REPORT
On

PRACTICES OF SUSTAINABLE PROCUREMENT IN LOCAL GOVERNMENT ENGINEERING DEPARTMENT (LGED), BANGLADESH: A CASE STUDY OF ADB FUNDED PROJECT

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

BRAC Institute of Government and Development (BIGD)
BRAC University
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Declaration

It is hereby declared that

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

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Letter of Transmittal

Mir Mehbubur Rahman
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Subject: Submission of Report titled “Practices of Sustainable Procurement in Local Government Engineering Department (LGED), Bangladesh: A Case Study of ADB Funded Project’’.

Dear Sir

I am grateful to submit here with my report on “Practices of Sustainable Procurement in Local Government Engineering Department (LGED), Bangladesh: A Case Study of ADB Funded Project**’’**, as a partial requirement to achieve the degree of Masters in Procurement and Supply Chain Management. It is my proud privilege to work under your active supervision and guidance.

I have attempted my best to finish the report with the essential data from procurement professionals of LGED related to the public procurement for ADB Funded Project.

I hope that the report will meet the desires.

Sincerely yours

MD. MANSUR ALI
Student ID 22282033
BIGD, BRAC University
Date: March 2024

Non-Disclosure Agreement

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

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Executive Summary

This dissertation is submitted as a partial requirement for the Master’s Degree in Public Procurement and Supply chain Management under BRAC Institute of Government and Development (BIGD), BRAC University. In Bangladesh, LGED is one of the largest public sector organizations, responsible for planning and implementing rural, urban, and small-scale water resources infrastructure development programs, involving large-scale procurement of goods, works, and services.

This thesis explores the sustainable procurement practices within the Local Government Engineering Department (LGED) of Bangladesh, particularly focusing on the Asian Development Bank (ADB)-funded projects. Public procurement plays a critical role in shaping the infrastructure of developing nations, and sustainable procurement integrates social, economic, and environmental considerations into these projects. The study aims to assess the current practices, preparedness, barriers, and potential solutions for implementing sustainable procurement within LGED, drawing from international best practices and lessons learned from ADB-funded projects.

The research reveals that while LGED has made commendable strides in aligning with sustainable procurement goals, significant challenges remain. These include financial constraints, bureaucratic hurdles, limited training, and lack of supplier readiness. Opportunities for improvement lie in policy revisions, capacity-building programs, and supplier engagement initiatives. The report concludes with actionable recommendations for LGED to enhance its sustainable procurement practices and align them with the country's long-term development goals.

A case study has been conducted with LGED officials of Head Quarter, District and Upazila level addressing three aspects of sustainability to know the present scenario of procurement practice and find out the opportunities and barriers to adopt the sustainability in the public sector procurement in “Rural Connectivity Improvement Project (RCIP), LGED HQ. From interview survey through the questionnaires, it is found that the preparedness of the field level professional is quite satisfactory but due to different the practices of sustainability in procurement cannot be done effectively. A clear and formal commitment is necessary between the top level of government and Upazila level through proper channel for effective sustainable development.

Additionally, raising awareness among contractors, local leaders, and beneficiaries about public procurement processes is critical to simplifying sustainable public procurement. Overcoming major obstacles, such as financial constraints, land acquisition challenges, and bureaucratic complexities, can create greater opportunities for integrating sustainability into LGED’s procurement practices at the field level. This study underscores the importance of a coordinated approach to enable LGED to advance its sustainable procurement objectives.

Key Words:

Sustainability, Procurement, Preparedness, Opportunities, Barriers, Beneficiaries

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List of Acronyms

Addl. CE	Additional Chief Engineer
AE	Assistant Engineer
CE	Chief Engineer
CIPS	Chartered Institute of Procurement and supply
CPTU	Central Procurement Technical Unit
DPM	Direct Procurement Method
EGP	Electronic Government Procurement
EE	Executive Engineer
EMS	Environmental Management System
GCC	General Conditions of Contracts
ICT	Information and communication Technology
IT	Information Technology
IWRM	Integrated Water Resources Management
KPI	Key Performance Indicators
LGED	Local Government Engineering Department
LTM	Limited Tendering Method
MLSS	Member of Lower Subordinate Staff
OSTETM	One Stage Two Envelop Tendering Method
OTM	Open Tendering Method
PPA	Public Procurement Act
PPR	Public Procurement Rule
PEC	Proposal Evaluation Committee
SAE	Sub-Assistant Engineer
SE	Superintending Engineer
SP	Sustainable Procurement
SPP	Sustainable Public Procurement
STD	Standard Tender document
SRFPs	Standard Request for Proposals
Sr.AE	Senior Assistant Engineer
TSTM	Two Stage Tendering Method
TEC	Tender Evaluation Committee

Glossary

Procurement

Whole Life Costing Procurement is the method of discovering and agreeing to terms and purchasing goods, services, or other works from an external source, often with the use of a tendering or competitive bidding process.

Public procurement

When a government agency buys goods or services through the procurement by utilizing public money, it is referred to public procurement.

Whole-life-Costing

Whole-life cost is the total cost of ownership over the life of an asset that takes account of the cost of a product or service over its life, from determining the need for it through to its eventual disposal.

Sustainability

Sustainability means meeting our own needs without compromising the ability of future generations to meet their own needs. It is a societal goal that broadly aims for humans to safely co-exist on planet Earth over a long time

Chapter 1. Introduction

1.1 Background

Sustainable procurement refers to integrating social, economic, and environmental factors into procurement processes alongside the traditional considerations of price and quality. This approach is increasingly recognized as a vital component of public sector reform in developing nations. Given that public procurement constitutes a significant share of national expenditure, incorporating sustainability into these processes can accelerate progress toward national and global goals, such as the Sustainable Development Goals (SDGs).

In Bangladesh, the Local Government Engineering Department (LGED) is a key institution responsible for implementing rural and urban infrastructure projects, many of which are financed by international donors like the Asian Development Bank (ADB). Aligning these initiatives with sustainable procurement practices is essential to fostering long-term economic growth, environmental sustainability, and social inclusion.

As a rapidly developing country, Bangladesh is classified among the "Next Eleven" emerging markets and "Frontier Five" economies. The nation achieved notable success in meeting the Millennium Development Goal (MDG) of halving extreme poverty between 1990 and 2015. Bangladesh aspires to attain middle-income status under "Vision 2021," which emphasizes inclusive growth through the creation of productive employment opportunities. However, the country faces challenges in areas such as water resource management, environmental conservation, and climate change adaptation. The government's Vision 2021 and Perspective Plan (2010–2021) serve as guiding frameworks for addressing these issues through sustainable development initiatives.

1.2 Problem Statement

Although Bangladesh has made significant strides in integrating sustainability into its national agenda, translating these goals into effective public procurement practices remains a challenge. While sustainability guidelines from donors like the ADB exist, research on their implementation within LGED projects is limited. This study aims to bridge this gap by examining LGED's preparedness for sustainable procurement, identifying barriers, and recommending actionable strategies for improvement. The absence of a clear, formalized strategy for sustainable procurement at the field level poses a substantial obstacle to achieving sustainability objectives.

1.3 Objectives

1. Examine the current sustainable procurement practices in LGED's ADB-funded projects.
2. Assess the preparedness and awareness of LGED officials at various operational levels.
3. Identify key barriers and opportunities for implementing sustainable procurement in LGED.
4. Provide actionable recommendations to strengthen LGED's sustainable procurement framework.

1.4 Scope of the Study

The study focuses on LGED's procurement activities in ADB-funded projects implemented between 2019 and 2024. The geographic scope includes LGED headquarters in Dhaka, as well as district and upazila offices involved in planning and executing these projects. Primary data is collected through interviews and surveys, while secondary data is sourced from existing literature, policy documents, and procurement guidelines.

Given the limited amount of prior research on sustainability in LGED's field-level procurement, this study emphasizes assessing the preparedness of at least 10 public procurement practitioners working on ADB-funded projects over the last four fiscal years (2019–2024). Data collection methods include:

- **Interviews**: Conducted with structured questionnaires.
- **Desk Study**: Analysis of relevant literature and reports.
- **International References**: Review of journals, reports, and other relevant materials.

