Management Iron Triangle

In contract management, project risks are deeply connected to the Iron Triangle's three core elements—time, cost, and quality. Any unaddressed or unexpected risk can impact one or more of these critical constraints. For example, Obtaining administrative clearances or delaying property acquisition can cause the project timeline to extend, leading to increased costs due to inflation or the need to reallocate resources. Likewise, financial limitations might force reductions in material quality or project scope, potentially compromising the bridge's durability and performance. Without a proactive approach to risk management, it becomes challenging to maintain a balance among these competing priorities. As a result, efficient risk identification and mitigation are essential for managing ambiguities as well as preserving the Iron Triangle's integrity over the course of the contract.



Figure 1: Dimensions of Iron Triangle

2.8 Risk Management Cycle

Successful contract management in projects dealing with large infrastructures depends on following a structured Risk Management Cycle, which generally involves identifying risks, assessing their impact, planning responses, implementing mitigation actions, and

continuously monitoring and reviewing. However, in many public sector projects, this process is either only partially applied or completely neglected, leading to reactive rather than proactive handling of project challenges. In bridge construction projects, neglecting this systematic approach can cause unaddressed delays, budget overruns, conflicts, and compromised quality. Incorporating the risk management cycle into contract management helps anticipate potential problems early, clearly document response plans, and maintain ongoing risk tracking and evaluation throughout the project's duration.

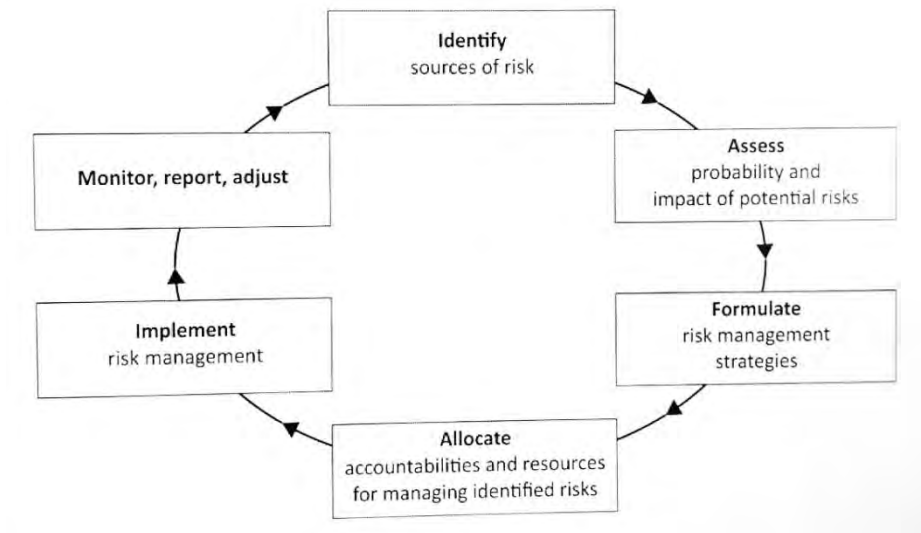


Figure 2: Cycle of Risk Management

2.9 Challenges in Contract Management

2.9.1 Absence of Risk Register in Contract Management

The absence of a thorough and organized risk register is a key barrier to efficient contract management. This register serves as a focal point for locating, assessing, and monitoring possible hazards over the course of the project. In many infrastructure projects, including the bridge project discussed in this paper, the absence of such a document leads to reactive risk management and insufficient readiness for predicted disruptions. Without a defined risk ownership assignment, Procuring Entities (PEs) find it difficult to proactively manage contractual risks like delays, cost overruns, and stakeholder conflicts. As a result, the absence of a comprehensive risk register impairs overall project oversight and makes systematic decision-making difficult.

The following table demonstrate a sample risk register.

