

SUSTAINABLE PROCUREMENT PRACTICES AND THEIR IMPACT ON SUPPLY CHAIN PERFORMANCE IN THE CONTEXT OF AN AUTONOMOUS AND NOT-FOR-PROFIT ORGANIZATIONS IN BANGLADESH.

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A thesis submitted to the Department of BRAC Institute of Governance and Development (BIGD) in partial fulfillment of the requirements for the degree of Masters in Procurement and Supply Management (MPSM)

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Declaration

It is hereby declared that

1. The thesis submitted is my/our own original work while completing degree at Brac University.
2. The thesis 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 thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Ethics Statement

This research titled "Sustainable Procurement Practices and their Impact on Supply Chain Performance in the Context of an Autonomous and Not-for-Profit Organizations in Bangladesh" was conducted in accordance with established ethical standards for academic research. The study was guided by principles of integrity, respect, transparency, and responsibility throughout all stages of the research process.

Participation in surveys was entirely voluntary, and all participants were provided with clear information regarding the objectives of the study, the nature of their involvement, and their rights, including the right to withdraw at any time without any consequence.

Informed consent was secured from all participants, either in written or verbal form depending on the context, ensuring that they fully understood the scope and purpose of the research. The identities and organizational affiliations of participants have been anonymized to maintain confidentiality and protect sensitive information. No data that could directly or indirectly identify individuals or organizations has been disclosed in this thesis.

Furthermore, the research did not involve any physical, psychological, or social harm to the participants. All data collected were securely stored and used exclusively for academic purposes related to this study.

The study adhered to principles of impartiality and objectivity, avoiding any conflict of interest. All secondary data sources were appropriately cited to ensure academic honesty and avoid plagiarism.

Through this ethical framework, the study aims to contribute to the academic discourse on sustainable procurement and supply chain performance while respecting the rights and dignity of all stakeholders involved.

Abstract

Sustainable procurement is increasingly recognized as a strategic driver for improving supply chain performance among not-for-profit organizations (NPOs) in Bangladesh. This study explores the impact of sustainable procurement practices on operational efficiency, cost optimization, and social responsibility within the NPO sector. Findings reveal that while initial adoption poses challenges such as higher upfront costs, limited supplier options, and institutional resistance the long-term benefits are substantial. These include enhanced risk management, improved supplier relationships, reduced environmental impact, and strengthened social accountability. However, gaps in training, policy alignment, and life-cycle cost analysis limit broader implementation. The research underscores the importance of regulatory reform, capacity-building, and leadership commitment in overcoming barriers. Ultimately, sustainable procurement presents a viable path to achieving resilient, efficient, and socially responsible supply chains in Bangladesh's NPO landscape.

Keywords: sustainable procurement; supply chain performance; not-for-profit organizations; Bangladesh; cost efficiency; social responsibility.

Dedication

I dedicate this thesis to my family for nursing me with affections & love and their dedicated partnership for inspiration of my life.

Acknowledgement

I would like to express my sincere gratitude to the people whose help made this thesis possible. First and foremost, I would like to give special thanks to my respected supervisor Mr. Mir Mehbubur Rahman, MCIPS, FIEB, Faculty (Adjunct) at BIGD (BRAC Institute of Governance and Development) BRAC University for his continuous support, incredible understanding and capability to initiate guidelines without being overbearing. He always availed himself to me for consultation and timely critique of my research work.

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List of Acronyms

AA	Approving Authority
BEZA	Bangladesh Economic Zones Authority
B MDF	Bangladesh Municipal Development Fund
BPPA	Bangladesh Public Procurement Authority
CBOs	Community-Based Organizations
HoPE	Head of Procuring Entity
LGED	Local Government Engineering Department
MFIs	Micro-Finance Institutions
NGOs	Non-Governmental Organizations
NPOs	Not-for-Profit Organizations
PE	Procuring Entity
PKSF	Palli Karma-Sahayak Foundation
POs	Partner Organizations
3R	Reduce, Reuse and Recycling
SDF	Social Development Foundation
SCP	Supply Chain Performance
SME	Small and Medium Enterprises
SP	Sustainable Procurement

Glossary

Sustainable Procurement	Sustainable procurement refers to the process of acquiring goods and services in a way that achieves value for money while considering environmental, social, and economic impacts. It involves selecting suppliers and products that contribute to sustainable development, reduce carbon footprints, support fair labor practices, and promote ethical sourcing.
Supply Chain Performance	Supply chain performance refers to the efficiency and effectiveness with which a supply chain operates to deliver products or services to customers. It involves measuring how well the supply chain meets objectives such as cost reduction, timely delivery, quality, flexibility, and customer satisfaction.
Not-for-profit organizations	Not-for-profit organizations (NPOs) are entities that operate primarily to serve a social, charitable, educational, or community purpose rather than to make a profit for owners or shareholders. Any surplus income generated is reinvested into the organization to further its mission.
Non-Governmental Organizations	Non-Governmental Organizations (NGOs) are independent, non-profit entities that operate separately from government institutions. Their primary aim is to address social, environmental, humanitarian, or developmental issues and advocate for positive change in society.

Chapter 1

Introduction

1.1 Background of the Research

Sustainable procurement practices have emerged as a critical focus area in supply chain management, particularly in autonomous and not-for-profit organizations (NPOs), where the alignment of operational goals with broader societal and environmental objectives is paramount. Sustainable procurement involves integrating environmental, social, and economic considerations into procurement decisions to minimize negative impacts while enhancing long-term value (Walker et al., 2008). For NPOs in Bangladesh, where resource constraints and socio-economic challenges are prevalent, adopting sustainable procurement practices can improve efficiency and contribute to achieving organizational missions more effectively.

Bangladesh, as a developing country, faces significant challenges related to environmental degradation, social inequality, and resource scarcity (Haque et al., 2020). These challenges have heightened the importance of sustainable practices across all sectors, including NPOs. The not-for-profit sector plays a pivotal role in addressing developmental challenges, often focusing on areas like poverty alleviation, education, and healthcare. Effective supply chain management, underpinned by sustainable procurement practices, is essential for these organizations to maximize their impact while promoting environmental and social sustainability.

Despite the growing recognition of sustainable procurement's potential, its implementation in NPOs often faces obstacles such as limited funding, lack of expertise, and insufficient regulatory frameworks (Khan et al., 2021). These constraints can hinder the adoption of practices like supplier evaluation based on sustainability criteria, investment in

environmentally friendly products, and promotion of fair labor practices within supply chains. Furthermore, the interplay between sustainability and supply chain performance remains underexplored in the context of NPOs, particularly in resource-constrained settings like Bangladesh.

This research seeks to bridge the gap by examining the influence of sustainable procurement practices on supply chain performance in Bangladeshi NPOs. By focusing on this intersection, the study aims to provide actionable insights that can enhance both operational efficiency and the broader societal impact of these organizations.

1.2 Objectives of the Research

This research aims to investigate the extent to which sustainable procurement practices are implemented in an autonomous and not-for-profit organizations (NPOs) in Bangladesh and assess their impact on supply chain performance. The more definite objectives of this study are:

- a. To identify and categorize the key sustainable procurement practices adopted by not-for-profit organizations (NPOs) in Bangladesh.
- b. To assess the impact of sustainable procurement practices on various dimensions of supply chain performance, including:
 - Economic performance: Cost reduction, efficiency improvement, and value for money.
 - Environmental performance: Reduced environmental impact, resource conservation, and waste reduction.

- Social performance: Fair labor practices, social equity, and community development.
- c. To evaluate the level of awareness and understanding of sustainable procurement among procurement professionals and decision-makers in not-for-profit organizations (NPOs).
 - d. To examine the barriers and challenges faced by not-for-profit organizations (NPOs) in implementing sustainable procurement practices.

1.3 Research Questions

Based on the objectives listed above, the following research questions have been proposed:

- Is the impact of sustainable procurement positive or negative on the organization's overall performance?
- How do sustainable procurement practices influence the environmental, social, and economic performance of not-for-profit organizations (NPOs) in Bangladesh?

What are the primary challenges and enablers of implementing sustainable procurement practices in Bangladesh's not-for-profit organizations (NPOs) sector supply chains?

1.4 Research Methodology

The study is based on survey research, focusing on the extent to which sustainable procurement practices are implemented in not-for-profit organizations (NPOs) in Bangladesh and assess their impact on supply chain performance. The research collects both qualitative and quantitative data to gain a comprehensive understanding of the issue at hand. The Palli Karma-Sahayak Foundation (PKSF) has been identified as the primary area of the study. The target

population consists of government officials and consultants at PKSF involved in Sustainable Procurement (SP) implementation, along with officials from other government agencies. A purposive sampling method has been employed to select the participants.

The total sample includes twenty-two individuals. Most of them are government officials and consultants working at PKSF or its partner organizations (POs) which are so called (Non-Government Organizations) NGOs. There are some procurement practitioners working in other government organizations as well. Data has been gathered from two main sources: Primary and Secondary. This research primarily relies on Primary data, which was obtained from PKSF officials, including government officials of various ranks, procurement consultants, and officials from different ministries. Secondary data sources include online newspapers, organizational records, academic research, journals, and internet browsing. An online survey form will be utilized as the method for data collection, with a notebook serving as the tool for recording information. The online survey form will be developed and refined following my supervisor's guidance. After creating the online survey form, it will be pre-tested and modified, with certain sections reorganized. Once the data will be collected, the findings will be analyzed and effectively presented through charts and tables, reflecting the characteristics of the data.

1.5 Justification for choosing Palli Karma-Sahayak Foundation (PKSF)

PKSF has been selected as the primary focus of this research due to several compelling reasons. Firstly, the Government of Bangladesh established PKSF in 1989 as a specialized institution for poverty alleviation through employment generation (Palli Karma-Sahayak Foundation (PKSF), 2024). After years-long discussions with development partners, different ministries and top development experts, the GoB finally decided to found Palli Karma-Sahayak Foundation (PKSF). This apex development organization formally came into being on 13

November 1989, after the President of Bangladesh approved the proposal. Ever since, PKSf has been working relentlessly to fight poverty and improve lives across the country (Palli Karma-Sahayak Foundation (PKSF), 2024).

Secondly, PKSf works in more than 223 partner organizations, helping to achieve the eradication of poverty and the reduction of inequalities and exclusion. PKSf helps people develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience in order to sustain development results within Bangladesh. For such, it aligns well with the research objectives, allowing for a comprehensive exploration of the research topic.

Thirdly, PKSf's innovative practices, recent challenges, or unique organizational culture etc. provide a rich context for in-depth analysis.

Additionally, PKSf's willingness to participate in the research, including providing access to relevant data and personnel, was a significant factor in its selection. By studying PKSf, this research aims to contribute valuable insights into the broader field of sustainable procurement practices in public organizations in Bangladesh and assess their impact on supply chain performance.

1.6 Geographical area covered under the research

The geographical scope of this research is primarily focused on Dhaka City, Bangladesh. This specific location was chosen due to several factors. Firstly, Dhaka City is a major economic and cultural hub, making it a representative case study for exploring the research topic. Secondly, the city's unique characteristics such as rapid urbanization, the most densely populated city, diverse cultural influences, the location of the PKSf office and other public head offices provide a rich context for analysis. By concentrating on this specific geographical

area, the research aims to delve deep into the nuances and complexities of the research topic, while also providing insights that can be applied to other regions.

1.7 Limitations and other considerations

This study is subject to several limitations that may affect the generalizability and applicability of its findings:

- **Limited Availability of Data:** Access to comprehensive and up-to-date data on not-for-profit organizations (NPOs) procurement practices in Bangladesh may be restricted due to confidentiality issues or the lack of formalized reporting structures. This could limit the study's ability to analyze sustainable procurement comprehensively across all not-for-profit organizations (NPOs).
- **Geographical and Institutional Scope:** While the study focuses on not-for-profit organizations (NPOs) in Bangladesh, it may not capture the full diversity of procurement practices across different regions or sectors.
- **Time Constraints:** The study is limited by the timeframe within which the research is conducted. Sustainable procurement practices and their impacts may evolve over time and the study may not capture long-term trends or emerging changes in procurement policies.
- **Subjectivity in Responses:** Much of the data will be collected through surveys and interviews with procurement officials and supply chain managers. The subjective nature of these responses may introduce bias or inaccuracies, especially in cases where respondents may not have a clear understanding of sustainable procurement concepts or may under report challenges due to organizational pressures.

- **External Factors:** Factors such as political instability, economic fluctuations, and global supply chain disruptions (e.g., due to pandemics or geopolitical issues) are outside the scope of this study but may still influence supply chain performance in not-for-profit organizations (NPOs). These external factors may complicate the relationship between sustainable procurement practices and supply chain performance.

By acknowledging these limitations, the study aims to provide a focused and contextually relevant analysis of sustainable procurement practices in the not-for-profit organizations (NPOs) of Bangladesh, offering actionable insights while recognizing the constraints inherent to the research process.

1.8 Expected Outcomes

The research study aims to investigate the implementation and impact of sustainable procurement practices in not-for-profit organizations (NPOs) in Bangladesh. The expected outcomes maybe:

- a. **Identification and Categorization of Sustainable Procurement Practices:**
 - A comprehensive taxonomy of sustainable procurement practices, including specific examples and case studies, will be developed. This directly addresses the first research objective.
- b. **Assessment of the Impact of Sustainable Procurement:**
 - Quantifiable data on the economic, environmental, and social benefits of sustainable procurement will be generated.
 - Specific strategies and initiatives that have led to significant improvements in supply chain performance will be identified.