1.5 Limitations

This study acknowledges several limitations:

- **Geographic scope**: It is confined to LGED's central, district, and upazila offices, excluding remote regions with potentially unique procurement challenges.
- **Time constraints**: Limited research duration restricted the exploration of all ADB-funded projects or longitudinal studies of sustainable procurement impacts.
- **Survey limitations**: A lower-than-expected survey response rate, particularly from field-level officials, may limit the generalizability of the findings.

1.6 Data Collection Methods

1. **Interviews**: Semi-structured interviews were conducted with LGED procurement officials at headquarters, district, and upazila levels to understand their knowledge of sustainability in procurement and the challenges they face.
2. **Surveys**: Structured questionnaires were distributed to procurement officials and contractors involved in ADB-funded projects. The surveys measured awareness of sustainable procurement, preparedness for its implementation, and barriers encountered.
3. **Document Analysis**: Secondary data were gathered from procurement guidelines and frameworks such as the Public Procurement Act (PPA) 2006, Public Procurement Rules (PPR) 2008, ADB guidelines, and international procurement standards. This analysis identified the extent of sustainability integration in these documents and areas where LGED's practices align or diverge from global best practices.

Chapter 2. Literature Review

This chapter provides a comprehensive review of the theoretical foundations of sustainability, sustainable development, and sustainable procurement. It examines their relevance, particularly in the context of the public sector, and explores potential benefits. To gain in-depth understanding, several books, journals, publications, websites, and articles were meticulously reviewed. The study also places significant emphasis on the Public Procurement Act-2006 and Public Procurement Rules-2008, as these guidelines are pivotal in shaping the public procurement system in Bangladesh.

2.1 Concept of Sustainable Development

Sustainable development has been a cornerstone of global development discourse since the publication of the Brundtland Report in 1987. The report introduced the widely accepted definition:

"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

This concept encompasses three interdependent pillars:

- **Economic Development**: Ensuring economic growth that supports prosperity and equity.
- **Social Equity**: Promoting inclusivity, justice, and human rights.
- **Environmental Protection**: Safeguarding natural resources and ecosystems for future generations.

These pillars form the basis of the United Nations Sustainable Development Goals (SDGs), adopted by Bangladesh in 2015, and serve as a guide for public sector procurement policies globally.

The concept of sustainability first gained prominence during the 1972 United Nations Conference, where concerns about industrial development, deforestation, pollution, and chemical pesticide use were raised. The Rio Earth Summit in 1992 further refined the idea, highlighting unsustainable resource exploitation and incorporating issues such as social justice, poverty, gender equity, and human rights into the framework of sustainable development.

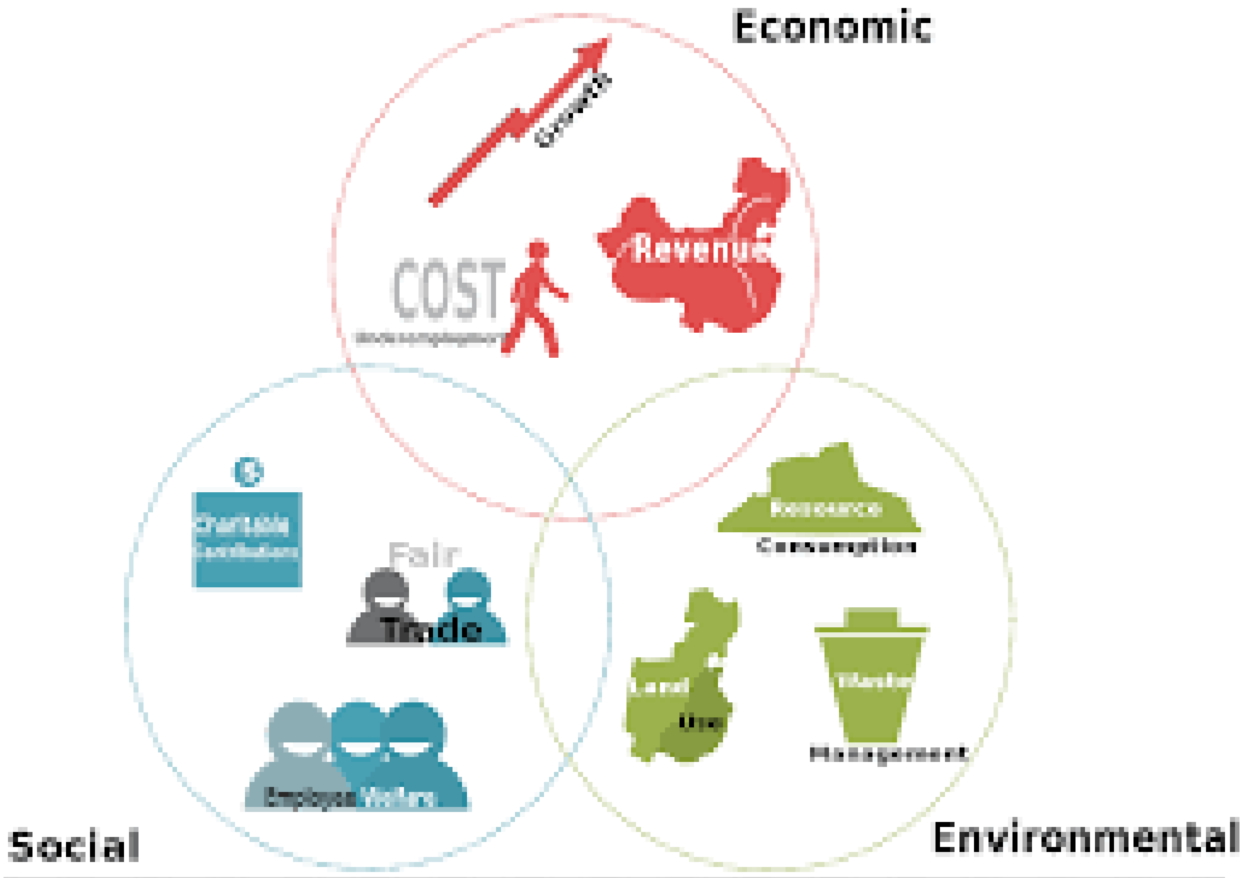


Fig 1: Concept Of SP

2.2 The Triple Bottom Line (TBL)

The **Triple Bottom Line (TBL)** framework is fundamental to sustainable procurement, emphasizing the need for balance across three dimensions:

- **Economic**: Achieving cost-effectiveness while fostering economic growth.
- **Environmental**: Reducing ecological footprints and promoting resource efficiency.
- **Social**: Advancing social welfare, equity, and human rights.

In public sector procurement, TBL ensures that decisions are made not just on the basis of cost-effectiveness, but also with consideration of the broader societal and environmental impact. This approach has been particularly relevant in donor-funded projects in Bangladesh, where international organizations like the ADB prioritize sustainability alongside economic development.

Figure 2: 3P’s

2.3 Sustainable Procurement

Sustainable procurement integrates economic, social, and environmental considerations into procurement processes, aligning them with the broader goals of sustainable development. The Chartered Institute of Procurement & Supply (CIPS) defines sustainable procurement as a strategy to maximize lifecycle value—not just financially but also in terms of societal and environmental impacts.

In Bangladesh, sustainable procurement has become a critical tool for addressing challenges such as climate change, resource depletion, gender disparities, and labor rights. The Public Procurement Act-2006 and Public Procurement Rules-2008 provide a robust framework for embedding sustainability into procurement practices, although implementation at the field level remains inconsistent.

Figure 3: Sustainable Procurement

2.4 Potential Benefits of Sustainable Procurement

Global examples underscore the transformative impact of sustainable procurement.

- **European Union**: Mandates green procurement, ensuring all public procurement decisions include environmental and social criteria.
- **Brazil and South Africa**: Focus on social inclusion and environmental stewardship through strong governance, capacity-building, and supplier engagement.