ID	Risk	Likelihood	Severity	Mitigation Strategy / Control Measures	Actions Undertaken / Current Progress	Responsible Person	Review Date	Last Updated
R1	Disruption due to key supplier failure	Unlikely	Major	Mitigate: Introduce multiple sourcing options	Developed evaluation benchmarks; implemented dual sourcing	Account Managers	[date]	[date]
R2	Product not meeting quality standards	Unlikely	Moderate	Mitigate: Set clear specifications and enforce quality checks	Engaged suppliers for compliance	Quality Manager		
R3	Delays in delivery timeline	Possible	Minor	Accept: Ongoing monitoring	Timelines being tracked	Account Managers		
R4	Fluctuations in cost or pricing	Likely	Moderate	Mitigate/Transfer: Use fixed-price contract clauses	Price agreements secured	Account Managers		
R5	Shortage of necessary materials	Unlikely	Minor	Accept: Keep under observation	Stock levels and availability monitored	Materials Manager		
R6	Procurement-related fraud	Possible	Major	Mitigate: Enforce ethical standards and internal audits	Anti-fraud measures implemented	Finance Officer		
R7	Reputational risk due to supplier's social responsibility issues	Possible	Moderate	Mitigate: Apply CSR standards and supplier reviews	Supplier CSR practices reviewed	CSR Manager		

R8	Goods lost or damaged during shipment	Likely	Moderate	Transfer: Use insurance and contractual terms	Insurance coverage in place; shipping terms applied	Logistics Manager		
R9	Technical or system failure	Possible	Moderate	Mitigate: Maintain backup systems	External IT firm assessed recovery systems	IT Manager		

Table 1: A Sample Risk Register

2.9.2 Lack of Staff Capacity and Training

The shortage of staff with the necessary training to oversee the increasing volume and complexity of public works contracts is a major obstacle. The office under study often oversees multiple projects at once, limiting the time they can devote to each contract.

Many officials surveyed acknowledged that, despite adequate technical expertise, little or no formal training was received in contract management, especially regarding legal aspects, managing variations, and resolving claims. Since many field-level employees lack the ICT skills necessary to properly utilize digital contract management technologies, the rapid adoption of the electronic Government Procurement (e-GP) system has made this skills gap even more pronounced. Additionally, high staff turnover—particularly among Sub-Assistant Engineers and Work Assistants—compounds the issue by causing a loss of knowledge and weakening institutional memory. Additionally, contractors noted that regular staff changes lead to uneven oversight and shifting expectations.

2.9.3 Poor Documentation and Record-Keeping

Complete documentation—including site visit logs, progress reports, letters, approvals, and variation orders—is essential to efficient contract management. In actuality, though, record-keeping and documentation are frequently inadequate and inconsistent. Engineers acknowledged that a large portion of project correspondence is still handled by hand, and that crucial documents are stored in hard copy, leaving them open to tampering, loss, or damage.

When it comes to audits, dispute resolution, and performance reviews, this absence of appropriate documentation presents serious difficulties. One contractor, for instance, reported a payment delay brought on by a lack of documentation proving the completion of the job. Furthermore, the issue is made worse by staff turnover, as new hires usually inherit incomplete files, which causes confusion and additional delays.

The lack of a centralized digital archive for contract documents makes the problem even worse. Procurement records are kept in the e-GP system, but post-award paperwork is dispersed across personal computers, hard copy files, and unofficial channels of contact including email and Whats app.

2.9.4 Weak Monitoring and Evaluation Mechanisms

Effective monitoring and evaluation (M&E) are indispensable to ensure contracts being carried out as intended. But rather of being methodical and proactive, LGED's field monitoring is frequently reactive and erratic. Engineers are often responsible for overseeing multiple sites across wide areas, which restricts the frequency and thoroughness of their inspections.

Currently, no standardized format or digital system is there for site reporting, resulting in varied documentation practices among engineers. Monthly progress reports are usually prepared manually, causing delays and inconsistencies in the data. Additionally, tools such as photographs, GPS tagging, or time-stamped updates—which could enhance transparency and accountability—are rarely utilized. Interviews with stakeholders indicated that monitoring primarily emphasizes physical progress, while financial oversight, quality control, and contract compliance receive less attention. Consequently, issues like the use of inferior materials or unauthorized subcontracting are often discovered only after considerable delays, making corrective actions more challenging.

2.9.5 Issues in Stakeholder Coordination

A range of parties are involved in contract administration for LGED projects, including the Planning Commission, central LGED offices, local government representatives, utility companies, and occasionally development partners. These organizations' coordination is frequently disjointed and informal, which leads to delays and misalignment.