- Case studies highlighting successful implementations of sustainable procurement will be presented. These outcomes directly link to the second research objective.
- c. Evaluation of Awareness and Understanding of Sustainable Procurement:
- The current level of awareness and knowledge among procurement professionals and decision-makers will be assessed.
 - Knowledge gaps and training needs will be identified.
 - Factors influencing the adoption of sustainable procurement practices will be analyzed. These outcomes directly address the third research objective.
- d. Examination of Barriers and Challenges:
- The most significant barriers and challenges hindering the implementation of sustainable procurement practices will be identified.
 - The root causes of these barriers will be analyzed.
 - Recommendations to overcome these challenges will be developed. These outcomes directly address the fourth research objective.

By achieving these outcomes, the research will provide valuable insights into the current state of sustainable procurement in Bangladesh's not-for-profit organizations (NPOs). The findings will inform policymakers, practitioners, and researchers to develop and implement effective strategies to promote sustainable procurement and improve supply chain performance.

1.9 Organization of the Report

This research report has four chapters. They are discussed below:

- **Chapter 1** focuses on background of the research, objectives of the research, research questions, research methodology, justification for choosing PKSF, geographical area covered under the study, limitation and other considerations, expected outcomes and organization of the research.
- **Chapter 2** discusses about the literature review of the research. This chapter will give a lucid picture of Not-for-Profit Organizations (NPOs), sustainable procurement practices, impact of sustainable procurement on supply chain performance, challenges and barriers to sustainable procurement in Bangladesh and conclusion with future research directions.
- **Chapter 3** analyses the findings of this study.
- **Chapter 4** provides recommendations and conclusion of this research.

Chapter 2

Literature Review

2.1 Introduction

Sustainable procurement (SP) has emerged as a critical strategy for enhancing supply chain performance while addressing environmental, social, and economic concerns (Walker & Brammer, 2012). In Bangladesh, autonomous and not-for-profit organizations (NPOs) face unique challenges in implementing sustainable procurement due to limited resources, regulatory constraints, and stakeholder expectations (Ahmed & Anwar, 2021). This literature review examines sustainable procurement practices (SPPs) and their influence on supply chain performance (SCP) within these organizations, focusing on Bangladesh's context.

2.2 Sustainable Procurement Practices

SP integrates environmental concerns into procurement decisions, including green purchasing, waste reduction, and energy efficiency (Geng & Doberstein, 2008). Studies have shown that organizations implementing eco-friendly procurement policies contribute to carbon footprint reduction and enhance operational sustainability (Testa et al., 2016).

Social sustainability within procurement ensures fair labor practices, diversity, and ethical sourcing (Carter & Jennings, 2002). In the Bangladeshi NPO sector, SP can enhance organizational legitimacy and stakeholder trust by ensuring responsible supply chains (Ahmed et al., 2021).

Sustainable procurement balances cost-efficiency with long-term economic benefits (Walker & Phillips, 2009). Studies have shown that despite higher initial costs, SP leads to savings through enhanced resource efficiency and supplier collaboration (Meehan & Bryde, 2011).

2.3 Impact of SP on Supply Chain Performance (SCP)

Sustainable procurement improves SCP by streamlining supplier selection based on sustainability criteria, reducing waste, and improving inventory management (Govindan et al., 2013). Studies in Bangladesh highlight the role of technology and digital procurement platforms in enhancing operational performance (Rahman & Alam, 2020).

SP mitigates supply chain risks by ensuring compliance with ethical and environmental regulations (Beske & Seuring, 2014). In Bangladesh, where regulatory enforcement is a challenge, NPOs adopting SP can better manage risks related to supplier reliability and legal compliance (Islam & Siwar, 2012).

Organizations practicing SP tend to build stronger relationships with donors, government agencies, and beneficiaries, leading to improved funding opportunities and public perception (Pettit et al., 2018). Sustainable procurement strengthens trust and accountability, which is particularly important for autonomous organizations in Bangladesh (Haque et al., 2020).

SP fosters innovation through supplier collaboration and investment in sustainable products (Chkanikova & Mont, 2015). In Bangladesh, where the NPO sector relies heavily on local suppliers, supplier development programs can enhance the overall sustainability of supply chains (Uddin et al., 2019).

2.4 Challenges and Barriers to SP in Bangladesh

Despite efforts to promote sustainability, the regulatory landscape in Bangladesh remains fragmented (Rahman & Khan, 2021). Weak enforcement of procurement policies limits the effectiveness of SP initiatives.

Many NPOs operate with limited financial and human resources, making it difficult to implement SP strategies effectively (Haque & Islam, 2018). High initial costs of sustainable materials and technologies deter adoption.

Limited availability of sustainable suppliers poses a significant challenge in Bangladesh. Many suppliers lack the capacity or incentives to meet sustainability standards (Chowdhury et al., 2022).

Limited awareness and expertise in sustainable procurement practices hinder implementation (Ahmed et al., 2021). Capacity-building initiatives are needed to train procurement professionals on sustainability principles.

2.5 Not-for-Profit Organizations (NPOs) and its activities

Palli Karma-Sahayak Foundation (PKSF) is a prominent not-for-profit organization in Bangladesh that focuses on poverty alleviation through microfinance and livelihood development. Established in 1990 by the Government of Bangladesh, PKSF operates as an autonomous body with a mission to enhance the socioeconomic conditions of the rural poor (PKSF, 2023). This section explores PKSF's organizational structure, operational mechanisms, and its role in sustainable development.

2.6 Organizational Structure and its Functions

PKSF functions as an umbrella organization, partnering with over 300 Partner Organizations (POs), including Non-Governmental Organizations (NGOs), microfinance institutions (MFIs), and community-based organizations (CBOs) (Hossain & Rahman, 2021). Its governance structure includes:

- Board of Governors—Comprising government officials, development experts, and civil society representatives.
- Executive Committee—Oversees day-to-day operations.
- Monitoring & Evaluation Unit—Ensures accountability and impact assessment (PKSF, 2023).

a. Microfinance and Financial Inclusion

PKSF provides low-cost loans and financial services to marginalized communities through its POs (Khandker & Samad, 2014). Key initiatives include:

- Microcredit Programs – Supporting small entrepreneurs, particularly women.
- Agricultural Loans – Enhancing rural farming productivity.
- Climate-Resilient Financing – Offering loans for sustainable agriculture and disaster recovery (PKSF, 2023).

b. Livelihood and Skills Development

PKSF implements training programs in collaboration with POs to improve employability and entrepreneurship (Ahmed et al., 2020). These include:

- Vocational Training – Skills development in tailoring, handicrafts, and agro-processing.

- Entrepreneurship Development – Supporting small business startups.

c. Social and Environmental Sustainability

PKSF integrates sustainable procurement and green financing into its programs (Islam & Hossain, 2022). Key efforts include:

- Renewable Energy Projects – Solar panel financing for off-grid communities.
- Eco-Friendly Agricultural Practices – Promoting organic farming and water conservation.

d. Disaster Risk Reduction & Climate Adaptation

Given Bangladesh's vulnerability to climate change, PKSF funds disaster preparedness and rehabilitation projects (World Bank, 2019). Examples include:

- Flood-Resilient Housing Loans
- Emergency Microfinance for Cyclone-Affected Families

e. Achievements

- Over 10 million beneficiaries, with 70% being women (PKSF, 2023).
- Contributed to a 20% increase in household incomes among borrowers (Khandker & Samad, 2014).
- Recognized globally for innovative poverty reduction strategies (UNDP, 2021).

f. Challenges

- High Dependency on Donor Funds – Limited self-sustainability (Hossain & Rahman, 2021).

- Loan Default Risks – Economic instability affects repayment rates (Ahmed et al., 2020).
- Regulatory Constraints – Government policies sometimes restrict operational flexibility (World Bank, 2019).

2.7 Conclusion and Future Research Directions

Sustainable procurement has a profound impact on SCP, particularly in autonomous and not-for-profit organizations in Bangladesh. While it enhances operational efficiency, risk management, and stakeholder engagement, challenges such as regulatory gaps, resource constraints, and supplier limitations must be addressed. Future research should focus on developing tailored SP frameworks for the NPO sector in Bangladesh and exploring the role of digitalization in sustainable procurement. PKSf plays a crucial role in Bangladesh's poverty alleviation efforts through microfinance, skills development, and sustainable initiatives. While its impact is significant, financial sustainability and policy reforms remain key challenges. Future research should explore digital financial inclusion strategies to enhance PKSf's outreach.

Chapter 3

Data Analysis and Findings

3.1 Introduction

This chapter contains an analysis of the information gathered from the questionnaire survey and offers a detailed breakdown of the survey's data analysis and interpretation.

The questionnaire was served to twenty-two persons. Most of them are government officials and consultants working at PKSf or its partner organizations (POs) which are so called (Non-Government Organizations) NGOs. There are some procurement practitioners working in other government organizations as well. The data have been collected through filled up questionnaire from the respondents in order to achieve the research objectives mentioned earlier in Chapter 1.

The questionnaire was designed with a number of questions which covered categorization the key sustainable procurement practices adopted by not-for-profit organizations (NPOs) in Bangladesh and assess the impact of sustainable procurement practices on various dimensions of supply chain performance, including:

- Economic performance: cost reduction, efficiency improvement, and value for money.
- Environmental performance: reduced environmental impact, resource conservation, and waste reduction.

Social performance: fair labor practices, social equity, and community development.

The questions also covered to evaluate the level of awareness and understanding of sustainable procurement among procurement professionals and decision-makers in not-for-profit organizations (NPOs) and it also examine the barriers and challenges faced by not-for-profit organizations (NPOs) in implementing sustainable procurement practices.

3.2 Questionnaire at a Glance

There are six sections in the questionnaire. Questions of section A cover general information and experience in procurement functions of the respondents with their organizations.

Questions of section-B are about the adaptations of sustainable procurement which will evaluate the level of awareness and understanding of sustainable procurement among procurement professionals and decision-makers in not-for-profit organizations (NPOs).

Questions of Section-C are about assessing the impact of sustainable procurement practices on various dimensions of supply chain performance, including:

- Economic performance: Cost reduction, efficiency improvement, and value for money.
- Environmental performance: Reduced environmental impact, resource conservation, and waste reduction.
- Social performance: Fair labor practices, social equity, and community development.

Questions of section-D are about examining the barriers and challenges faced by not-for-profit organizations (NPOs) in implementing sustainable procurement practices.

Questions of section-E are about gathering the concept of the opportunities and recommendations for sustainable procurement which will provide the answer how much the respondents are aware of opportunities and recommendations for sustainable procurement.

3.3 General information of Respondent (Section-A)

Total of twenty-two officials have been interviewed. Among them 16 were male and 6 respondent was female. In percentage, 72.72% were male and 27.27 % were female respondents. Among 22 respondents, 18 were chosen from not-for-profit organizations (NPOs) and Non-Government Organizations (NGOs) such as Palli Karma-Sahayak Foundation (PKSF), Social Development Foundation (SDF), Bangladesh Municipal Development Fund (BMDF) and Small and Medium Enterprises (SME) Foundation and other 2 were from Local Government Engineering Department (LGED), 1 from Bangladesh Economic Zones Authority (BEZA) and 1 from Private Organization. It means 81.81% respondents were from NPOs and NGOs, 13.64% from government organizations and 4.54% from Private Organization. By designation they are Implementer (Procurement officer), Approving Authority (Head of Procuring Entity or Procuring Entity), Consultant and Engineer.