Key benefits of sustainable procurement include:

1. **Compliance**: Ensuring adherence to legal and regulatory frameworks.
2. **Reputational Benefits**: Enhancing public trust and organizational credibility.
3. **Competitive Advantage**: Differentiating organizations in competitive environments.
4. **Workforce Commitment**: Boosting employee morale and retention.
5. **Supply Base Commitment**: Encouraging suppliers to adopt sustainable practices.
6. **Supply Continuity**: Mitigating risks to supply chains.
7. **Failure Cost Minimization**: Reducing costs associated with non-compliance or project failure.
8. **Cost Management and Efficiency**: Improving resource allocation and cost-effectiveness.
9. **Innovation**: Driving innovative solutions that address sustainability challenges.

These benefits highlight the value of integrating sustainability into procurement practices, both in the public and private sectors.

2.5 Comparison with Global Practices

When compared to global best practices, LGED's approach to sustainable procurement shows some strengths but also significant gaps. Countries like Germany and the Netherlands have fully integrated sustainability into their public procurement policies, making sustainability criteria mandatory for all government contracts. In contrast, LGED's sustainability efforts are largely driven by donor requirements, such as those from ADB, rather than by national policy.

Furthermore, developing countries like Brazil and India have adopted sustainability in procurement, focusing on social inclusion and environmental conservation. In Brazil, for instance, the public procurement framework mandates the inclusion of social considerations, particularly for marginalized communities. Bangladesh could take inspiration from these models by embedding sustainability more deeply into its national procurement regulations.

2.6 The Role of Donors in Promoting Sustainability

Donor agencies such as the Asian Development Bank play a pivotal role in promoting sustainable procurement in Bangladesh. The ADB's environmental and social safeguards are often more stringent than national regulations, providing a roadmap for incorporating sustainability into public procurement. However, the reliance on donors to drive sustainability initiatives also highlights a weakness in the national procurement framework, which lacks formalized sustainable procurement policies.

Chapter 3. Sustainable Procurement in Bangladesh and in Local Government Engineering Department

This chapter examines the background and evolution of public procurement in Bangladesh, focusing on its legal framework, regulations, and principles. It emphasizes the relevance of sustainable procurement and explores how the Local Government Engineering Department (LGED) incorporates sustainability into its procurement practices.

3.1 Public Procurement in Bangladesh

Public procurement is defined by the **Public Procurement Act (PPA) 2006** as:

"The purchasing or hiring of goods, or acquisition of goods through purchasing and hiring, and the execution of works and performance of services by any contractual means."

In essence, it refers to the procurement of goods, services, or works on behalf of public authorities, such as government agencies.

3.2 Relevance of Sustainability in Public Sector Procurement

The **Triple Bottom Line (TBL)** framework expands the definition of value for money beyond cost savings, incorporating environmental and social considerations. In Bangladesh, applying TBL principles in public procurement can help address critical challenges such as climate change, poverty, and gender inequality.

3.3 Methods of Public Procurement in Bangladesh

The **Public Procurement Rules (PPR) 2008**, Rules 61 and 62, outline six procurement methods:

1. **Open Tendering Method (OTM)**: Preferred for ensuring open competition and equal opportunities.
2. **Limited Tendering Method (LTM)**: Used for low-cost, urgent procurements, often engaging local suppliers.
3. **Direct Procurement Method (DPM)**: Applied for limited-scope, non-competitive purchases.
4. **Request for Quotation Method (RFQM)**: Utilized for small-scale procurements.
5. **Open Stage Two Envelope Tendering Method (OSTETM)**: Ensures transparency by separating technical and financial proposals.

6. **Two-Stage Tendering Method (TSTM)**: Used for complex projects requiring multiple stages of evaluation.
7.

3.4 Sustainability in Public Procurement

The **Public Procurement Act 2006** and **Public Procurement Rules 2008** emphasize sustainability through their provisions. Additionally, the Central Procurement Technical Unit (CPTU) has developed standardized tender documents and proposal templates to support compliance.

Table 1: Highlights how sustainability is addressed in Bangladesh's public procurement framework:

Sustainability Dimension	**Provisions in Rules and Guidelines**
Economic Sustainability	Rule 15(2), Rule 15(7), Rule 29(2), Rule 29(3) of PPR 2008
Social and Ethical Sustainability	Rule 15(7), Rule 29(5), Rule 83(1)(e) of PPR 2008, GCC 27.1, 28.1, 29.1, 29.3, 30.1, 37.1 (STD-PW3)
Environmental Sustainability	GCC 27.1, 29.2 (STD-PW3)

3.5 Local Government Engineering Department (LGED) and Procurement

The **Local Government Engineering Department (LGED)** plays a crucial role in developing infrastructure and supporting local government institutions in rural and urban areas. It aims to enhance transportation, create jobs, and reduce poverty.

Key organizational structure of LGED:

The department is headed by a Chief Engineer, supported by 15 Additional Chief Engineers (Civil), 34 Superintending Engineers, 175 Executive Engineers, 78 Senior Assistant Engineers, 491 Upazila Engineers, 293 Assistant Engineers, 491 Upazila Assistant Engineers, 1702 Sub-Assistant Engineers and staffs spread all over the country. It has 13394 regular employees which is highest number employees among all others engineering departments

3.6 Central Procurement Activities at LGED

To deliver efficient and well-structured services, LGED operates several specialized units at the central level, including the Administration Unit, Planning Unit, Design Unit, Training Unit, ICT (Information & Communication Technology) Unit, IWRM (Integrated Water Resource Management) Unit, Quality Control Unit, Monitoring and Evaluation Unit, Maintenance Unit, Urban Management Unit, and Procurement Unit. Each unit is led by an Additional Chief Engineer (Addl. CE) and supported by a team comprising a Superintending Engineer (SE), an Executive Engineer (EE), Senior Assistant Engineers (Sr. AE), Assistant Engineers (AE), and other staff members.

The Procurement Unit plays a critical role by providing technical assistance to Procuring Entities (PEs), ensuring compliance with regulations, supporting the Head of Procuring Entity (HOPE), and offering help-desk services, among other responsibilities.

3.7 Procurement at Local Levels

There are two types of local government settings in Bangladesh, “Rural and Urban.”

1. **Rural Level Activities**:
    - Three-tier system: Zila (district), Upazila, and Union Parishads.
    - Includes 64 Zilas, 495 Upazilas, and 4,578 Union Parishads.

    LGED operates through a widespread network consisting of 7 divisional offices, 14 regional offices, 64 district offices, and 491 upazila offices. Each office is managed by designated officials: divisional offices are led by an Additional Chief Engineer (Addl. CE), regional offices by a Superintending Engineer (SE), district offices by an Executive Engineer (EE), and upazila offices by an Upazila Engineer (UE). In upazila offices, the Upazila Engineer is supported by an Upazila Assistant Engineer (UAE) and additional staff.

    At the upazila level, two Procuring Entity (PE) offices handle procurement responsibilities:

    - **Office of the Executive Engineer**
    - **Office of the Upazila Engineer**

    The Office of the Executive Engineer is authorized to invite tenders for all LGED development projects and regular maintenance programs approved for that upazila. However, certain projects—such as those initiated by other agencies (e.g., government primary school construction, road construction) or funded by upazila resources (e.g., Upazila Development Fund)—fall under the procurement jurisdiction of the Office of the Upazila Engineer.

2. **Urban Level Activities**:
    - Urban areas consist of 12 city corporations and 328 municipalities (**Pourashavas**), managing civic services and local development.

3.8 LGED's Sustainability Initiatives

LGED has undertaken several initiatives to integrate sustainability into its operations:

1. **Capacity Building**:
    - Training programs on public procurement, e-GP, gender equity, and contract management.
2. **Technology Integration**:
    - Adoption of ICT tools such as GIS, FIMS, EMIS, and PMS for monitoring and reporting.
3. **Risk Management**:
    - Establishing frameworks to mitigate risks in procurement and project implementation.
4. **Asset Management**:
    - Emphasizing resource reuse, recycling, and disposal to reduce waste.

Chapter 4. Research Area: A case study of ADB Funded Project

4.1 Research Design

This study adopts a mixed-methods approach, integrating qualitative and quantitative methodologies to comprehensively explore sustainable procurement practices within LGED. The qualitative segment involves semi-structured interviews with key procurement officials, while the quantitative segment comprises survey data collected from LGED's district and upazila offices.