Site preparedness, for example, is a big worry. Work stoppages, idle resources, and strained relationships between contractors and supervisory engineers result from contractors receiving work orders in many projects before utility lines are moved or land clearance is finished. Additionally, delays in obtaining approvals for variation orders or updated work schedules from central LGED offices further hinder progress.

This challenge is especially pronounced in urban areas like Dhaka, where several authorities—such as WASA, DESCO, DNCC, and DSCC—have overlapping responsibilities. Project execution is often reactive and ineffective in the absence of a clear coordinating framework.

2.9.6 Political Interference or Favoritism

In numerous construction projects, including the bridge project discussed in this paper, the absence of such a document leads to reactive risk management and insufficient readiness for predicted disruptions. Without a defined risk ownership assignment, Procuring Entities (PEs) find it difficult to proactively manage contractual risks like delays, cost overruns, and stakeholder conflicts.

To keep good ties with local stakeholders, field-level engineers said they were under pressure to speed up payments or ignore quality concerns. This puts engineers at risk for legal and professional issues and compromises the integrity of the contract management procedure.

Additionally, contractors noted that perceived bias can impact contract enforcement and distort competitiveness. Accountability procedures may be weakened, for instance, if field officials are reluctant to impose fines or issue non-compliance reports against contractors who are known to have political support.

2.9.7 Change Management and Variation Orders

Public works projects frequently include modifications to the specifications, quantity, or scope of work. The administration of variation orders is still very difficult, nevertheless. The approval process is drawn out and bureaucratic, even though the Public Procurement Rules (2008)

permit revisions within a predetermined threshold (often up to 15% of the original contract amount).

The Executive Engineer, Project Director, Superintendent Engineer, and central office are frequently involved in the various levels of rationale, permission, and paperwork that are necessary to initiate a variation order, according to engineers. Implementation is slowed significantly as a result, particularly when the changes are urgent (for example, because of site conditions or public safety concerns).

Some changes are really carried out informally, without official paperwork, with the understanding that approvals will come later. This raises the possibility of disagreements with contractors and poses dangers during audits. Additionally, LGED has little insight into the extent of variation between projects due to the lack of real-time tracking systems for contract adjustments, which makes aggregate risk management challenging.

2.9.8 Land Acquisition

Land acquisition is crucial to the efficient administration of infrastructure contracts, especially when it comes to LGED projects, where prompt site handover is necessary to start and advance physical construction. Delays in land acquisition, whether brought on by court proceedings, inadequate paperwork, problems with compensation, or opposition from landowners, frequently have a direct effect on the contract timeline and raise the possibility of cost overruns. In order to secure land for roads, bridges, and related constructions, LGED, which frequently works on projects in both rural and peri-urban regions, must coordinate with the district government and local stakeholders. The mobilization of contractors prior to the complete acquisition of land results in stressed contractor-client relationships, idle manpower and equipment, and inaccessible sites. Financial planning becomes more difficult as a result of these delays, which frequently call for contract extensions or variation orders. These delays, which sometimes necessitate contract extensions or variation orders, make financial planning more challenging. Financial planning and performance monitoring become more difficult as a result of these delays, which frequently call for contract extensions or variation orders. Failure to meet land acquisition targets may also lead to non-compliance with safeguard measures or delays in disbursements in donor-funded projects, such as those

financed by the World Bank or ADB. Therefore, proactive land acquisition planning, early stakeholder input, and integrating land readiness into the procurement and contract lifecycle are crucial to reducing implementation risks and ensuring value for money in LGED's public works contracts.

2.9.9 Administrative Complexity with Geographical Boundary

When the bridge crosses several administrative upazilas, it presents a significant contract management difficulty. Project coordination is made more difficult by this dual-jurisdictional alignment since it requires maintaining ties with several local authorities, each of which has its own administrative procedures and goals. Contract execution may be delayed by difficulties that frequently arise in coordinating land purchase, gaining site access, and guaranteeing timely clearances. Furthermore, disagreements over monitoring, resource distribution, and post-construction maintenance duties may arise from an imprecise division of duties between the two upazilas.