3.3.1 Experience of the respondents

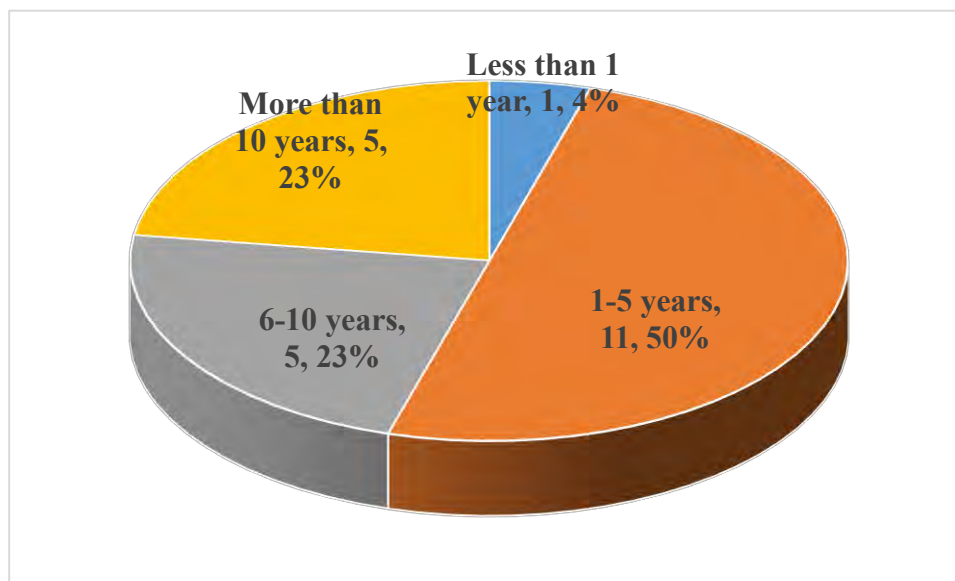
Participants were inquired about the duration of their experience in procurement or supply chain management with four response options provided: (a) less than 1 year, (b) 1-5 years, (c) 6-10 years and (d) more than 10 years. Eleven respondents (50%) mentioned that they have relatively early-career experience (1-5 years of experience). Five respondents (23%) indicated that they have a moderate level of experience (6-10 years of experience). Another five

respondents (23%) indicated that they have a solid presence of highly experienced procurement professionals (more than 10 years of experience). One respondent (4%) mentioned that he is one of the very few newcomers to the procurement function (less than 1 year of experience). Overall, the chart shows that most procurement professionals have between 1 and 10 years of experience, with fewer individuals at the very early or highly experienced levels. Analysis of the study is shown in figure 1 and details is shown in the table 1 below:

Table 1: Considering the experience in procurement function

Opinion	Person	Percentage
Less than 1 year	1	4%
1-5 years	11	50%
6-10 years	5	23%
More than 10 years	5	23%

Figure 1: Considering the experience in procurement function



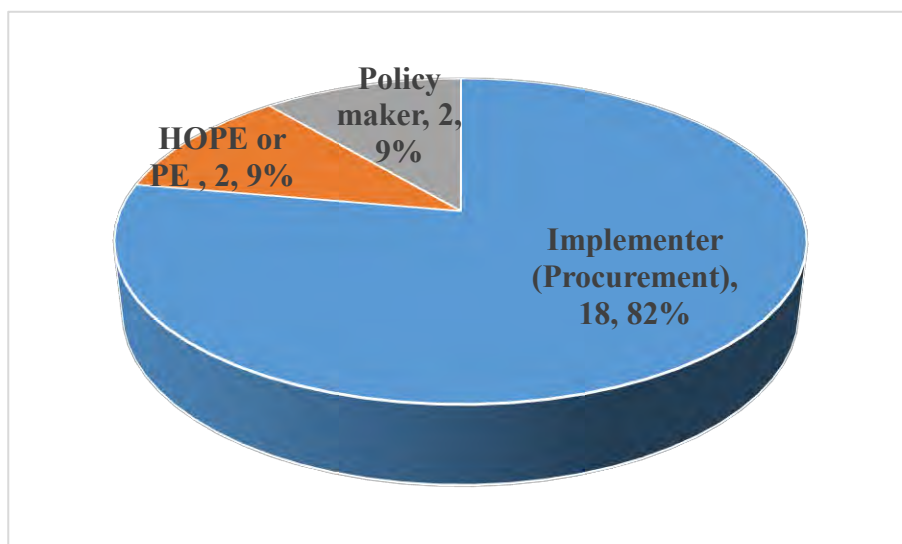
3.3.2 Role of the Respondents

The pie chart in figure 2 illustrates the distribution of respondents based on their roles within the organization in the procurement function. Implementer (Procurement) is the largest group, making up 82% (18 respondents) and this indicates that the majority of respondents are directly involved in executing procurement processes. HOPE (Head of the Procuring Entity) or PE (Procuring Entity) category accounts for 9% (2 respondents), representing individuals in leadership or oversight positions in procurement. Policy Makers, 9% (2 respondents) are involved in policymaking, which suggests a smaller but important group focused on regulations and procurement guidelines. Overall, the chart highlights that most respondents are actively engaged in the procurement implementation process, with fewer individuals in decision-making and policy-setting roles. Analysis of the study is shown in figure 2 and details is shown in the table 2 below:

Table 2: Role of the respondent in the organization

Opinion	Person	Percentage
Implementer (Procurement)	18	82%
HOPE or PE	2	9 %
Policy maker	2	9 %

Figure 2: Role of the respondent in the organization



3.3.3 Organizations of the Respondents

The below pie chart represents the distribution of different types of organizations based on their responses. NPOs & NGOs are the largest segment, comprising 82% (18 respondents), indicates that most responses came from Non-Profit Organizations (NPOs) and Non-Governmental Organizations (NGOs). LGED (Local Government Engineering Department) category accounts for 9% (2 respondents), representing a portion of responses from government-affiliated organizations. BEZA (Bangladesh Economic Zones Authority), making up 4% (1 respondent), showing a minor presence in the data. Private organization, the smallest segment, comprising 5% (1 respondent), indicates limited participation from private sector organizations. Overall, the pie chart highlights that the majority of respondents belong to the NGO/NPO sector, with fewer contributions from government and private sector organizations. Analysis of the study is shown in figure 3 and details is shown in the table 3 below:

Figure 3: Respondents Organizations

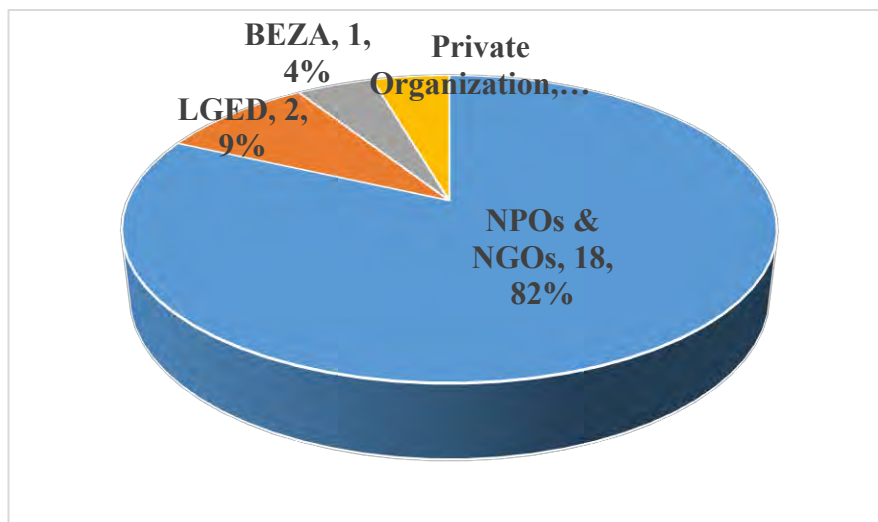


Table 3: Respondents Organizations

Opinion	Person	Percentage
NPOs & NGOs	18	82%
LGED	2	9%
BEZA	1	4%
Private Organization	1	5%

3.4 Adaptations of Sustainable Procurement (Section B)

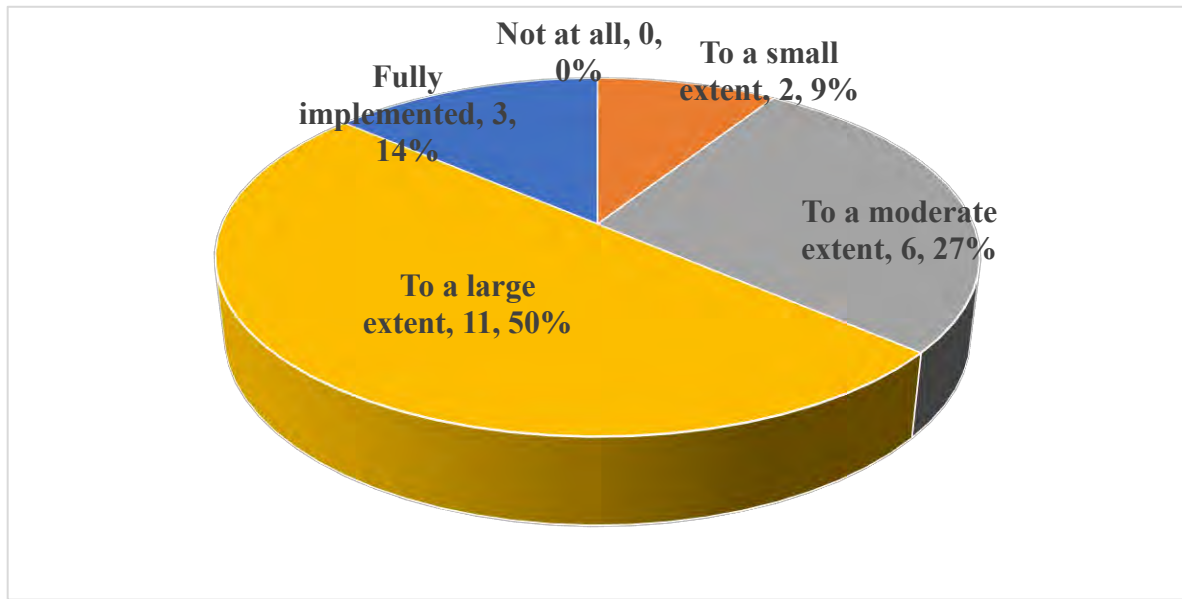
Questions number 6 to 9 were asked regarding adaptations of sustainable procurement of the respondent's organizations. Respondents were asked to what extent has their organization adopted sustainable procurement practices.

The pie chart in figure-04 illustrates the extent to which organizations have adopted sustainable procurement practices. The largest portion, 11 respondents (50%), indicate that half of the organizations have significantly integrated sustainable procurement practices. Six respondents (27%) have adopted sustainable procurement practices to a reasonable degree but may still have areas for improvement. Three respondents (14%) report full adoption of sustainable procurement, meaning they have fully integrated sustainability into their procurement processes. Two respondents (9%) have only minimally implemented sustainable procurement practices and no organization reported a complete lack of sustainable procurement adoption. Overall, the chart indicates that the majority of organizations (91%) have incorporated sustainable procurement to at least a moderate extent, with a notable 14% fully implementing these practices. However, a small portion has only taken minimal steps toward sustainability. Analysis of the study is shown in figure 4 and details are shown in the table 4 below:

Table 4: Adaptations of SP in the organizations

Opinion	Person	Percentage
Not at all	0	0%
To a small extent	2	9%
To a moderate extent	6	27%
To a large extent	11	50%
Fully implemented	3	14%

Figure 4: Adaptations of SP in the organizations



3.4.1 Specific SP practices implemented in organizations

The bar chart in figure 5 illustrates the specific sustainable procurement practices implemented in organizations, along with the number of respondents and their respective percentages. Seventeen (77.3%) respondents mentioned that sourcing environmentally friendly products is the most widely implemented practice, showing a strong focus on procuring products with minimal environmental impact. Thirteen (59.1%) respondents mentioned that many organizations actively work with local suppliers to improve sustainability practices and another thirteen (59.1%) respondents also mentioned that ethical sourcing and ensuring fair labor practices are key priorities for many organizations. Nine (40.9%) respondents mentioned that a significant portion of organizations are making efforts to lower emissions and reduce their carbon impact. Eight (36.4%) respondents mentioned that waste reduction and recycling efforts are moderately adopted. Four (18.2%) respondents mentioned that life-cycle cost analysis is the least implemented practice, suggesting that fewer organizations consider the total cost of ownership when making procurement decisions. The chart indicates that most organizations prioritize sourcing environmentally friendly products, engaging with local suppliers, and

ensuring ethical sourcing. However, fewer organizations implement life-cycle cost analysis, suggesting a potential area for improvement in long-term sustainability decision-making. Analysis of the study is shown in figure 5 and details is shown in the table 5:

Figure 5: Specific SP practices implemented in organizations

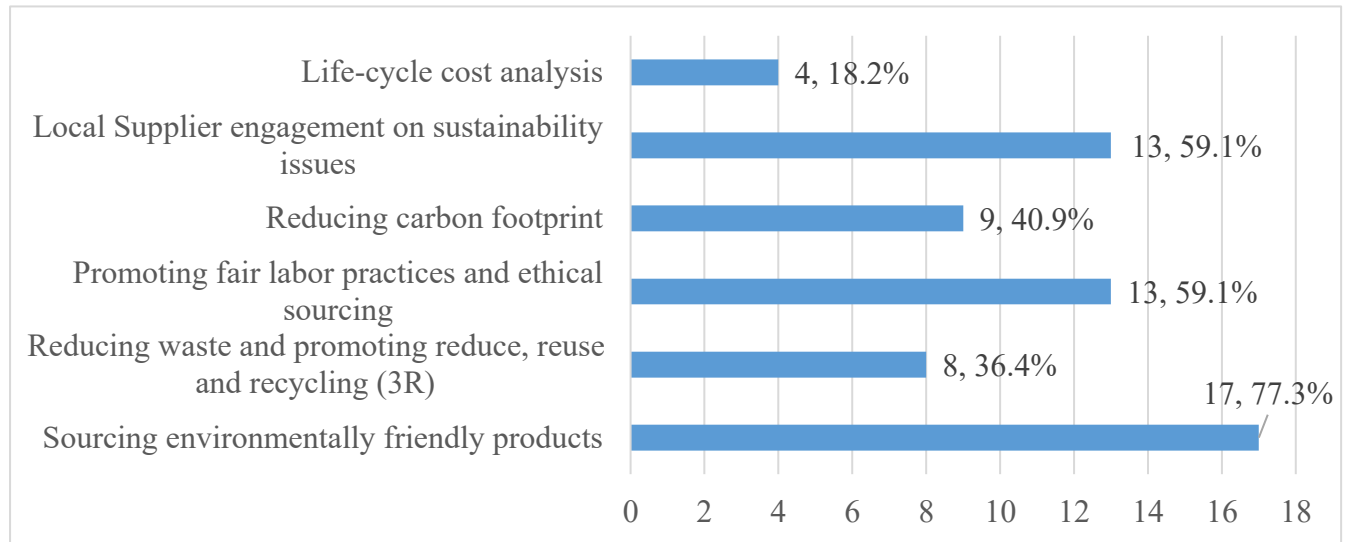


Table 5: Specific SP practices implemented in organizations

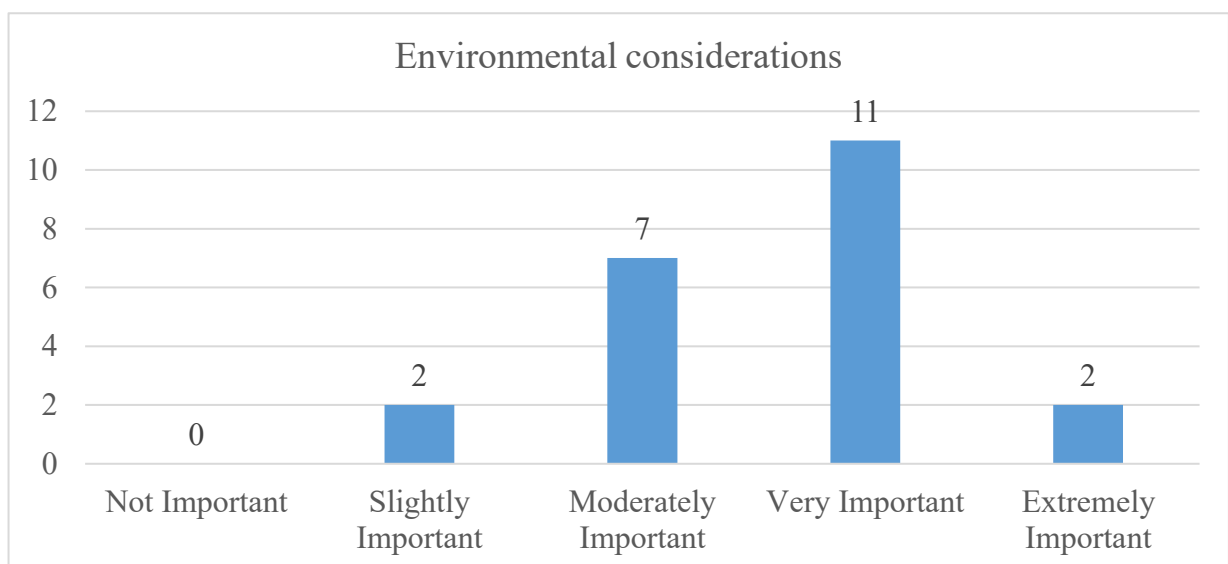
Categories	Responses	Percentage
Sourcing environmentally friendly products	17	77.3%
Reducing waste and promoting reduce, reuse and recycling (3R)	8	36.4%
Promoting fair labor practices and ethical sourcing	13	59.1%
Reducing carbon footprint	9	40.9%
Local Supplier engagement on sustainability issues	13	59.1%
Life-cycle cost analysis	4	18.2%

3.4.2 Influence of procurement decisions due to the environmental considerations

The bar chart in figure 6 illustrates the extent to which environmental considerations influence organization's procurement decisions. A majority of organizations (11 respondents, highest response) consider environmental factors as very important in procurement decisions. A

significant portion of organizations (7 respondents) regard environmental considerations as moderately important. A smaller number of organizations (2 respondents) give environmental considerations the highest priority. A minor portion of organizations (2 respondents) see environmental factors as only slightly important in procurement. No organization completely disregards environmental considerations. The chart indicates that most organizations recognize the importance of environmental considerations, with the highest number rating it as very important. While a few organizations consider it only slightly important, none dismiss it entirely, highlighting the growing role of sustainability in procurement decisions. Analysis of the study is shown in figure 6.

Figure 6: Influence of procurement decisions due to the environmental considerations

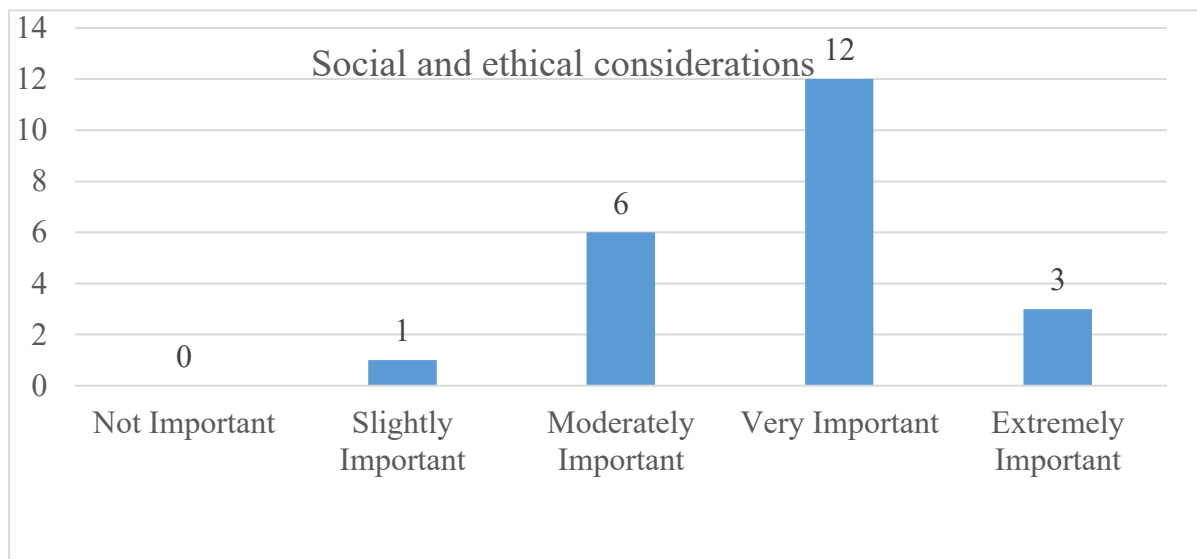


3.4.3 Influence of procurement decisions due to the social and ethical considerations

The bar chart in figure 7 illustrates the extent to which social and ethical considerations influence organization's procurement decisions. A majority of organizations (12 respondents) consider social and ethical factors as very important in procurement decisions. A significant portion of organizations (6 respondents) regard social and ethical considerations as moderately important. A smaller number of organizations (3 respondents) give social and ethical

considerations the highest priority. A minor portion of organizations (1 respondent) see social and ethical factors as only slightly important in procurement. No organization completely disregards social and ethical considerations. The chart indicates that most organizations recognize the importance of social and ethical considerations with the highest number rating it as very important. While a few organizations consider it only slightly important, none dismiss it entirely, highlighting the growing role of social and ethical factors in procurement decisions. Analysis of the study is shown in figure 7.

Figure 7: Influence of procurement decisions due to the social and ethical considerations

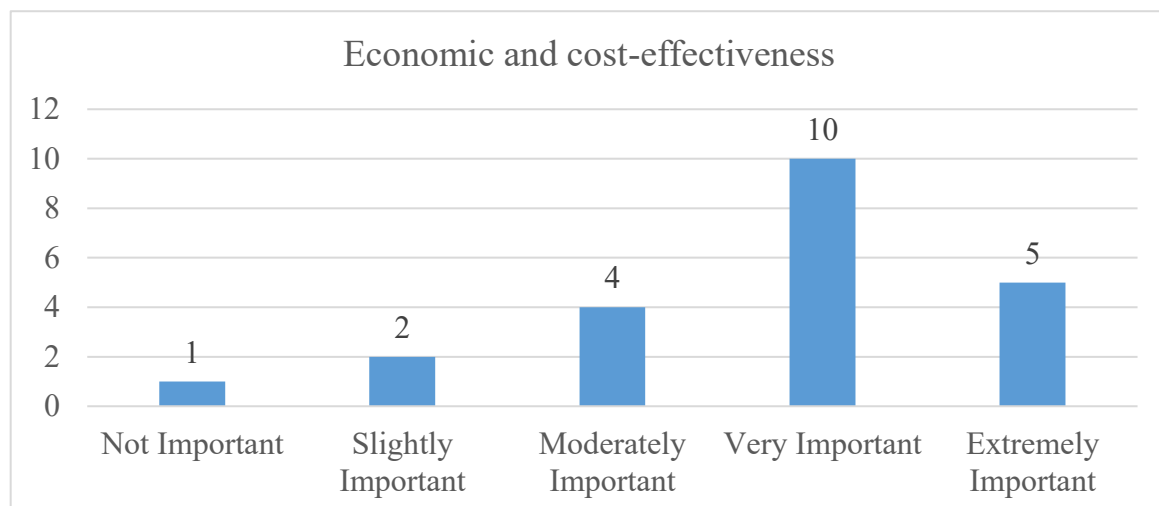


3.4.4 Influence of procurement decisions due to the economic and cost-effectiveness considerations

The bar chart in figure 8 illustrates the extent to which economic and cost-effectiveness considerations influence organization's procurement decisions. A majority of organizations (10 respondents) consider economic and cost-effectiveness as very important in procurement decisions. A significant portion of organizations (5 respondents) regard economic and cost-effectiveness as extremely important, giving it the highest priority. A considerable number of organizations (4 respondents) consider economic and cost-effectiveness to be moderately

important. A small number of organizations (2 respondents) see economic and cost-effectiveness as only slightly important. A very small number of organizations (only one) consider economic and cost-effectiveness as not important. Overall, the chart indicates that the vast majority of organizations recognize the high importance of economic and cost-effectiveness in their procurement decisions, with most rating it as very or extremely important. While a few organizations consider it slightly important, only one dismisses it entirely, highlighting the fundamental role of financial considerations in procurement. Analysis of the study is shown in figure 8.

Figure 8: Influence of decisions due to the economic and cost-effectiveness considerations



3.4.5 Influence of procurement decisions due to the compliance with regulations

The bar chart in figure 9 illustrates the extent to which compliance with regulations influences organization's procurement decisions. A significant majority of organizations (9 respondents) consider compliance with regulations as extremely important in their procurement decisions. A considerable number of organizations (6 respondents) regard compliance with regulations as moderately important and an equal number of organizations (6 respondents) consider compliance with regulations to be very important. A very small number of organizations (1 respondent) see compliance with regulations as only slightly important. No organization

considers compliance with regulations as not important. The chart indicates that the overwhelming majority of organizations recognize the crucial importance of compliance with regulations in their procurement decisions, with most rating it as extremely, very, or moderately important. No organization dismisses compliance with regulations entirely, highlighting its essential role in procurement. Analysis of the study is shown in figure 9.

Figure 9: Influence of procurement decisions due to the compliance with regulations

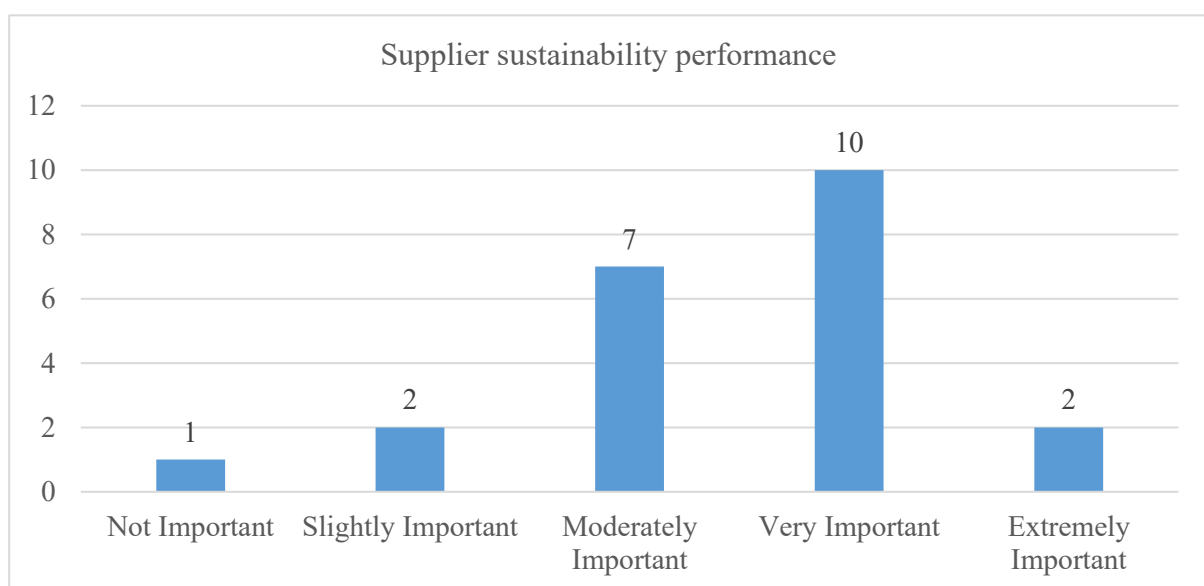


3.4.6 Influence of procurement decisions due to the supplier sustainability performance

The bar chart in figure 10 illustrates the extent to which supplier sustainability performance influences organization's procurement decisions. A significant majority of organizations (10 respondents) consider supplier sustainability performance as very important in their procurement decisions. A considerable number of organizations (7 respondents) regard supplier sustainability performance as moderately important. A small number of organizations (2 respondents) see supplier sustainability performance as only slightly important and an equal number of organizations (2 respondents) consider supplier sustainability performance as

extremely important. Only one organization considers supplier sustainability performance as not important. The chart indicates that a significant majority of organizations recognize the importance of supplier sustainability performance in their procurement decisions, with most rating it as very or moderately important. While a few organizations consider it slightly important, only one dismisses it entirely, highlighting the growing role of sustainability considerations in supplier selection. Analysis of the study is shown in figure 10.