4.2 Sampling Method

A purposive sampling strategy was employed to select participants directly involved in procurement activities. The sample includes:

- **10 procurement officers** from LGED's headquarters, representing central-level operations.
- **15 field-level professionals**, including engineers and procurement officers, from district and upazila offices involved in ADB-funded projects.
- **5 contractors** engaged in ADB-funded infrastructure projects, offering insights into the operational implementation of procurement practices.

This targeted sampling ensures representation of key stakeholders across operational levels, providing a comprehensive view of sustainable procurement practices within LGED.

4.3 Data Analysis

Data was analyzed using a combination of thematic analysis and descriptive statistics:

- **Qualitative data**: Themes such as preparedness, barriers, and opportunities emerged from interviews, offering insights into the current state of sustainable procurement.
- **Quantitative data**: Survey responses were analyzed using descriptive statistics to assess awareness, attitudes, and the implementation of sustainable procurement practices. Cross-tabulations identified patterns, such as differences in preparedness between central and field-level officials.

4.4 Limitations

This study acknowledges the following limitations:

1. **Limited geographic coverage**: The research focused on LGED's central, district, and upazila offices but did not fully represent remote areas, which may face unique procurement challenges.
2. **Time constraints**: The limited research period restricted exploration of all ADB-funded projects or longitudinal studies assessing long-term impacts.
3. **Survey challenges**: A lower-than-expected response rate, particularly from field-level officials, may impact the generalizability of findings.

4.5 Project Description

Rural connectivity plays a critical role in the development of Bangladesh, supporting increased agricultural income, employment opportunities, and access to essential economic and social services. Rural roads, serving as lifelines for the country's rural population, are vital to the agricultural sector. However, many rural roads, constructed between 1990 and 2010 on earthen embankments, remain inadequately paved and maintained, limiting their effectiveness. Currently, only about 40% of the rural population has access to all-weather roads, with less than 30% of these roads in good condition.

To address this, the **Asian Development Bank (ADB)** approved the **Rural Connectivity Improvement Project** with a regular loan of $100 million and a concessional loan of $100 million on **November 5, 2018**. The loan agreements were signed on **January 13, 2019**, and became effective on **February 13, 2019**. The project, implemented over five years, is set to close on **May 31, 2024**.

The project aligns with the **Seventh Five-Year Plan (FY2016–FY2020)**, aiming to improve connectivity between rural communities, agricultural areas, and socioeconomic centers in Bangladesh. Its key outcomes include:

- Improved transport efficiency.
- Increased employment opportunities in targeted areas.

This project builds on decades of rural infrastructure improvement, addressing the persistent challenges of rural connectivity while supporting the government's broader development objectives.

4.6 Implementation Plans:

(i) Project Readiness Activities:

Table 2: Project Readiness Activities

Indicative Activities	**2019**	2020								**Responsible Agency**
	Dec	Jan	Feb	March	April	May	June	July	Aug	
Advance contracting actions										
Procurement of 20 civil works packages (OCB, single stage-one envelope)										LGED
a) Bid document preparation	X									
b) Bid advertisement		x	X	x	x					LGED
c) Bid submission and evaluation				x	x	x	x			LGED
d) Contract award					x	x	x	x	x	LGED, MOLGRDC
Processing										
Loan negotiations					x					ADB, MOF
ADB Board approval							x			ADB
Loan signing							x			ADB, MOF
Government legal opinion provided								x		MOLJPA, MOF
Loan effectiveness								x		ADB/ MOF

(ii) Overall Project Implementation:

Table 3: Overall Implementation Schedule

Item	2019	2020	2021	2022	2023	2024
	O N D	J F M A M J J A S O N D	J F M A M J J A S O N D	J F M A M J J A S O N D	J F M A M J J A S O N D	
Output 1: Rural road conditions between the selected rural communities, productive agricultural areas, and socioeconomic centers improved						
1.1 Award contracts for improving about 2,630 km of roads to all-weather standards by Q2 2021						
1.2. Complete construction works by Q4 2022						
1.3. Maintain improved roads until Q2 2024						
1.4. Recruit detailed project report preparation consultant from Q2 2020 to Q1 2021						
1.5. Complete DPR preparation activities by Q1 2023						
Output 2: Capacity of rural infrastructure agency and road users in project areas enhanced						
2.1 Mobilize project implementation support consultants and other capacity development consultants by Q3 2020						
2.2. Develop capacity development training programs for LGED and project communities by Q4 2020						
2.3. Conduct training programs by Q4 2021						
2.4. Develop manuals for performance-based maintenance, and climate-resilient design and construction by Q1 2021						
Output 3: Rural road master planning enhanced						
3.1. Mobilize information technology consultants for road master planning by Q3 2020						
3.2. Develop capacity development training programs for LGED on system-based road master planning by Q3 2021						
Project Management						
4.1. Procurement of civil works packages						
4.2. Recruitment of project implementation support consultant (PISC)						
4.2.1. PISC Services						
4.3. Recruitment of transaction technical assistance (TRTA) consultant						
4.3.1. Capacity development activities						
4.4. Recruitment of capacity development consultant for GIS-based development of rural road master plan						
4.4.1. GIS development for road master plan						
4.5. Environment management plan activities						
4.6. GAP activities						
4.7. Communication strategy activities						
4.8. Bi-annual and midterm review						
4.9. Project completion report						

4.7 PROJECT MANAGEMENT ARRANGEMENTS

(i) Project Implementation Organizations: Roles and Responsibilities

The implementation arrangements will remain unchanged from the current project.

Table 4: Project Implementation Organizations: Roles and Responsibilities

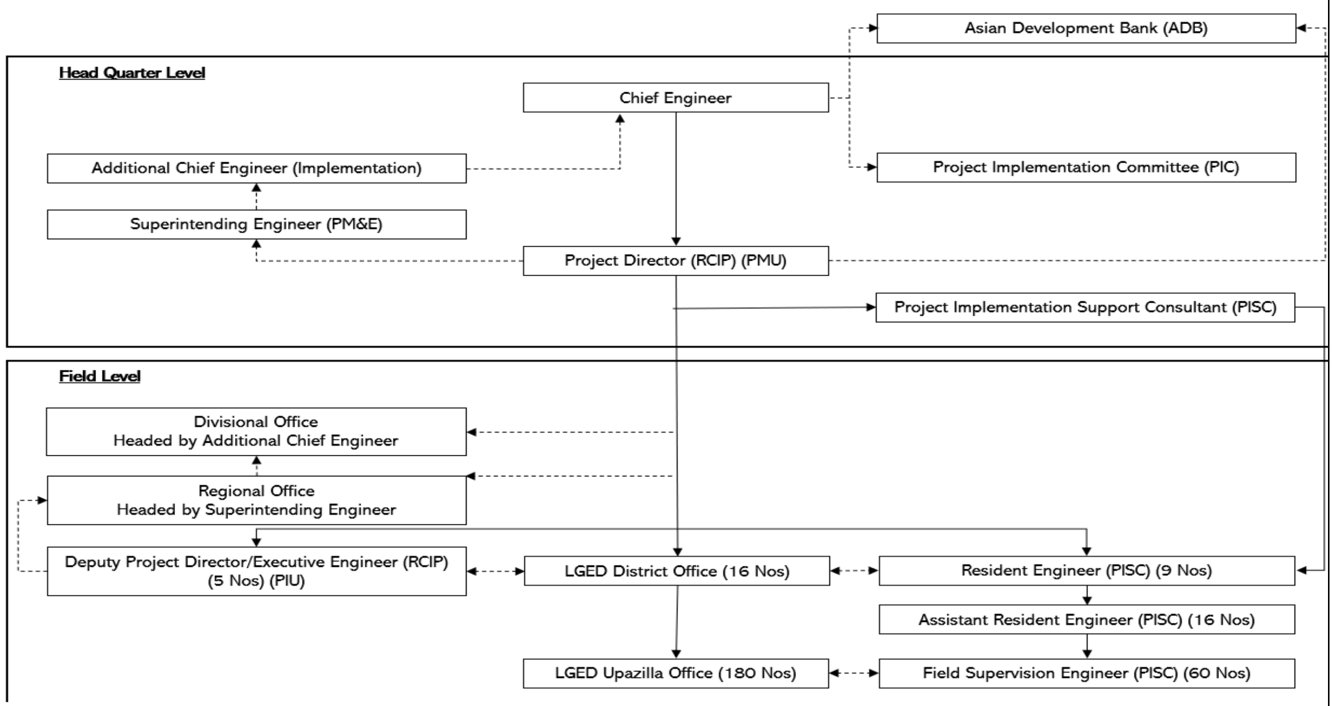
Project Implementation Organizations	**Management Roles and Responsibilities**
Executing agency: LGED	LGED will be responsible for: • • overall coordination of project implementation • • timely counterpart fund availability • • compliance with loan covenants • • arrangements for financial audits and implementation of recommended actions for improving financial management
Implementing Agency: PMU – LGED	The PMU has been established within LGED in Dhaka and is headed by a Project Director with overall responsibility for executing the project. The PMU is responsible for overall project management covering: • consultant recruitment and procurement of works and goods; • payment of goods, works, and consultants; • overall contract supervision and quality assurance control; • preparing progress reports with the 34 District Offices; • project performance monitoring; • project financial management including timely submission of withdrawal applications, maintenance of financial records and accounts; and • Submission of quarterly and annual project progress reports, semi-annual safeguard monitoring reports (environment), and project completion report.
PIUs	Five PIUs have been established under the current project at the division level, each located in Dhaka, Chattogram, Khulna, Rajshahi and Rangpur. Each PIU is headed by a Deputy Project Director and responsible for day-to-day management of the civil works contracts in their respective areas. The functions of the PIUs will include: • close coordination with PMU on management of civil works contracts, timely disbursements, compliance with loan covenants and any project management issues; • day-to-day inspection of civil works and quality assurance control; • monitoring environmental management plan implementation; • addressing project related grievances on gender and safeguards; • verification and certification of contractors' claims and submission of required documents for withdrawal applications; and