Clear contractual clauses, proactive interagency cooperation, and the creation of a collaborative oversight system to expedite communication and decision-making throughout the project lifetime are all necessary to meet this issue.

2.9.10 Frequent Administrative Transfer

One major issue in contract management is the frequent administrative transfers of key staff, such as Project Directors, Executive Engineers, Upazilla Engineers, and Sub Assistant Engineers. Decision-making, approvals, and dispute resolution are frequently delayed, institutional memory is lost, and continuing coordination efforts are disrupted as a result of these changes or improper documentation pertaining to administrative transfer. It could take some time for new hires to become acquainted with the technical, financial, and procedural facets of the contract, which could disrupt continuity and have an impact on contractor performance. Such churn can undermine accountability systems and jeopardize the consistency of contract enforcement in long-term infrastructure projects like bridge construction. Administrative stability is therefore necessary to keep the project moving forward and guarantee that contractual obligations are properly tracked and upheld during the course of the project.

Chapter 3. Methodology

3.1 Case Study Approach

The risks and difficulties associated with contract management in works procurement are examined in this study using a qualitative case study methodology. The Local Government Engineering Department's (LGED) Dhaka Executive Engineer's Office was the special focus of the case study technique, which allowed for a thorough analysis of contract management procedures in a practical context. Since a variety of institutional, technical, and human elements influence contract management, a qualitative viewpoint provides a more profound and contextualized knowledge.

3.2 Data Sources

Primary and secondary data collected from January to March 2025 are used in the study. Semi-structured interviews with important parties involved in contract management and works procurement were used to gather primary data. These comprise:

Three contractors engaged in ongoing LGED projects in the Dhaka district; two procurement specialists or consultants with previous experience in LGED or related agencies; and five LGED officials, including Executive Engineers, Assistant Engineers, and Sub-Assistant Engineers, involved in project planning and implementation. Interviews were focused on areas such as monitoring and supervision, contract administration, documentation practices, contractors' performance, and perceived risks during execution.

Secondary data sources included:

- Examination of progress reports, contract agreements, and audit results pertaining to certain LGED projects.
- Government policy documents such as the Public Procurement Act 2006, Public Procurement Rules 2008, and LGED procurement guidelines.
- Relevant academic literature and project evaluations by development partners (e.g., World Bank, ADB).

3.3 Study Area: Dhaka Executive Engineer's Office

The study was carried out at the Dhaka Executive Engineer's Office, which is in charge of a wide range of infrastructure projects, such as minor public facilities, culverts, urban roads, and storm drainage systems. The size and complexity of the projects this office oversees, along with its advantageous location in the capital city, led to its selection. The following bridge was taken into consideration for document inspection, data collecting, and interview purposes under the Office of the Executive Engineer's Office, Dhaka.

Name of the work	Construction of 498.0 m long Bridge (Protasha) over Turag river on Banglabazar Icharkandi road at Chainage 0.00 m under Upazila Savar. Road ID-326724079.
Package No	CIB-Dhaka-W-125
Tender ID	690833
Financial Year	2021-2022
Estimated Cost	5,80,378.00
Procurement Method	OSTETM (One Stage Two Envelops Tendering Method).
Contractor's Name	National Development Engineers Ltd.
Intended Completion Time	24 months.
e-Tender Notice No	45/2021-2022
Date of work order	1 st Nov, 2022
Date of NOA	29 th Oct, 2022
Date of Performance security	2 nd Oct, 2022
Amount of PS	3,40,00,000.00
FY & Type of Rate	2019-2020 (General).
Administrative Approval	8 th Feb, 2022
Tender Notice	28 th April, 2022
Opening Date	2 nd June, 2022
Technical Evaluation Date	26 th July, 2022
Approval Date	4 th August, 2022
Financial Evaluation Date	23 rd August, 2022
Approval Date	20 th September, 2022
Contract Signing Date	24 th October, 2022
Contract Amount	68,00,00,000.00 (Sixty Eight Crore).
Commencement Date	31 st October, 2022

Table 2: Basic Information of a Bridge under Study

3.4 Questionnaire Survey

The questionnaire survey focuses on identifying the risks and challenges encountered in contract management during project implementation, specifically from the perspectives of LGED officials and consultants. The survey instrument is provided in the Appendix. Targeted respondents include Executive Engineers, Senior Assistant Engineers, Upazila Engineers and procurement officials, consultants, and contractors involved in public works procurement of LGED who are actively engaged in field-level project execution.