Figure 10: Influence of decisions regarding the supplier sustainability performance



3.4.7 Organization's specific policies or guidelines for SP

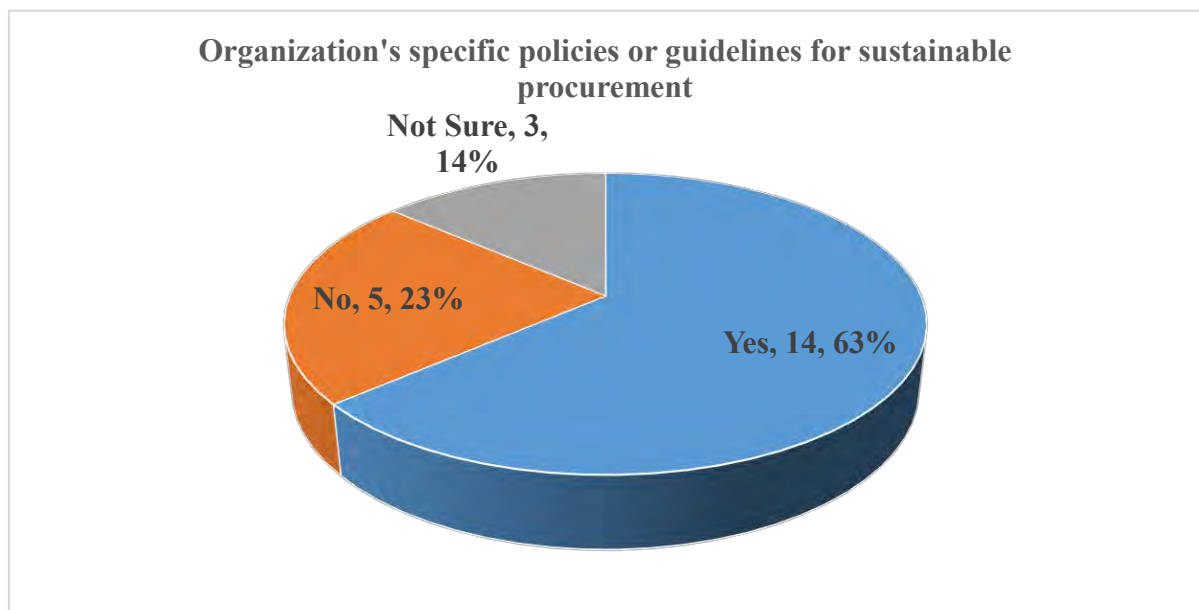
The pie chart in figure 11 illustrates how many organizations have specific policies or guidelines for sustainable procurement. Yes, segment is the largest, occupying the majority of the pie chart. It represents organizations that do have specific policies or guidelines for sustainable procurement. The segment is colored blue and labeled "Yes, 14, 63%". This indicates that 14 organizations responded "Yes," making up 63% of the total responses. No, segment is the second largest. It represents organizations that do not have specific policies or guidelines for sustainable procurement. The segment is colored orange and labeled "No, 5, 23%". This indicates that 5 organizations responded "No," making up 23% of the total

responses. Not sure, segment is the smallest. It represents organizations that are unsure if they have specific policies or guidelines for sustainable procurement. The segment is colored gray and labeled "not sure, 3, 14%". This indicates that 3 organizations responded "not sure," making up 14% of the total responses. The pie chart clearly shows that a significant majority (63%) of organizations surveyed have specific policies or guidelines for sustainable procurement. A smaller but notable portion (23%) do not, while a relatively small percentage (14%) are unsure. This highlights the growing prevalence of sustainable procurement practices among organizations. Analysis of the study is shown in figure 11 and details is shown in the table 6 below:

Table 6: Organization's specific policies or guidelines for SP

Opinion	Person	Percentage
Yes	14	63%
No	5	23%
Not Sure	3	14%

Figure 11: Organization's specific policies or guidelines for SP



3.5 Impact on Supply Chain Performance (Section C)

Questions number 10 to 13 were asked regarding the impact on supply chain performance for adaptations of sustainable procurement of the respondent's organizations. Respondents were asked to what extent they have been affected by sustainable procurement practices.

3.5.1 Experience of the respondents

The chart in figure 12 aims to depict the perceived impact of adopting sustainable procurement practices on various aspects of organizational supply chain performance. The categories analyzed are cost efficiency, supplier relationships, lead time reduction, product/service quality, risk management, innovation and continuous improvement, environmental sustainability (reduced emissions) and social responsibility (improved labor conditions). Each category is represented by a set of five bars, showcasing the distribution of responses across five impact levels such as no impact, minimal positive impact, moderate positive impact, significant positive impact and high positive impact. Risk management category shows the highest perceived "High positive impact," suggesting that sustainable procurement significantly mitigates risks. Lead time reduction category also shows a high number of responses in the "High positive impact" category. In case of cost efficiency, while a substantial portion reports "High positive impact," there's also a considerable spread across "Minimal," "Moderate," and "Significant" impacts. For supplier relationships, similar to cost efficiency, responses are distributed across various impact levels, indicating diverse experiences. Environmental sustainability (reduced emissions) and social responsibility (improved labor

conditions) categories show a notable trend of "Moderate" and "High" positive impacts, highlighting the perceived environmental and social benefits of sustainable procurement. The "No impact" responses are generally low across all categories, reinforcing the notion that sustainable procurement is perceived to have some positive influence. The chart provides valuable insights into the perceived impacts of sustainable procurement practices on supply chain performance. It highlights the perceived positive influence, particularly in risk management, lead time reduction, environmental sustainability and social responsibility. Analysis of the study is shown in figure 12 and details is shown in the table 7:

Figure 12: The adoption of SP practices affected the organization's SCP

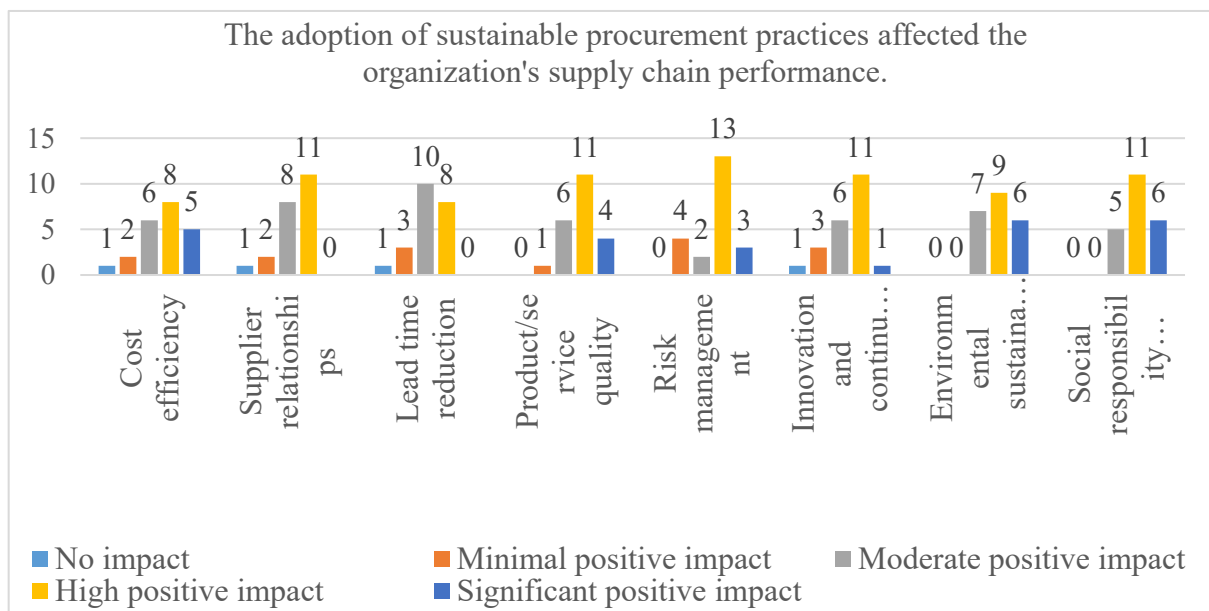


Table 7: The adoption of SP practices affected the organization's SCP

Categories	No impact	Minimal positive impact	Moderate positive impact	High positive impact	Significant positive impact
Cost efficiency	1	2	6	8	5
Supplier relationships	1	2	8	11	0
Lead time reduction	1	3	10	8	0

Categories	No impact	Minimal positive impact	Moderate positive impact	High positive impact	Significant positive impact
Product/service quality	0	1	6	11	4
Risk management	0	4	2	13	3
Innovation and continuous improvement	1	3	6	11	1
Environmental sustainability (reduced emissions)	0	0	7	9	6
Social responsibility (improved labor conditions)	0	0	5	11	6

3.5.2 Organization's cost savings due to practicing SP

The pie chart in figure 13 is titled "Organization's cost savings due to practicing sustainable procurement". It displays the distribution of responses regarding the impact of sustainable procurement on organizational costs. The chart is divided into four segments, representing the following responses:

- **Yes, significantly:** This segment is colored blue and labeled "Yes, Significantly, 5, 23%". It represents organizations that have experienced significant cost savings due to sustainable procurement. 5 organizations reported this, representing 23% of the total responses.

- **Yes, moderately:** This segment is the largest, colored orange and labeled "Yes, Moderately, 13, 59%". It represents organizations that have experienced moderate cost savings. 13 organizations reported this, representing 59% of the total responses.

- **No, it has increased costs:** This segment is colored gray and labeled "No, it has increased costs, 3, 14%". It represents organizations that have seen an increase in costs due to sustainable procurement. 3 organizations reported this, representing 14% of the total responses.

- **No, noticeable change in costs:** This segment is colored yellow and labeled "No, noticeable change in costs, 1, 4%". It represents organizations that have experienced no noticeable change in costs. 1 organization reported this, representing 4% of the total responses.

The pie chart in figure-13 indicates that a significant majority of organizations (82% combined) have experienced either moderate or significant cost savings as a result of implementing sustainable procurement practices. A smaller portion (14%) have seen increased costs, while a very small percentage (4%) reported no noticeable change. This suggests that sustainable procurement is generally perceived to be beneficial in terms of cost management. Analysis of the study is shown in figure 13 and details are shown in the table 8 below:

Figure 13: Organization's cost savings due to practicing SP

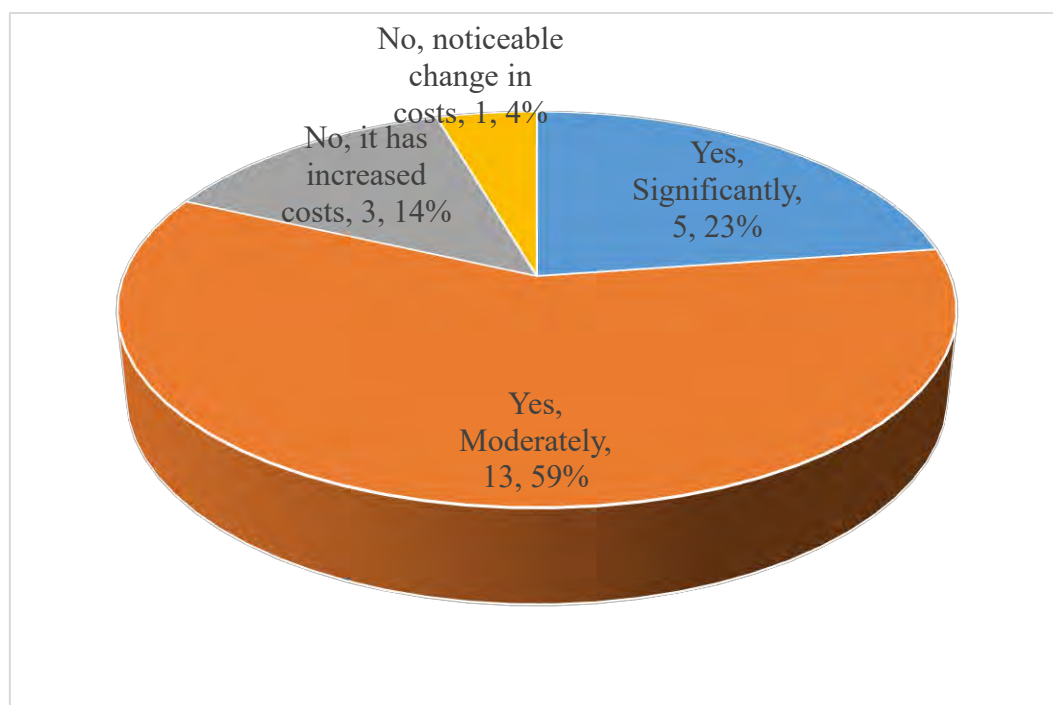


Table 8: Organization's cost savings due to practicing SP

Opinion	Person	Percentage
Yes, significantly	5	23%
Yes, moderately	13	59%
No, it has increased costs	3	14%
No, noticeable change in costs	1	4%

3.5.3 The overall impact of SP practices on the SCP of their organization

The pie chart in figure 14 is titled "the overall impact of sustainable procurement practices on the supply chain performance of your organization". It displays the distribution of responses regarding the overall impact of sustainable procurement practices. The chart is divided into five segments, representing the following responses:

- **Somewhat positive:** This segment is the largest, colored yellow and labeled "Somewhat positive, 13, 59%". It represents organizations that have experienced a somewhat positive impact. 13 organizations reported this, representing 59% of the total responses.

- **Very positive:** This segment is colored blue and labeled "Very positive, 7, 32%". It represents organizations that have experienced a very positive impact. 7 organizations reported this, representing 32% of the total responses.