	• maintenance of project financial and other records
District Offices	Existing staff in the 16 District Office will be given additional charge for RCIP to perform the following functions under the additional financing project: • procurement of civil works; • day-to-day inspection of civil works and quality assurance control; • preparation of progress reports for assigned contracts; • verification and certification of contractors' claims and submission of required documents for withdrawal applications; • receipt and review of claims from contractors; preparation and submission of Memorandum of Payment and Requisition Form to PMU for processing; • payments to contractors; and • Maintenance of project financial and other records.
Upazila Offices	Existing staff in 180 LGED offices (63 LGED offices in 16 districts will be involved in the additional financing) at upazila-level will be given additional charge for RCIP to perform the following functions: • conduct of day-to-day inspection of civil works and quality assurance control; • assistance to preparation of progress reports for assigned contracts; • verification and certification of contractors' claims and submission of required documents for withdrawal applications; and • Maintenance of project records.
ADB	ADB will monitor and review overall implementation of the overall project including compliance with loan agreement, project agreement and ADB guidelines. ADB will: • field biannual review missions, midterm review mission, and project completion review mission to assess overall project implementation progress and compliance with loan covenants; • review PMU's submissions for procurement of goods, civil works, and services; and • ensure timely disbursement of funds subject to PMU's submission of withdrawal applications.

(ii) Project Organization Structure:

Table 5: Staffing Assignments and Recruitment Plan

Figure 4: Project Organization Structure



No.	Designation	Grade	Number of Post (Deputation)	Number of Post (Outsourcing)	Total Number of Post	Appointment Type
Project Management Unit						
1	Project Director	Grade-4	1	-	1	Deputation
2	Deputy Project Director	Grade-5	2	-	2	Deputation
3	Sr. Assistant Engineer	Grade-6	2	-	2	Deputation
4	Assistant Engineer	Grade-9	1	1	2	Deputation/ Outsourcing
5	Sub-Assistant Engineer	Grade-10	2	1	3	Deputation/ Outsourcing
6	Accountant	Grade-11	1	-	1	Deputation
7	Account Assistant	Grade-13	1	1	2	Deputation/ Outsourcing
8	Office Assistant cum Computer Typist	Grade-16	-	3	3	Outsourcing
9	Driver	Grade-16	2	-	2	Deputation
10	Office Support	Grade-20	1	2	3	Deputation/ Outsourcing
Sub Total			**13**	**8**	**21**	

Project Implementation Units – 5 Division al Offices						
11	Deputy Project Director/Executive Engineer	Grade-5	5	-	5	Additional Charge
12	Assistant Engineer	Grade-9	5	-	5	Deputation/ Additional Charge
13	Office Assistant cum Computer Typist	Grade-16	-	5	5	Outsourcing
14	Office Support	Grade-20	-	5	5	Deputation/ Outsourcing
Sub Total			**10**	**10**	**20**	
34 LGED District Offices						
15	Lab Technician	Grade-11	-	34	34	Outsourcing
16	Account Assistant	Grade-16	-	34	34	Outsourcing
17	Road Roller Driver	Grade-16	-	20	20	Outsourcing
Sub Total			**-**	**88**	**88**	
LGED Offices at Upazila Level						
18	Sub-Assistant Engineer	Grade-10	8	82	90	Deputation/ Outsourcing
19	Work Assistant	Grade-16	15	165	180	Deputation/ Outsourcing
Sub Total			**23**	**247**	**270**	
	Total		**46**	**353**	**399**	

4.8 FINANCIAL MANAGEMENT ASSESSMENT

The financial management assessment was conducted in February 2018 and updated in November 2019 and February 2020 in accordance with ADB's Guidelines for the Financial Management and Analysis of Projects and the Financial Due Diligence: A Methodology Note. The financial management assessment considered the capacity of LGED, including funds flow arrangements, staffing, accounting and financial reporting systems, financial information systems, and internal and external auditing arrangements. The key financial management risks identified by the assessment are listed in Table 6.

Assessments are listed in Table 6.

Table 6: Financial Management and Internal Control Risk Assessment

Risk	Risk Assessment	Risk Description	Mitigation Measures or Action Plans
Inherent Risk			
1. Country-specific Risks	S	Absorption capacity of the government departments for capital expenditure.	Close monitoring of project activities as well as government's financing management reforms and initiatives is required.
2. Entity-specific Risks	M	LGED, the executing agency has experience in implementing several ADB financed projects. Bridge financing has been detected in the past part of a few projects.	A separate PMU for the ongoing project is already established within LGED and will implement the additional financing project.
3. Project specific Risks	S	Decentralized project implementation and flow of funds: the additional financing project will be implemented in 16 districts and each district will manage its own sub advance account.	Establishment of supplementary accounting procedures and training of PMU staff on ADB's policies and procedures as outlined below will reduce the risk.
Overall Inherent Risk	**S**		
Control Risk			
4. Implementing Entity	L	LGED will implement the additional financing project by using the FM arrangements established under the ongoing project.	The PMU has been established within LGED and the staff is in place.
5. Fund Flow	S	There were cases in the past of delayed release of counterpart fund. Highly centralized flow of funds with 16 sub accounts maintained in each district. Control on over expenditure under ADB share: there were instances in the past of a few projects where the District Office utilized the ADB share in excess of the eligible portion to make payments (bridge financing).	Firm commitment from the MOF for the timely release of counterpart fund will reduce the risk of delays. Direct payment mechanism is to be used for major foreign currency payments for contractors and suppliers for ADB share.

			Monthly reconciliations of all accounts to be conducted in a timely manner. To avoid bridge financing, it was decided that the PMU will act as a check and balance point, and will release only the ADB share of funds to the District Office to make payments.
6. Staffing	M	Dedicated finance and accounting staff for LGED. Finance staff is already in place in the PMU and District Offices for the ongoing project. However, to date the PISC FM consultant has not been hired yet; as a result, the planned FM capacity building activities are still to be completed.	The FM consultant is to be hired part of the ongoing project before loan effectiveness of the additional financing project. Training to be provided on ADB's FM requirements and systems.
7. Accounting Policies and Procedures	M	Accounts are maintained according to national accounting standards. Existing government policies and procedures are followed. However, ADB funds are partly not covered by government systems.	A check and review system, established under the current loan, to cover ADB funds advanced to the District Offices are outlined in the manual prepared under the current loan. The compliance status of loan covenants and status of FM will be reported and assessed through the quarterly progress reports and verified by ADB review missions.
8. Internal Audit	M	The ongoing project is included in the audit plan of LGED's internal audit department. However, no report has yet been issued to the PMU.	The PMU will request the Internal Audit Unit of LGED to include the additional financing project in their annual internal audit program. The PMU must liaise actively with the internal audit unit and implement their recommendations in a timely manner.
9. External Audit	M	The current arrangement of having the audit done by FAPAD of CAG is acceptable to ADB. Annual project audit reports are produced within 6 months after the end of the financial year.	The PMU must liaise with FAPAD to ensure the additional financing project is part of FAPAD's annual audit plan and that ADB's audit requirements are strictly followed.