Chapter 4. Findings from Desk Study of LGED

4.1 Introduction

This chapter presents a summary of the key findings obtained from secondary data sources. The primary data comprise responses from the questionnaire survey, while the secondary data include a review of contract documents, progress reports, and audit findings.

4.2 Summary of Findings

The summary of the findings of the study are as such:

4.2.1 Strategic Risks: Misaligned project objectives and unclear scopes were frequently cited. Political influence often overrides technical assessments, resulting in vague project definitions, scope changes, and unnecessary variations during execution.

4.2.2 Financial Risks: Budget disbursement delays and inflationary pressures affect contractor performance and financial planning. Although variation clauses exist, most of the smaller contracts lack adequate cost-escalation mechanisms, leading to contractor losses and compromised quality.

4.2.3 Operational Risks: Poor contractor performance is a recurring issue. Despite transparent e-GP-based selection, many contractors lack the technical capacity to deliver, while contract monitoring suffers due to limited LGED field staffing and delays in inspections and payments.

4.2.4 Legal and Compliance Risks: Standard Tender Documents (STDs) are not always suited for complex urban infrastructure projects. Ambiguities in contractual terms, particularly on scope changes and dispute resolution, contribute to disagreements and, occasionally, legal escalation.

4.2.5 Technological Risks: While e-GP has improved transparency during tendering, post-award functionalities remain underutilized. Many LGED staff and contractors lack the necessary training to leverage available tools, resulting in manual, inconsistent tracking of progress and variations.

4.2.6 Regulatory and Environmental Risks: Delays in land acquisition, utility clearances, and environmental approvals are common, often stalling project timelines and increasing costs. These are frequently beyond LGED's direct control but have a profound impact on contract execution.

4.2.7 Institutional Challenges: The absence of a formal risk register leads to reactive risk responses. Staff turnover further undermines continuity and institutional memory. Additionally, weak documentation and lack of centralized digital records pose audit and compliance risks.

4.2.8 Monitoring and Evaluation Gaps: Monitoring is largely ad hoc, with minimal digital oversight or standardized reporting tools. This reduces LGED's ability to detect early deviations in cost, quality, or schedule.

4.2.9 Stakeholder Coordination Issues: Fragmented coordination among central and local authorities—especially in projects crossing administrative boundaries—leads to delays, conflicting decisions, and unbalanced responsibilities.

Chapter 5. Findings from Field Study of LGED

5.1 Introduction

This chapter presents a summary of the key findings obtained from both primary and secondary data sources. The primary data comprise responses from the questionnaire survey, while the secondary data include a review of contract documents, progress reports, and audit findings.

5.2 Summary of Findings

The summary of the findings of the study are stated below:

- 5.2.1 More than 75% respondents reported that scopes of work in tender documents are sometimes unclear, leading to confusion and change orders.
- 5.2.2 Almost all the respondents reported that political or external influences are often cited as factors in project selection.
- 5.2.3 Around 40 % respondents reported frequent payment delays from the treasury.
- 5.2.4 Almost all the respondents opined that Inflation has significantly affected ongoing contracts; escalation clauses are often inadequate.
- 5.2.5 Contractor performance rated as average to poor.
- 5.2.6 Monitoring is reported as partially effective.
- 5.2.7 100% of the participants mentioned about not having formal risk register indicating that risk management is reactive not structured.
- 5.2.8 Staff transfers frequently disrupt project continuity indicating lack of continuity and poor institutional memory.
- 5.2.9 Documentation is still manual and fragmented leading to audit risk.
- 5.2.10 Variation orders are common but hard to process. Informal execution of variation orders introduces audit and legal risks.
- 5.2.11 Coordination with local authorities (WASA, DESCO, DC office) is weak, impacting site readiness.
- 5.2.12 Many are not fully trained in using e-GP for post-award tasks i.e. e-CMS.