- **No impact:** This segment is colored gray and labeled "No impact, 1, 5%". It represents organizations that have experienced no impact. One organization reported this, representing 5% of the total responses.

- **Somewhat negative:** This segment is colored orange and labeled "Somewhat negative, 1, 4%". It represents organizations that have experienced a somewhat negative impact. 1 organization reported this, representing 4% of the total responses.

- **Very negative:** This segment is colored light blue and labeled "Very negative, 0, 0%". It represents organizations that have experienced a very negative impact. No organizations reported this, representing 0% of the total responses.

The pie chart in figure 14 clearly shows that the overwhelming majority of organizations (91% combined) perceive sustainable procurement practices to have a positive impact on their supply chain performance, with 59% reporting a "somewhat positive" impact and 32% reporting a "very positive" impact. A very small percentage (5%) reported no impact, and an even smaller percentage (4%) reported a "somewhat negative" impact. No organizations reported a "very negative" impact. This highlights a strong consensus on the positive influence of sustainable procurement on supply chain performance. Analysis of the study is shown in figure 14 and details are shown in the table 9:

Figure 14: The overall impact of SP practices on the SCP of their organization

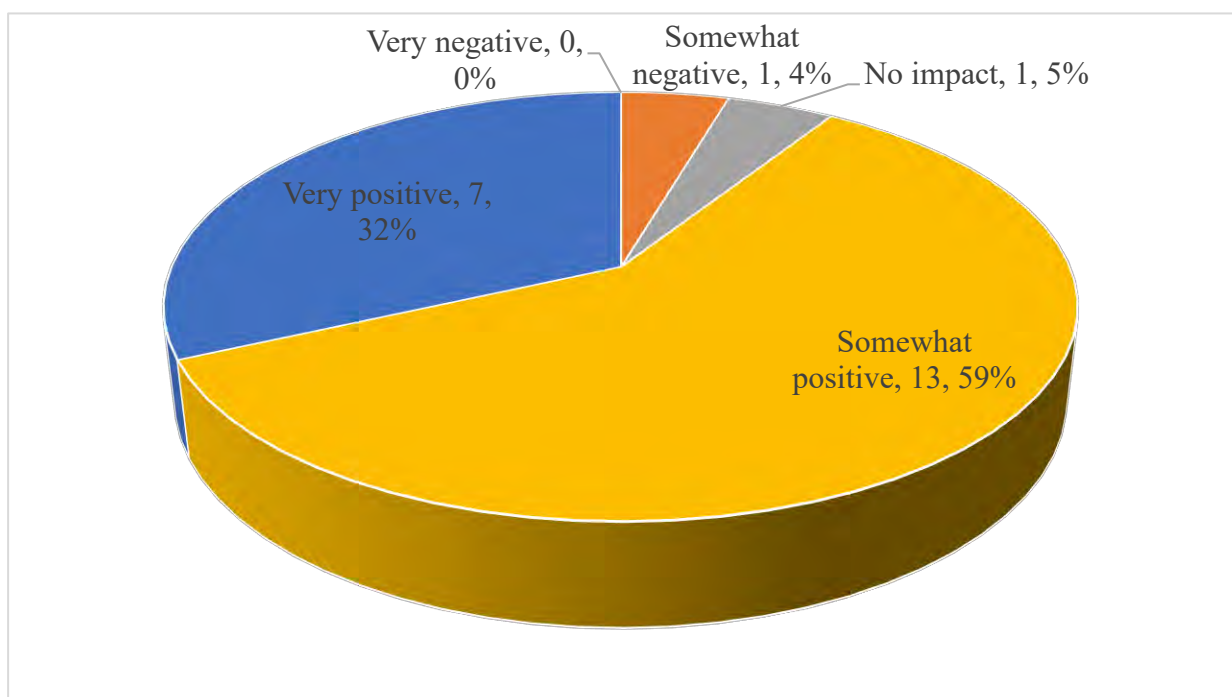


Table 9: The overall impact of SP practices on the SCP of their organization

Opinion	Person	Percentage
Very negative	0	0%
Somewhat negative	1	4%
No impact	1	5%
Somewhat positive	13	59%
Very positive	7	32%

3.5.4 The overall performance for the adoption of SP

The adoption of sustainable procurement practices has significantly enhanced the overall performance of supply chain. These practices have improved cost efficiency by reducing long-term expenses, such as maintenance and operational costs, even though the initial investments may be slightly higher. By prioritizing durable and eco-friendly materials, they have minimized lifecycle costs and improved infrastructure longevity.

In terms of lead times, sustainable procurement has facilitated stronger supplier partnerships and improved communication, resulting in more predictable and streamlined delivery processes. The emphasis on local sourcing has further minimized delays caused by external disruptions. Although the transition to sustainable suppliers initially posed some challenges, ongoing collaboration has helped mitigate these issues.

Quality improvements have been another major benefit, as sustainable procurement ensures higher standards in materials and processes. The shift toward environmentally friendly and ethically sourced inputs has led to greater durability and reduced the need for frequent

replacements. Supplier training and monitoring have also contributed to better product quality and service reliability.

Risk management has strengthened as well, with sustainable procurement reducing reliance on imports and mitigating risks related to geopolitical instability, currency fluctuations, and regulatory non-compliance. Compliance with environmental and social regulations has also minimized legal and reputational risks while aligning with global sustainability goals.

Overall, while the initial transition required strategic planning and investment, sustainable procurement has significantly improved cost efficiency, lead times, quality, and risk management. This approach has not only optimized supply chain performance but also positioned our organization as a responsible and forward-thinking entity in Bangladesh's development landscape.

3.6 Barriers to Sustainable Procurement (Section D)

Questions number 14 to 17 were asked regarding the barriers and challenges faced by the organizations for adaptations of sustainable procurement. Respondents were asked to identify the major barriers to adopting sustainable procurement practices in their organization.

3.6.1 The major barriers to adopting sustainable procurement practices

The bar chart in figure 15 depicts the various barriers faced by organizations in adopting sustainable procurement practices. The vertical axis represents the number of respondents (or perhaps the frequency of citing each barrier), while the horizontal axis lists the specific barriers.

Here's a breakdown of the information presented in the chart:

- **Lack of awareness and knowledge among staff:** This barrier has the highest count, with 15 respondents indicating it as a challenge. This suggests that a significant knowledge gap exists regarding sustainable procurement.

- **Supplier Limitations:** This barrier is the second highest, with 13 respondents. This points to challenges related to suppliers' capabilities or willingness to adopt sustainable practices.

- **Short-term Focus:** This barrier has 11 respondents, indicating that a focus on immediate gains might hinder long-term sustainable procurement efforts.

- **Perceived high cost of sustainable products, Lack of clear policies and regulations, Lack of supplier capability, Lack of leadership commitment:** Each of these barriers has 9 respondents, highlighting them as significant challenges.

- **Resistance to change:** This barrier has 8 respondents, suggesting that organizational resistance to new practices is a factor.

- **Financial constraints, Cultural and Behavioral Barriers, Complexity in Implementation, Challenges in integrating:** Each of these barriers has 7 respondents, indicating moderate levels of concern.

- **Measurement and Evaluation Challenges:** This barrier has the lowest count, with 6 respondents, suggesting it is a less pressing concern compared to the others.

The chart in figure 15 demonstrates that the primary obstacles to sustainable procurement are related to a lack of internal awareness and knowledge, followed by supplier-related limitations and a short-term focus. Financial and policy-related issues also play a significant role. The chart highlights the need for organizations to address these barriers through training, policy

development, supplier engagement, and a shift towards a long-term strategic perspective.

Analysis of the study is shown in figure 15 and details are shown in the table 10 below:

Figure 15: The major barriers to adopting SP practices in an organization

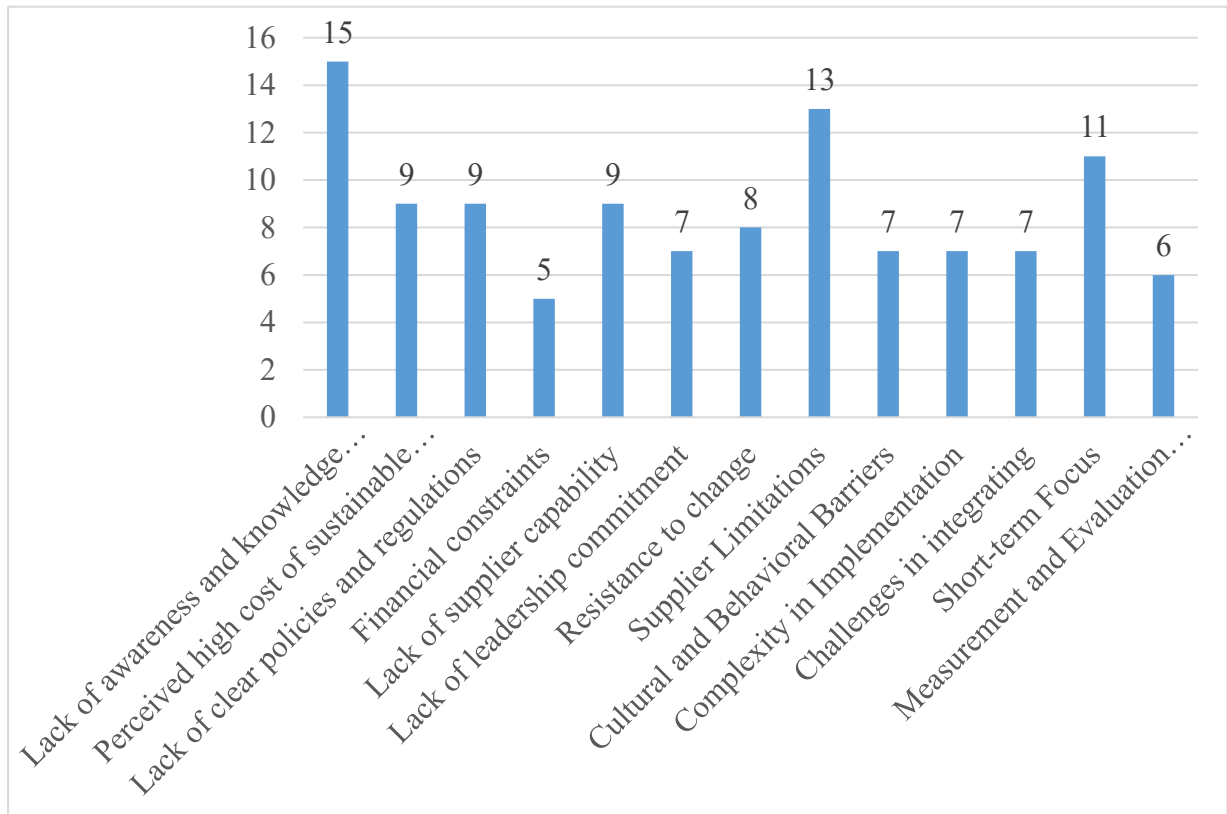


Table 10: The major barriers to adopting SP practices in an organization

Categories	Responses	Percentage
Lack of awareness and knowledge among staff	15	68.2%
Perceived high cost of sustainable products	9	40.9%
Lack of clear policies and regulations	9	40.9%
Financial constraints	5	22.7%
Lack of supplier capability	9	40.9%

Categories	Responses	Percentage
Lack of leadership commitment	7	31.8%
Resistance to change	8	36.3%
Supplier Limitations	13	59%
Cultural and Behavioral Barriers	7	31.8%
Complexity in Implementation	7	31.8%
Challenges in integrating	7	31.8%
Short-term Focus	11	50%
Measurement and Evaluation Challenges	6	27.3%

3.6.2 Organization's capacity for implementing SP practices

The pie chart in figure 16 represents the responses to the statement: "My organization has the necessary resources and capacity to fully implement sustainable procurement practices." It shows the distribution of agreement levels among respondents. Here's a breakdown of the information presented in the chart:

- **Agree:** This segment is the largest, colored yellow and labeled "Agree, 11, 50%". It represents organizations that agree with the statement. 11 organizations reported this, representing 50% of the total responses.

- **Neutral:** This segment is the second largest, colored gray and labeled "Neutral, 9, 41%". It represents organizations that are neutral on the statement. 9 organizations reported this, representing 41% of the total responses.

- **Strongly agree:** This segment is colored light blue and labeled "Strongly agree, 1, 5%". It represents organizations that strongly agree with the statement. 1 organization reported this, representing 5% of the total responses.

- **Strongly disagree:** This segment is colored dark blue and labeled "Strongly disagree, 1, 4%". It represents organizations that strongly disagree with the statement. 1 organization reported this, representing 4% of the total responses.

- **Disagree:** This segment is colored white and labeled "Disagree, 0, 0%". It represents organizations that disagree with the statement. No organizations reported this, representing 0% of the total responses.

The chart in figure-16 shows that the majority of organizations either agree (50%) or are neutral (41%) about having the necessary resources and capacity to implement sustainable procurement practices. Only a small percentage strongly agree (5%) or strongly disagree (4%), and no organizations disagree. This suggests a general sense of cautious optimism or uncertainty about resource availability and capacity for sustainable procurement. Analysis of the study is shown in figure 16 and details are shown in the table 11.