10. Reporting and Monitoring	M	To provide ADB and PMU with timely financial Information, quarterly financial information needs to be compiled and consolidated by the PMU.	Comprehensive financial information is to be included in the quarterly progress reports in a format agreed with ADB within 15 days after the end of each quarter.
11. Information Systems	S	There is a system in place in the government for recording transactions in Integrated Budgeting Accounting System (IBAS). However, subaccounts and expenditures paid from the ADB loan proceeds are not captured in the IBAS software and are therefore maintained manually. The PMU has access to LFIS and CPD under of the ongoing project. There is a manual contract management system in place under the ongoing project.	The ADB systems LFIS and Client Portal for disbursement (CPD) must be used regularly to reconcile project accounts and ADB disbursement records and to keep track of direct payments as well as advances, replenishments and liquidations to the advance account. The PMU must explore and implement suitable IT solutions to fully computerize all accounts and automate financial reporting to the extent possible taking into account the rollout of IBAS++ for donor projects and/or other suitable initiatives.
Overall Control Risk	**S**		
Overall Risk	**Substantial**		

The assessment concluded that the overall pre-mitigation financial management risk of LGED is substantial. The assessment also concluded that LGED has sufficient capacity to administer advance fund and statement of expenditures (SOE) procedures under the proposed fund follow scheme.

Chapter 5. Findings and Analysis for this Study

5.1 Current Practices in Sustainable Procurement

The Chapter represents an analysis of data acquired through a questionary survey of represents from different professionals i.e. Deputy Team leader (DTL), Deputy Project Director, Senior Assistant Engineer and Assistant Engineer from Rural Connectivity Improvement Project (RCIP), Second City Resilient Development Project and Flood 2022 Damaged Rural Infrastructure Re-Construction Project under ADB's Emergency Assistance. All the findings from the questionary (Section-1,2,3,4,5 & 6) are given below:

Experience of different people in sustainable procurement

Here is the survey of twelve people about their experience of sustainable development in the perspective of their work.

- In the first question, it was asked about the participation in the training related to public procurement, e-GP and e-CMS to conduct public procurement activities, where six people answered affirmatively, 3 people answered negatively and 3 people answered partially.
- In the second question, 4 people told that they had done the higher studies, where else 8 had told that they hadn't done the higher studies.
- In the third question, it was asked if it is possible for procurement officials to dedicate their lives for organizations benefits by achieving value for money, 8 people had answered yes and 3 people had answer no and 1 person had answered partially.
- The fourth question was about the reason whether our contractors or suppliers are enough concerned and cordial about adopting sustainability issues. In this case three people replied in positive, 6 people replied partially and 3 people answer negatively.
- The fifth question described about Department's central Procurement Team if they had given satisfactory support and guidelines to field level procurement professionals when needed. In this matter 10 procurement professionals had stated affirmatively and only 2 had stated negatively.
- The sixth question stated whether PPA-06 and PPR-08 addressed sustainability issues in procurement and process properly. Here 7 people had stated positively, 4 people replied in partial and only 1 replied in negative.

Section 1: General Information

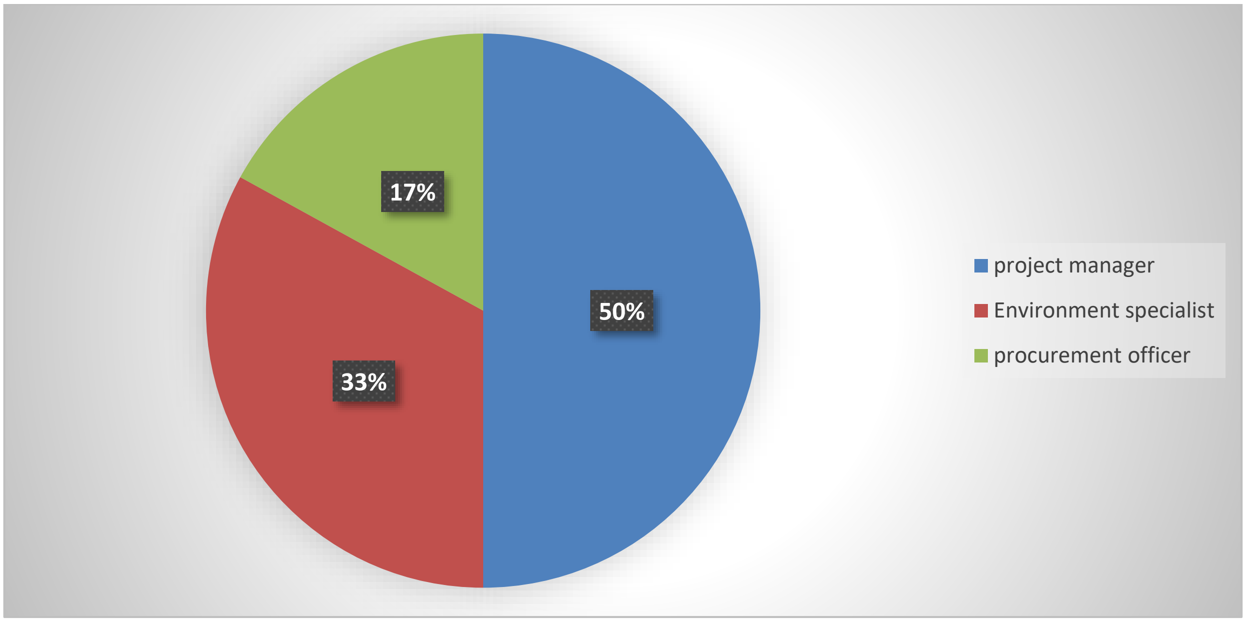


Figure: Graph showing the percentage of role within the Local Government Engineering Department (LGED)

Here is the list of people who have different roles in LGED. In the graph and chart, we can see 50% of the people who are in LGED are Project Manager, 33% people are Environment Specialist and left 17% of people are Procurement Officer. Moreover, most of them have been working in LGED for more than 5 years.

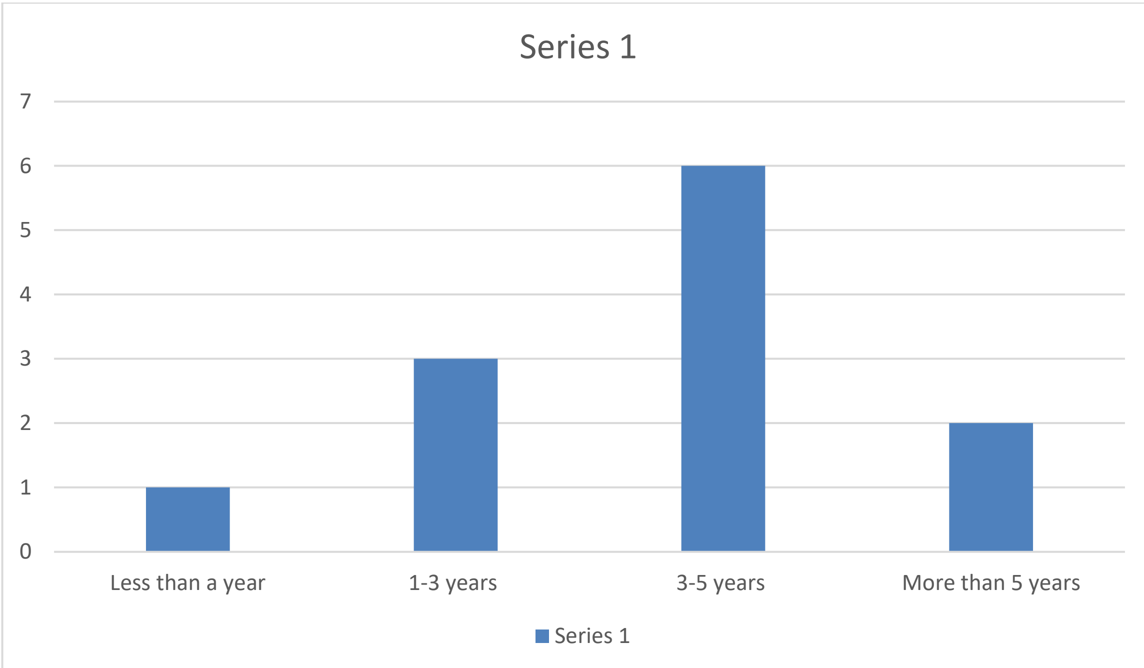


Figure: Graph showing the time frame people have been involved with ADB funded projects in LGED