- 5.2.13 A Centralized Digital Project Tracking System in the form of electronic Project Management System (e-PMS) is available and helpful in tracking progress.
- 5.2.14 The review of files, tender documents and relevant official letters suggest that the bridge project spans two administrative upazilas—Savar (Dhaka) and Sadar (Gazipur)—which has led to coordination challenges in land acquisition, site access, and approval processes. The lack of clearly defined roles and responsibilities between the two jurisdictions has also caused confusion in supervision, resource allocation, and post-construction maintenance, thereby delaying contract execution.
- 5.2.15 All the respondents agreed that land acquisition is a key bottleneck in contract execution. In addition, the review of files, tender documents of bridge under implementation from the office of the Executive Engineer, Dhaka suggests that a total of 25 distinct activities are required to settle a land acquisition case (Figure 3). However, at the time of evaluation, just five of these twenty-five tasks had been finished for the bridge project in question. This substantial deficit draws attention to land acquisition as a crucial project schedule obstacle. Because of this, it presents a significant obstacle for Procuring Entities (PEs), which has an immediate effect on their capacity to guarantee the timely completion of the works contract.

Land Acquisition Activities		Remarks
Through PD, the executive engineer prepared the proposal.		Completed.
↓		
Forward to the LGRD Ministry for administrative clearance.	→	Completed.
↓		
Ministry Team Inspection	→	Completed.
↓		
Finally Approved by LGRD Ministry	→	Completed.
↓		
NOC from DoE	→	Completed.
↓		
DC office (After Administrative approval by LGRD Ministry)	→	Completed.
↓		
Validation of the Proposals	→	Completed.
↓		
Verification of Feasibility (The suggestions are jointly verified by ADC, UNO, and AC, LAND, and the video and still image of the verification process are sent to the LA Branch.)	→	Feasibility verification is ongoing.
↓		
Presentation during the meeting on district land allocation	→	
↓		
Case number Assignment to LA	→	
↓		
Verification in 'CHA' form	→	
↓		
Notice under section 4(1) is issued	→	
↓		
The District Authority will prepare the joint investigative report.	→	
↓		
Final sanction (The Deputy Commissioner will declare the immovable property case final. The Ministry of Lands will receive the paperwork if the total quantity of immovable property exceeds	→	