Figure 16: Organization's capacity to fully implement SP practices

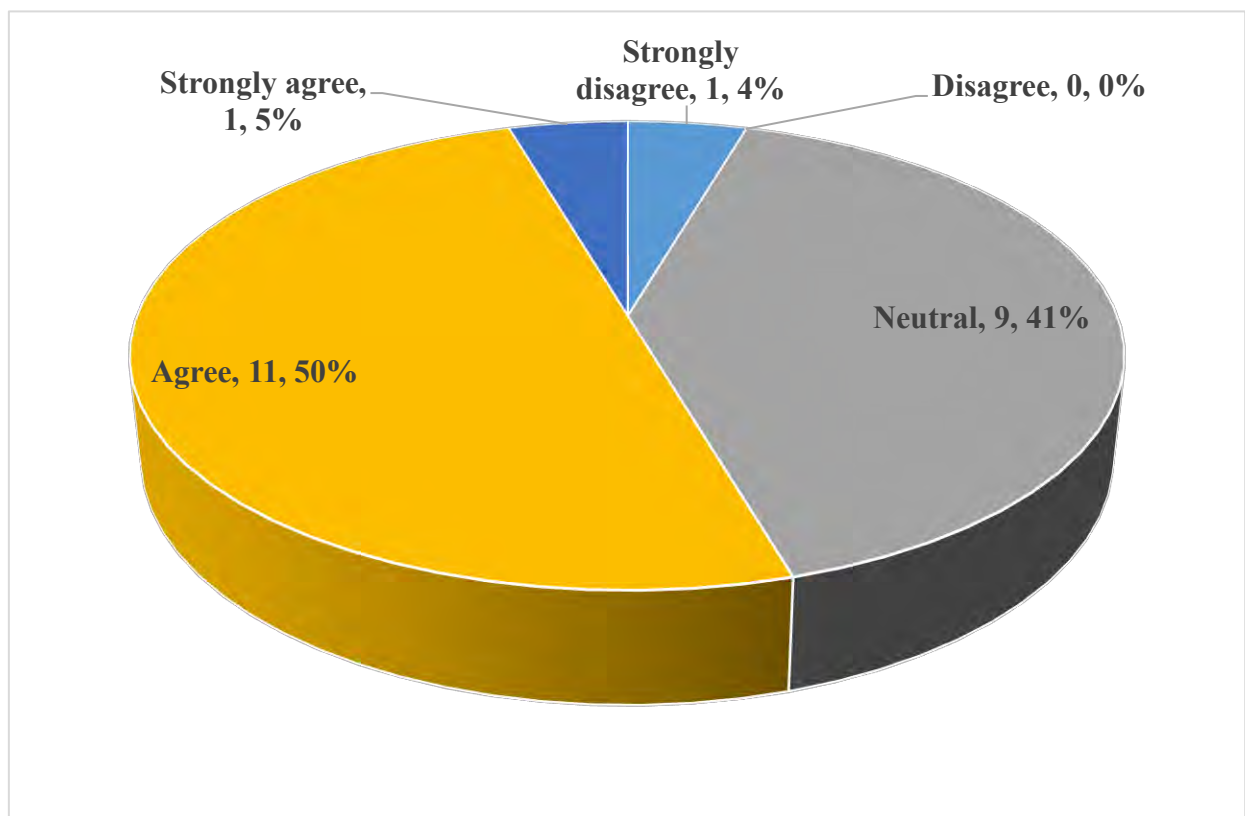


Table 11: Organization's capacity to fully implement SP practices

Categories	Responses	Percentage
Strongly disagree	1	5%
Disagree	0	0%
Neutral	9	41%
Agree	11	50%
Strongly agree	1	5%

3.6.3 Barriers for implementing SP practices

The main barriers preventing our organization from fully implementing sustainable procurement practices include financial, institutional, technical, and cultural challenges. One of the most significant obstacles is the high initial cost of adopting sustainable alternatives, as budget constraints and a short-term financial focus make it difficult to invest in eco-friendly materials and suppliers.

Supplier limitations also pose a challenge, as there are not enough certified suppliers offering sustainable products that meet quality and regulatory standards. Many suppliers lack the technical capacity or incentives to align with sustainability requirements, leading to inconsistent supply availability.

Knowledge gaps and lack of training among procurement officials and suppliers further hinder implementation. Many stakeholders are unaware of the long-term benefits of sustainable procurement and struggle to integrate sustainability criteria into their procurement processes. Additionally, institutional barriers, such as weak policy enforcement and outdated procurement frameworks that prioritize cost over sustainability, prevent a full transition to sustainable practices.

Cultural resistance to change is another critical issue, as many organizations and suppliers still perceive sustainable procurement as overly complex or unnecessary. A traditional mindset favoring cost-cutting and immediate gains makes it difficult to implement long-term sustainability strategies.

To overcome these barriers, our organization needs to focus on updating procurement policies, providing financial incentives, building supplier capacity, and enhancing awareness through targeted training programs. Addressing these challenges will help create a more resilient and sustainable procurement system that aligns with long-term economic, environmental, and social goals.

3.6.4 Challenges in adopting SP practices

Our organization faces several challenges in adopting sustainable procurement practices, including financial constraints, lack of awareness, policy barriers, and supplier limitations.

One of the biggest hurdles is financial constraints, as sustainable materials and technologies often come with high upfront costs. Budget limitations make it difficult to prioritize sustainability, especially when short-term cost savings are favored over long-term benefits.

Lack of awareness and expertise among procurement officials and suppliers also slows down adoption. Many stakeholders are unfamiliar with sustainability criteria, its benefits, or how to integrate it into procurement processes.

Policy and regulatory barriers further complicate implementation. The absence of clear, enforceable policies and the traditional focus on the lowest-cost bids often prevent sustainability from being a key procurement criterion.

Another challenge is supplier and market limitations. Many suppliers either lack the capacity to meet sustainability standards or sustainable products are not readily available in the local market, making it difficult to source certified materials.

Additionally, resistance to change and institutional barriers hinder progress. Some stakeholders perceive sustainable procurement as complex and time-consuming, while others resist shifting from traditional procurement methods.

To overcome these challenges, our organization needs policy reforms, training programs, financial incentives, and supplier engagement to create a more sustainable procurement system.

3.7 Opportunities of Sustainable Procurement (Section E)

Questions number 18 to 20 were asked regarding the opportunities and recommendations for adaptations of sustainable procurement of the respondent's organizations. Respondents were asked to identify the most significant opportunities for their organization in adopting sustainable procurement practices.

3.7.1 The most significant opportunities in adopting SP practices

The bar chart in figure 17 displays the perceived significance of various opportunities for organizations adopting sustainable procurement practices. The vertical axis represents the number of respondents, while the horizontal axis lists the specific opportunities. Each opportunity is represented by a set of five bars, showing the distribution of responses across five significance levels: least significant, slightly significant, moderately significant, very significant and most significant.

- **Reducing environmental and social impact:** This category has the highest "Very significant" response (14), indicating it's seen as a major opportunity. It also has the highest

"Most significant" response (2). This suggests that organizations perceive reducing environmental and social impact as a primary driver for adopting sustainable procurement.

- **Cost savings through resource efficiency:** This category shows a high "Very significant" response (12) and a moderate "Moderately significant" response (6). Organizations see cost savings through resource efficiency as a substantial opportunity.

- **Compliance with national and international regulations:** This category also has a high "Very significant" response (12). Compliance is seen as a major opportunity, likely driven by regulatory pressures.

- **Enhancing organizational reputation:** This category has a significant "Moderately significant" response (11). While not as high as the previous categories, it still indicates that reputation enhancement is a considerable opportunity.

- **Improving supplier collaboration and innovation:** This category has a relatively even distribution across "Moderately significant" (6) and "Very significant" (11). It suggests that organizations see potential in improving supplier relations through sustainable procurement.

This chart in figure 17 highlights the multifaceted nature of sustainable procurement, where organizations see opportunities to achieve environmental, social, and economic goals simultaneously. Organizations are driven by both ethical and practical considerations when adopting sustainable procurement. Environmental and social responsibility is a major motivating factor. Cost savings and compliance are seen as tangible benefits. There's a growing recognition of the role of sustainable procurement in enhancing reputation and fostering better supplier relationships. Analysis of the study is shown in figure 17 and details are shown in the table 12.

Figure 17: The most significant opportunities for adopting SP practices

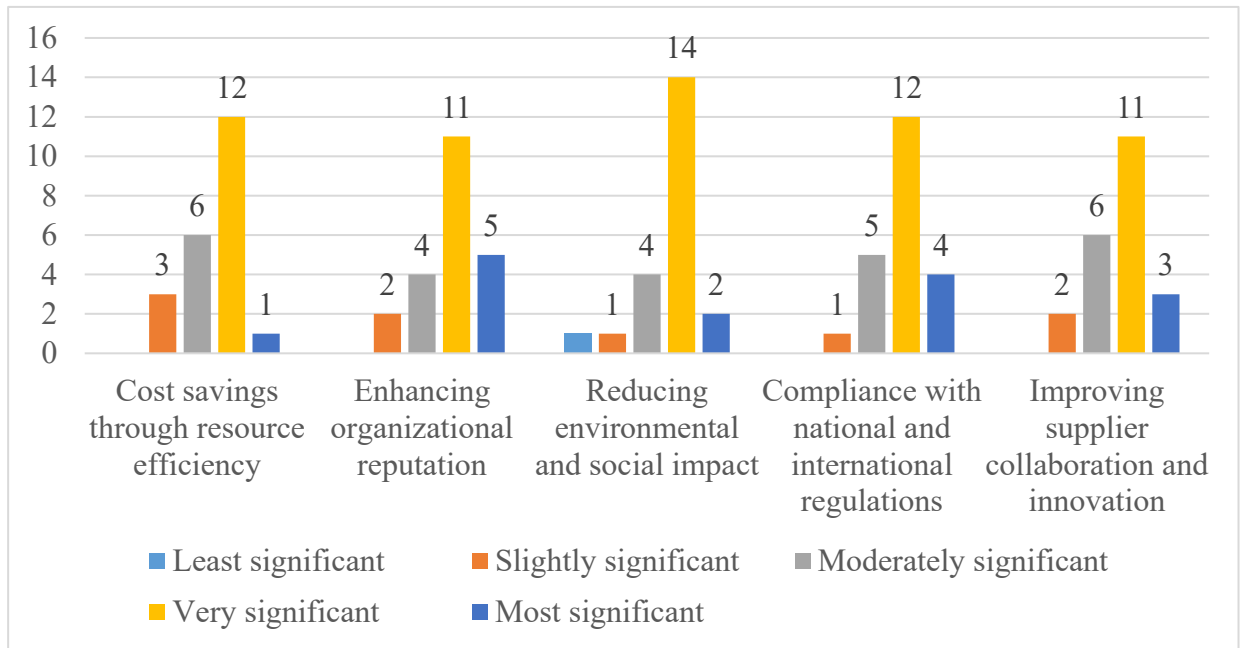


Table 12: The most significant opportunities for adopting SP practices

Categories	Least significant	Slightly significant	Moderately significant	Very significant	Most significant
Cost savings through resource efficiency	0	3	6	12	1
Enhancing organizational reputation	0	2	4	11	5
Reducing environmental and social impact	1	1	4	14	2
Compliance with national and international regulations	0	1	5	12	4
Improving supplier	0	2	6	11	3

Categories	Least significant	Slightly significant	Moderately significant	Very significant	Most significant
collaboration and innovation					

3.7.2 Opportunities for sustainable procurement practices

Autonomous and Not-for-Profit Organizations (NPOs) in Bangladesh have several opportunities to improve their sustainable procurement practices. These opportunities can enhance their social impact, financial sustainability, and operational efficiency while aligning with global sustainability goals.

- **Access to International Funding and Grants:** NPOs can secure financial support from international donors and development agencies that prioritize sustainability, helping offset the costs of sustainable procurement.

- **Building Local Supplier Capacity:** Collaborating with local suppliers to develop their ability to provide eco-friendly and sustainable products can strengthen the supply chain and ensure the availability of certified materials.

- **Policy Advocacy and Awareness:** NPOs have a unique opportunity to influence government policies by advocating for stronger sustainable procurement regulations and incentives, benefiting both public and private sector procurement.

- **Technology and Innovation:** Investing in digital procurement tools, e-procurement systems, and renewable technologies can enhance transparency, efficiency, and cost-effectiveness in procurement processes.

- **Training and Capacity Building:** Conducting training programs and awareness campaigns for procurement staff and suppliers can improve knowledge and skills related to sustainable procurement, ensuring better implementation.

- **Collaboration and Networking:** Forming partnerships with government agencies, businesses, sustainability networks, and other NPOs can facilitate knowledge sharing and drive collective action towards sustainability.

- **Financial Incentives and Tax Benefits:** NPOs may have opportunities to gain tax exemptions or financial incentives for adopting sustainable procurement, reducing long-term costs.

- **Lifecycle Costing Approach:** Emphasizing long-term cost savings through lifecycle costing instead of focusing on immediate expenses can help justify sustainable procurement choices.

By leveraging these opportunities, Bangladeshi NPOs can lead the way in sustainable procurement, making a positive environmental and social impact while enhancing their organizational efficiency and credibility.