In the upper graph, we can see 12 people had joined the survey in procurement summary. Among them 2 people had experience for more than 5 years, 6 people had experience in procurement for 3 – 5 years, 3 people had experience in procurement for 1-3 years and last but not the least only 1 person had experience for less than a year.

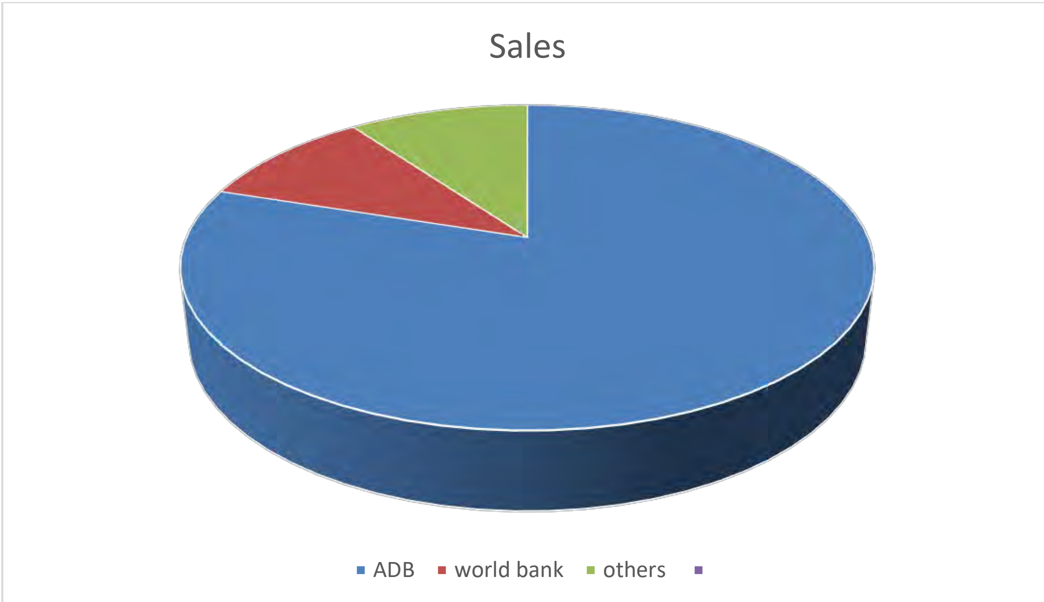


Figure: Graph showing the donor organizations that have provided funding for projects

Among 12 persons, 80% has stated that ADB had funded, 10% has told that World Bank had funded and others like EU (European Union) etc. also had funded their projects.

Section 2: Understanding of Sustainable Procurement

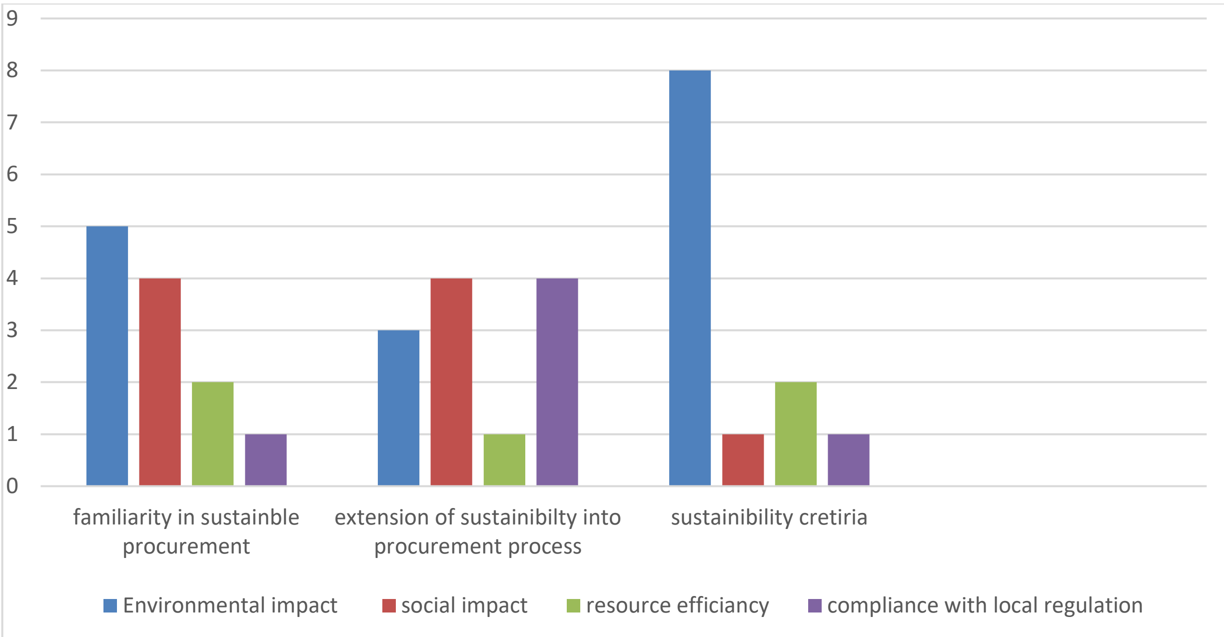


Figure: Graph Stated how people are familiar with the concept of sustainable procurement, extension of sustainability principles incorporated into procurement process and sustainability criteria considering in procurement decisions.

- ✓ According to the graph we see for familiarity in sustainable procurement survey, Environmental Impact has the highest factor and Compliance with local regulation has the lowest factor.
- ✓ For extension of sustainability principles incorporated into procurement, Social Impact and Compliance with local regulation have the highest response and Resource Efficiency has the lowest response.
- ✓ For sustainability criteria considering in procurement decisions Environmental Impact has the highest factor and Social Impact and Compliance with local regulation have the lowest factor.

Section 3: Donor funded project

- A question was asked to the participants how donor funded projects had influenced their procurement practices. In reply 10 people responded that it had a major improvement and other 2 responded minor improvement.
- Another questionnaire was what types of support donors had provided to improve sustainable procurement practices. In that case 12 people agreed that financial resources had the most support, 9 people responded technical guidance and training, 6 people agreed on policy development and 6 people agreed on monitoring and evaluation.

- In section 3, the last survey questionnaire was what were the main challenges faced in implementing sustainable procurement practices in donor funded projects. 12 people mentioned many challenges i.e.
  I. Lack of technical expertise
  II. Inadequate regulatory framework
  III. Insufficient resources
  IV. Resistance to change
  V. Misalignment between donor and local needs

Section 4: Outcomes and Impact

- Another survey question was what are positive outcomes had resulted from integrating sustainable procurement practices into their projects. In response 10 people stated about improved environmental performance, 12 people talked about increased project efficiency, 9 people responded about enhanced social benefits, 3 people agreed on greater cost savings and 4 people replied about strengthened stakeholder relationships.
- One more question was if they had encountered any negative impacts or unintended consequences from implementing sustainable procurement practices. Among them 6 replied in Yes, 4 replied in negative and the left 2 person replied unsure about it.
- For section 4 the last question was how they measured the success of sustainable procurement practices in their projects. In this case 6 people agreed on Environmental Impact Assessments, 4 people stated about Social Impact Assessments, 3 people responded in Cost benefit analysis, 8 people talked about Feedback from stakeholder, 6 people agreed on Compliance with sustainability standards.