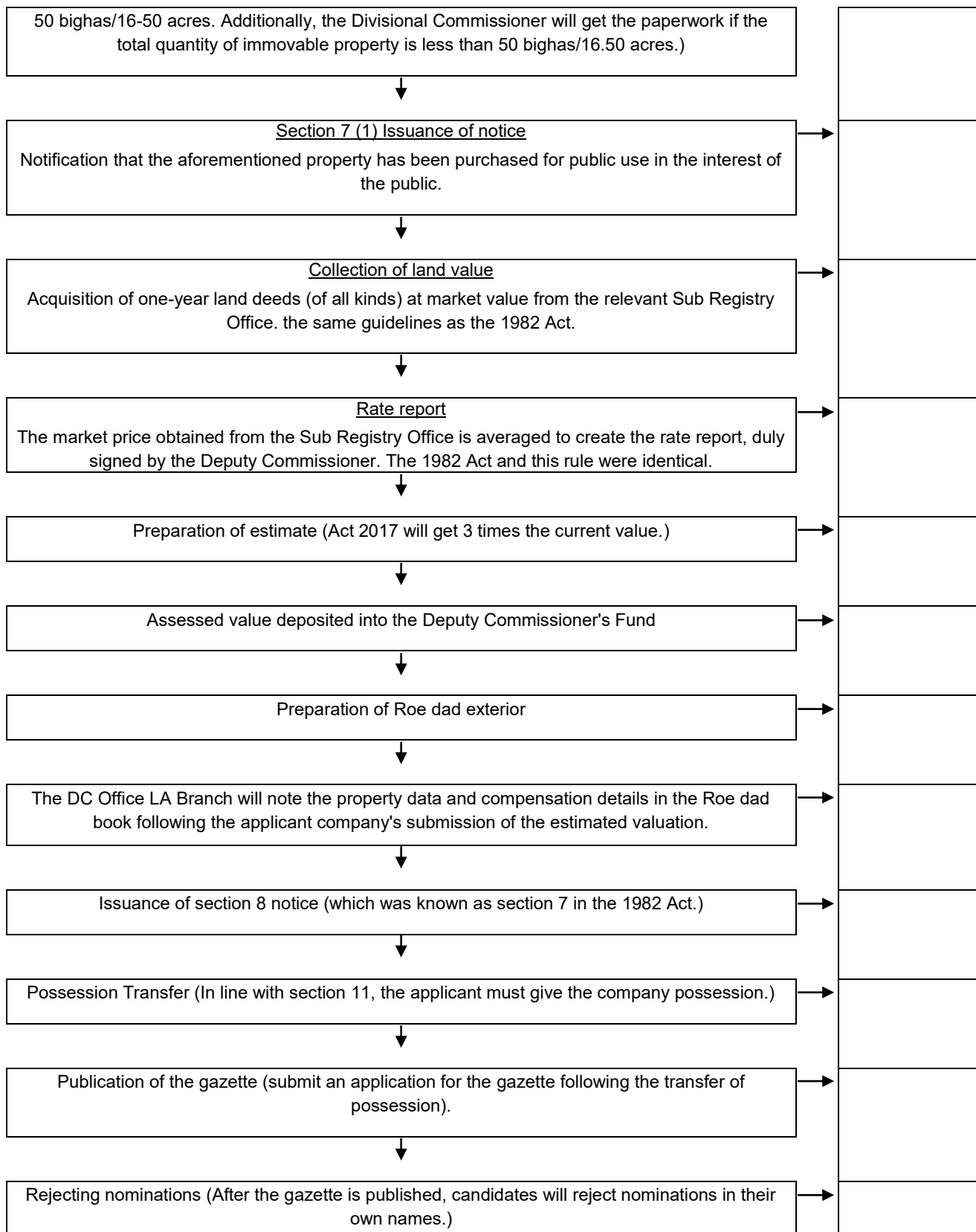


Figure 3: Step by Step Land Acquisition Activities and Progress

Chapter 6. Recommendations and Conclusion

6.1 Recommendations

The outcomes of this case study make it clear that the Dhaka Executive Engineer's Office of LGED has numerous hazards and challenges when it comes to handling contracts in works procurement. This section offers practical suggestions aimed at institutional capacity, technology integration, and procedural clarity to enhance contract execution's effectiveness, accountability, and value for money.

6.1.1 Establish Inter-Agency Coordination Mechanisms

- Develop formal coordination protocols between overlapping administrative units (e.g., Savar and Gazipur) to resolve jurisdictional conflicts.
- Include joint oversight committees in contract documents for projects spanning multiple jurisdictions.

6.1.2 Introduce Risk Registers and Structured Risk Management

- Make the use of a project-specific risk register mandatory in contract management to proactively identify, track, and mitigate key risks (e.g., land acquisition delays, contractor underperformance).

6.1.3 Strengthen Staff Capacity through Targeted Training

- Conduct regular training sessions for LGED officials on contract administration, variation management, dispute resolution, and use of e-GP for post-award activities.
- Develop specialized onboarding programs to mitigate disruption from frequent staff transfers.

6.1.4 Digitize Post-Award Contract Management

- Expand e-GP functionalities to include progress tracking, variation order management, payment monitoring, and site visit documentation.
- Develop a centralized real-time dashboard for all high-value projects.

6.1.5 Streamline Variation Order Approvals

- Introduce Standard Operating Procedures (SOPs) with time-bound steps for initiating, approving, and executing variation orders to reduce informal work practices and audit risks.

6.1.6 Improve Contractor Performance Evaluation Systems

- Institutionalize a performance rating mechanism covering quality, timeliness, compliance, and responsiveness. Use ratings in future tender evaluations.

6.1.7 Accelerate Land Acquisition Processes

- Integrate land acquisition milestones into project planning and pre-contract readiness checklists.
- Engage proactively with DC offices and ministries to fast-track approvals, using timeline-based tracking tools.

6.2 Conclusion

With a particular focus on the Executive Engineer's Office in Dhaka under the Local Government Engineering Department (LGED), this study investigated the hazards and challenges related to contract management in civil works procurement. The study identified a number of legal, financial, operational, and technological hazards that impede efficient contract execution through interviewing, document analysis, and field observations. Strategic misalignment, subpar contractor performance, approval delays, and a lack of technological adoption are among the main problems noted. Institutional issues include inadequate staffing, poor documentation procedures, insufficient monitoring systems, and political or procedural meddling further compound these difficulties.