Chapter 4

Recommendations & Conclusions

4.1 Recommendations

- 4.1.1 For enhancing efficiency, accountability, and long-term value in the supply chain, Sustainable procurement can be a vital tool for an autonomous and not-for-profit organizations (NPOs) in Bangladesh.
- 4.1.2 To increase transparency and efficiency, NPOs should leverage technology-driven solutions such as e-procurement systems. These tools enable organizations to track sustainability metrics, enhance accountability, and optimize procurement operations. In addition, data-driven decision-making can improve efficiency, allowing organizations to align procurement practices with sustainability goals more effectively.
- 4.1.3 Embed sustainability into procurement strategies to enable autonomous and not-for-profit organizations (NPOs) in Bangladesh will help to achieve meaningful environmental and social impact while enhancing operational effectiveness.
- 4.1.4 Partnering with international donors, NGOs, sustainability networks, and government agencies can facilitate knowledge sharing and resource exchange. Encouraging cross-sector collaboration will further amplify the impact of sustainability initiatives.
- 4.1.5 For sustainable procurement to become a nationwide practice, policy advocacy and awareness programs must be prioritized. Government-led initiatives, such as regulatory policies, financial incentives, and awareness campaigns, can encourage organizations to integrate sustainability into their procurement processes.

Organizations should actively advocate for stronger laws and national initiatives that support sustainable procurement.

- 4.1.6 Strengthening supplier engagement and promoting local sourcing can be a critical step where NPOs should collaborate with local suppliers to encourage eco-friendly and ethical procurement. Supporting supplier certification programs can help maintain high sustainability standards, ensuring that goods and services meet environmental and ethical benchmarks. By including sustainability criteria in tenders and procurement contracts, organizations can reinforce their commitment to responsible sourcing.
- 4.1.7 Developing and enforcing a clear procurement policy that can integrate environmental, social, and economic sustainability into decision-making of the NPOs.
- 4.1.8 Strong governance structures must be in place to ensure transparency and accountability, and policies should be regularly updated to reflect global best practices. However, policies alone are not enough-building capacity through training and awareness is essential. Regular training programs for procurement professionals and suppliers will enhance understanding and encourage the adoption of sustainable procurement practices. At the same time, raising awareness among stakeholders about the long-term benefits of sustainability will help drive engagement and commitment.
- 4.1.9 To maintain momentum, incentives and recognition programs should be introduced to motivate organizations. National awards and public recognition for sustainable procurement efforts can encourage greater participation and highlight best practices. Sharing success stories will inspire others to adopt similar strategies, further promoting the widespread adoption of sustainable procurement.

- 4.1.10 As transitioning to sustainable procurement requires financial support, Organizations should engage with government agencies to advocate for tax incentives, subsidies, and other financial benefits that offset the initial costs of adopting sustainable practices. Additionally, moving away from a lowest-cost approach and adopting lifecycle costing models can help NPOs recognize the long-term financial benefits of sustainability by considering factors such as maintenance, durability, and disposal costs.
- 4.1.11 Beyond improving procurement processes, sustainable procurement has a significant impact on supply chain performance. Stronger supplier engagement and collaboration will ensure better alignment with sustainability goals, improving efficiency, accountability, and resilience. By working with ethical and sustainable suppliers, organizations can enhance transparency, minimize risks, and drive innovation. Sustainable procurement also helps mitigate risks related to supply chain disruptions, resource scarcity, and regulatory compliance, ensuring greater operational stability.
- 4.1.12 Embracing a value-based approach rather than focusing solely on short-term cost reductions will allow organizations to prioritize long-term financial and operational benefits. Using digital tools and data analytics can further enhance decision-making and tracking of sustainability metrics. Additionally, partnering with academic institutions and technology providers can help drive eco-friendly innovations in procurement.
- 4.1.13 Sustainable procurement should be not just a short-term goal but a long-term commitment. Organizations must adopt a holistic approach, focusing on continuous learning, collaboration, and performance monitoring. By setting measurable

sustainability goals and tracking progress, organizations can refine their strategies and ensure continuous improvement.

- 4.1.14 By embedding sustainability into procurement practices, NPOs in Bangladesh can strengthen supply chain resilience, enhance cost efficiency, and contribute to environmental and social well-being. This strategic shift will not only position them as leaders in sustainability but also pave the way for a more responsible and equitable future.

4.2 Conclusions

In Bangladesh's not-for-profit sector, sustainable procurement is proving to be far more than just an environmentally friendly initiative-it is a strategic approach that enhances overall organizational performance. While the transition comes with challenges, including higher initial costs, supplier limitations, and institutional barriers, the long-term advantages greatly outweigh these hurdles.

As organizations increasingly adopt sustainable procurement, they experience measurable improvements in supply chain performance. Cost efficiency is a notable benefit, as investing in eco-friendly, ethically sourced materials leads to lower lifecycle costs, increased durability, and reduced maintenance expenses. Stronger supplier relationships are another key outcome, facilitating shorter lead times, enhanced collaboration, and greater reliability in procurement operations. Additionally, organizations are becoming less dependent on imports, reducing exposure to risks associated with currency fluctuations, regulatory compliance, and geopolitical instability.

Beyond financial and operational benefits, sustainable procurement fosters positive environmental and social impacts. By reducing carbon footprints, promoting resource efficiency, and minimizing waste, organizations contribute to environmental sustainability. At the same time, ethical sourcing and fair labor practices strengthen community development and reinforce an organization's commitment to social responsibility. Economically, sustainable procurement creates long-term stability, minimizing financial risks related to regulatory fines, reputational damage, and supply chain disruptions. However, the research highlights that life-cycle cost analysis remains underutilized, presenting an opportunity for organizations to make more strategic long-term financial decisions.

Despite its benefits, widespread adoption of sustainable procurement is hindered by several challenges. Many NPOs struggle with budget constraints, making it difficult to justify the upfront investment in sustainable alternatives. Supplier limitations, including a lack of certified vendors and inconsistent supply availability, further complicate the transition. Additionally, knowledge gaps and insufficient training among procurement professionals mean that sustainability is often overlooked in decision-making. Outdated procurement policies that prioritize cost over sustainability create yet another roadblock to change.

However, several key factors can accelerate the adoption of sustainable procurement. Training programs can bridge knowledge gaps, equipping procurement professionals and suppliers with the necessary skills to implement sustainable practices effectively. Regulatory reforms and stronger government policies will create a more supportive environment for sustainable procurement initiatives. Moreover, investing in supplier development, implementing digital procurement tools, and strengthening collaborations with policymakers and international donors will further ease the transition. Leadership commitment and awareness campaigns are also critical in shifting organizational mindsets toward a long-term sustainability perspective.

Ultimately, the research makes one thing clear: sustainable procurement is not just an optional strategy-it is a necessity for the long-term success of NPOs in Bangladesh. The majority of organizations recognize its value, reporting a positive or significantly positive impact on their supply chains. By addressing existing barriers through financial incentives, policy improvements, supplier engagement, and targeted training initiatives, NPOs can fully unlock the benefits of sustainable procurement.

As organizations embed sustainability into their procurement processes, they will not only optimize costs and improve operational efficiency but also enhance their reputation, foster stronger partnerships, and contribute to a more sustainable and equitable future. Moving forward, a collaborative, well-structured, and forward-thinking approach will be essential in ensuring that sustainable procurement becomes a fundamental part of Bangladesh's not-for-profit sector.

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Appendix A.

Questionnaire

Title of Dissertation: “Sustainable procurement practices and their impact on supply chain performance in the context of an autonomous and not-for-profit organizations in Bangladesh”

Name of the Researcher: Engr. Md. Shoriful Islam, Procurement Specialist, Extended Community Climate Change Project-Drought (ECCCP-Drought), Palli Karma-Sahayak Foundation (PKSF).

This Survey Questionnaire is dedicated to academic research only for the above-mentioned topic offered by BIGD (BRAC Institute of Governance and Development) of BRAC University.

I would like to invite you to participate in a research study that aims to collect data to examine sustainable procurement practices and their impact on supply chain performance in the context of an autonomous and not-for-profit organizations in Bangladesh.

Sustainable procurement means acquiring goods, services, and works in a way that considers their environmental, social, and economic impacts throughout their lifecycle. It aims to minimize negative effects on the environment, promote fair labor practices, and support local economies while ensuring value for money. This approach seeks to balance short-term needs with long-term benefits for society and the planet.

The purpose of this survey is to gather insights into the adoption of sustainable procurement practices in an autonomous and not-for-profit organizations in Bangladesh and their impact on supply chain performance. The information you provide will remain confidential and will be used solely for academic research purposes. Thank you for your time and participation.

Section A: General Information

- 1. Please write your name.**
- 2. Please write your organization name.**
- 3. What is your role in the organization?**
 - o** Implementer (Procurement officer)
 - o** Approving Authority (Head of Procuring Entity or Procuring Entity)
 - o** Policy maker
 - o** Administrative officer
 - o** Other (Please specify): _____
- 4. How long have you been involved in procurement or supply chain management?**
 - a.** Less than 1 year
 - b.** 1-5 years
 - c.** 6-10 years
 - d.** More than 10 years
- 5. What type of organization do you work for?**
 - a.** Government agency
 - b.** State-owned enterprise
 - c.** Local government
 - d.** Ministries and Divisions
 - e.** Semi-Autonomous Bodies
 - f.** Autonomous and Not-for-Profit Organizations (NPOs)
 - g.** Non-Governmental Organization (NGOs)
 - h.** Other (Please specify)

Section B: Adaptations of sustainable procurement

6. To what extent has your organization adopted sustainable procurement practices?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a large extent
- e. Fully implemented

7. What specific sustainable procurement practices are implemented in your organization?

(Please check all that apply)

- a. Sourcing environmentally friendly products
- b. Reducing waste and promoting reduce, reuse and recycling (3R)
- c. Promoting fair labor practices and ethical sourcing
- d. Reducing carbon footprint
- e. Local Supplier engagement on sustainability issues
- f. Life-cycle cost analysis
- g. Other (Please specify): _____

8. To what extent do the following factors influence your organization's procurement decisions?

(Please rate on a scale of 1 to 5, where 1 = Not important, 5 = Very important)

Factor	1	2	3	4	5
Environmental considerations					

Social and ethical considerations					
Economic and cost-effectiveness					
Compliance with regulations					
Supplier sustainability performance					

9. Does your organization have specific policies or guidelines for sustainable procurement?

- a. Yes
- b. No
- c. Not sure

Section C: Impact on Supply Chain Performance

10. To what extent has adopting sustainable procurement practices affected your organization's supply chain performance?

(Please rate on a scale of 1 to 5, where 1 = No impact, 5 = Significant positive impact)

Performance Indicator	1	2	3	4	5
Cost efficiency					
Supplier relationships					
Lead time reduction					
Product/service quality					
Risk management					
Innovation and continuous improvement					

Performance Indicator	1	2	3	4	5
Environmental sustainability (reduced emissions)					
Social responsibility (improved labor conditions)					

11. Has sustainable procurement led to cost savings for your organization?

- a. Yes, significantly
- b. Yes, moderately
- c. No, it has increased costs
- d. No noticeable change in costs

12. How would you rate the overall impact of sustainable procurement practices on the supply chain performance of your organization?

- a. Very negative
- b. Somewhat negative
- c. No impact
- d. Somewhat positive
- e. Very positive

13. In your experience, how has the adoption of sustainable procurement practices affected the overall performance of your supply chain?

(Please describe in detail, focusing on aspects such as cost efficiency, lead times, quality, and risk management.)

Section D: Barriers to Sustainable Procurement

- 14. What are the major barriers to adopting sustainable procurement practices in your organization?**

(Please check all that apply)

- a. Lack of awareness and knowledge among staff
- b. Perceived high cost of sustainable products
- c. Lack of clear policies and regulations
- d. Financial constraints
- e. Lack of supplier capability
- f. Lack of leadership commitment
- g. Resistance to change
- h. Other (Please specify): _____

- 15. To what extent do you agree with the following statement: "My organization has the necessary resources and capacity to fully implement sustainable procurement practices"?**

- a. Strongly disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly agree

- 16. What do you perceive as the main barriers preventing your organization from fully implementing sustainable procurement practices?**

17. What challenges does your organization face in adopting sustainable procurement practices (e.g., lack of awareness, financial constraints, policy barriers)?

Section E: Opportunities and Recommendations

18. What do you see as the most significant opportunities for your organization in adopting sustainable procurement practices?

(Please rank the following opportunities on a scale of 1 to 5, where 1 = Least significant, 5 = Most significant)

Opportunity	1	2	3	4	5
Cost savings through resource efficiency					
Enhancing organizational reputation					
Reducing environmental and social impact					
Compliance with national and international regulations					
Improving supplier collaboration and innovation					

19. In your opinion, what measures would most help to improve the adoption of sustainable procurement practices in an autonomous and Not-for-Profit Organizations (NPOs) in Bangladesh?

(Please check all that apply)

- Improved policies and regulations
- Training and capacity-building programs

- c. Financial incentives for sustainable procurement
- d. Stronger leadership commitment
- e. Awareness campaigns on sustainability benefits
- f. Supplier development programs
- g. Collaboration with other Not-for-Profit Organizations (NPOs) organizations
- h. Other (Please specify): _____

20. In your opinion, what are the greatest opportunities for an autonomous and Not-for-Profit Organizations (NPOs) in Bangladesh to improve their sustainable procurement practices? (Please write your comments below):

Section F: Additional Comments for Recommendations

21. What recommendations would you provide to an autonomous and Not-for-Profit Organizations (NPOs) in Bangladesh to enhance the adoption and impact of sustainable procurement practices? (Please write your comments below):

22. Do you have any additional comments or suggestions regarding sustainable procurement practices and their impact on supply chain performance?
(Please write your comments below):

Thank you for participating in this survey! Your responses are valuable and will contribute to a better understanding of sustainable procurement practices in an autonomous and Not-for-Profit Organizations (NPOs) of Bangladesh.