The findings underscore the vital role of robust contract management in assuring that public Infrastructure projects are completed on schedule, within budget, and meet quality expectations. In light of Bangladesh's expanding infrastructure needs and development goals,

inefficient management of contract presents risks not only to individual projects but also to broader public service delivery, fiscal management, and trust in government institutions.

Tackling these challenges requires a comprehensive strategy involving capacity development, clearer procedural guidelines, improved digital tool utilization, and stronger oversight frameworks. The suggestions made in this paper are intended to improve institutional resilience over time and are based on real-world field operations experiences.

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Appendix – A

QUESTIONNAIRE ON DISSERTATION

Dear Sir,

Research on "Risks and Challenges of Contract Management in Works Procurement: A Case Study of Dhaka Executive Engineer's Office, LGED" is being conducted using this survey questionnaire. It is necessary to complete the requirements for the "Masters in Procurement and Supply Chain Management (MPSM)" degree that I am pursuing at BRAC University's BRAC Institute of Governance and Development (BIGD). The researcher values your honest response to the questionnaire. The researcher guarantees that the data and viewpoints you provide will remain confidential and be utilized exclusively for scholarly purposes.

Would you kindly set aside some time to review the questions and provide responses based on your knowledge and insights?

Regards and thanks again.

Please mention appropriate answer of the following questions. (Just tick mark appropriate one)

Section A: Respondent Profile

1. Name (Optional): _____
2. Designation: _____
3. Organization/Office: _____
4. Years of experience in works procurement:
 - ☐ Less than three years
 - ☐ Three to Five years
 - ☐ Six to Ten years
 - ☐ More than ten years
5. Have you directly participated in contract management activities?
 - ☐ Yes
 - ☐ No

Section B: Contract Planning and Design Risks

6. Do you think the scopes of work in tender documents are usually well-defined?
 - ☐ Yes
 - ☐ No
 - ☐ Sometimes

7. To what extent do political or external influences affect project planning or contractor selection?
- ☐ Not at all
 - ☐ To some extent
 - ☐ To a great extent

Section C: Financial Risks

8. Are there frequent delays in fund disbursement for works contracts?
- ☐ Yes
 - ☐ No
 - ☐ Sometimes
9. Does inflation or price escalation of materials affect your projects?
- ☐ Yes
 - ☐ No
 - ☐ Sometimes

Section D: Operational and Performance Risks

10. How would you rate the performance of contractors in LGED projects?
- ☐ Excellent
 - ☐ Good
 - ☐ Average
 - ☐ Poor
11. Are project supervision and monitoring practices sufficient?
- ☐ Yes
 - ☐ No
 - ☐ Partially
12. Is there a risk register maintained for your projects?
- ☐ Yes
 - ☐ No
 - ☐ Not sure

Section E: Administrative and Institutional Challenges

13. Have frequent transfers of key project personnel affected project continuity?
- ☐ Yes
 - ☐ No

14. Is documentation and record-keeping during contract execution reliable and well-organized?

- ☐ Yes
- ☐ No

15. How often are variation orders required in your projects?

- ☐ Rarely
- ☐ Occasionally
- ☐ Frequently

Section F: External and Environmental Risks

16. Have land acquisition delays affected your contract timelines?

- ☐ Yes
- ☐ No

17. Do you face difficulties due to coordination with other government agencies (e.g., WASA, DESCO)?

- ☐ Yes
- ☐ No

Section G: Technological and Systemic Issues

18. Are you comfortable using the e-GP system for post-award contract management?

- ☐ Yes
- ☐ No
- ☐ Partially

19. Do you think LGED would benefit from a centralized digital project tracking system?

- ☐ Yes
- ☐ No

Section H: Suggestions and Recommendations

20. In your opinion, what are the three biggest challenges in managing contracts in LGED projects?

1. _____
2. _____
3. _____

21. Please suggest two practical reforms to improve contract management in public works procurement.

1. _____
2. _____
3. _____

Thank you very much for your cordial co-operation