Section 5: Future Directions

The additional help or resource that would help to improve sustainable procurement practices in my department -----

- More training and capacity building
- Enhanced policy frameworks
- Increased funding for Sustainability initiatives.
- Better tools for monitoring and evaluation
- Stronger collaboration with donors
- It is evident that LGED has made considerable efforts to integrate sustainable procurement practices, particularly in ADB-funded projects.
- The level of implementation varies significantly depending on the operational level.

Environmental Sustainability:

At the central level, LGED officials demonstrated a strong understanding of environmentally sustainable practices. These include the selection of eco-friendly construction materials and the promotion of green procurement. However, at the field level, enforcement of these practices was inconsistent. Many field officers cited a lack of training and awareness as key barriers.

Economic Sustainability:

Procurement officers at the central level emphasized the importance of achieving value for money through lifecycle costing. However, contractors and field officers often prioritized short-term cost savings, particularly when faced with budget constraints. This led to a trade-off between immediate cost efficiency and long-term economic sustainability.

Social Sustainability:

The study found that social sustainability, particularly gender equity and labor conditions, is increasingly being considered in procurement decisions. Several projects included gender-sensitive hiring practices, ensuring that women were employed in various roles. However, the degree to which these social criteria were applied varied, with some field offices failing to fully implement gender equity measures.

5.2 Preparedness of LGED Officials

The preparedness of LGED officials to implement sustainable procurement practices was found to vary significantly between the central headquarters and field-level offices.

Headquarters Level:

Officials at the central level were generally well-prepared to incorporate sustainability into procurement processes. They had received training from ADB on sustainability guidelines and were familiar with international best practices. These officials demonstrated a high level of awareness regarding sustainable procurement criteria, particularly in areas such as environmental sustainability and lifecycle costing.

District and Upazila Levels:

In contrast, field-level officials expressed a lower level of preparedness. While many were aware of the concept of sustainable procurement, they lacked the technical knowledge and resources to fully implement these practices. Several respondents highlighted the need for additional training and capacity-building programs, particularly in areas such as green procurement and social inclusion.

5.3 Barriers to Sustainable Procurement

Several barriers were identified that hinder the full adoption of sustainable procurement practices in LGED's ADB-funded projects:

Financial Constraints:

One of the most significant barriers is the higher upfront costs associated with sustainable procurement. Many LGED officials reported that while they understood the long-term benefits of sustainable procurement, the immediate financial pressures often led them to prioritize short-term cost savings.

Bureaucratic Hurdles:

The procurement process in Bangladesh, particularly within LGED, is often complex and bureaucratic, with multiple layers of approval required for even small-scale procurements. This complexity discourages innovation and slows down the adoption of sustainable practices.

Supplier Limitations:

In many parts of Bangladesh, particularly in rural areas, there is a lack of suppliers who can meet the sustainability criteria set out by ADB guidelines. This limits the ability of procurement officials to select environmentally or socially sustainable options.

Lack of Training:

A recurring theme throughout the interviews was the lack of training and awareness among field-level officials. While headquarters staff had received formal training on sustainable procurement, district and upazila-level officials expressed a need for more comprehensive capacity-building programs.

Chapter 6. Conclusion and Recommendations

6.1 Conclusion

Sustainable procurement in LGED, particularly for ADB-funded projects, has seen significant progress but still faces challenges. While central-level officials demonstrate better preparedness, field-level professionals need further training and resources to effectively integrate sustainability into procurement decisions. Financial constraints and bureaucratic inefficiencies also hinder the adoption of sustainable practices. However, these challenges present opportunities for improvement through targeted policy reforms, capacity-building initiatives, and active supplier engagement.

In essence, the partnership between LGED and donor agencies has proven to be a powerful model for advancing sustainable procurement. With continued commitment to overcoming existing barriers and leveraging opportunities for growth, local governments in Bangladesh can build on this foundation to achieve more impactful and enduring outcomes. This case study underscores the promise of sustainable procurement as a key driver of long-term development, setting a benchmark for future initiatives and contributing to a more sustainable and equitable future.

In public procurement the importance of non-economic factors along with the economic factor has been increasing significantly day by day with the development of the concept of sustainable development worldwide.

To find out the level of practices and further scopes a comparison can be shown in Table 6

That shows the current level of practices with the scopes addressed in PPR mentioned in Chapter

So, in conclusion it can be stated that preparedness level of the professionals for sustainability is quite fair but practice level is not yet up to mark. Despite having different challenges and obstacles. There are scopes to practice more regarding these issues in different programs and projects. To obtain sustainable development for rural sector, procurement officials at field level of LGED are responsible to cope with other entities, local leaders, contractors, mass beneficiaries and have to face different obstacles like land inadequacy, financial barriers, weather challenges, bureaucratic complexity etc. Hence, they require a proper formal support from top level of government to do their duties in secured and effective way. Otherwise, sustainability cannot be adopted at field level in spite of having good conception and preparedness of the officials about it.

6.2 Recommendation

6.2.1 Enhancing Training Programs

To enhance the capabilities of LGED officials, comprehensive training programs should be introduced across all operational levels. Key areas of focus include:

- **Sustainability in Procurement**: Training on incorporating environmental, social, and economic sustainability considerations into procurement decisions.
- **Lifecycle Costing**: Developing skills to evaluate long-term costs and benefits, ensuring procurement decisions are both cost-effective and sustainable.
- **Supplier Engagement**: Conducting workshops to encourage collaboration with suppliers, especially in rural areas, to adopt and maintain sustainable practices.

6.2.2 Revising Procurement Policies

The **Public Procurement Rules (PPR) 2008** should be updated to include mandatory sustainability criteria for all public procurement activities. This revision would:

- Establish clear, enforceable guidelines for procurement professionals.
- Ensure that sustainability is integrated at every stage of the procurement process, from planning to contract execution.
- Provide a framework for monitoring and evaluating compliance with sustainability requirements.

6.3.3 Encouraging Supplier Development

Addressing the shortage of suppliers capable of meeting sustainability criteria is critical. LGED can implement initiatives to support and develop local suppliers through:

- **Incentive Programs**: Introducing financial benefits for suppliers who meet or exceed sustainability benchmarks, thereby encouraging wider adoption of sustainable practices.
- **Public-Private Partnerships (PPPs)**: Collaborating with private sector stakeholders to build capacity and foster innovation in sustainable goods and services. This can create a more competitive and sustainable supplier ecosystem in the local market.

By implementing these recommendations, LGED can strengthen its sustainable procurement practices, ensuring long-term benefits for both the organization and the communities it serves.

Appendix -A

Reference

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4) Brundtland Commission Report, 1987: "The Report of the U.N. Brundtland Commission, Our Common Future, 1987" as Report of the World Commission on Environment and Development

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7) PPA, 2006: Public Procurement Act, 2006.

8) PPR, 2008: Public Procurement Rules, 2008.

9) https://www.adb.org/sites/default/files/project-documents/47243/47243-005-iee-en.pdf

10) Md. Rasel Parvez (2017), Sustainability Practices in Local Government Engineering Department (LGED), Bangladesh. BIGD Bangladesh.

Appendix - B

QUESTIONNAIRE ON DISSERTATION

Dear Sir

This is a survey questionnaire for conducting research on "PRACTICES OF SUSTAINABLE PROCUREMENT IN LOCAL GOVERNMENT ENGINEERING DEPARTMENT (LGED), BANGLADESH: A CASE STUDY OF ADB FUNDED PROJECT". It is a requirement for the fulfillment of the degree "Masters in Procurement and Supply Chain Management (MPSM)" in BRAC Institute of Governance and Development (BIGD) of BRAC University that I am pursuing. Your sincere reply to questionnaire is precious to the researcher. The researcher does assure that the information and opinion given by you will be kept off the record and will be used only for the academic purpose.

Could you please manage some time to go through the questions and give answers according to your understanding and realization?

Thank you and Best Regards.

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

SI	Statement			
i.	I have taken trainings on Public Procurement, e-GP and e-CMS to conduct Public Procurement activity.	Yes	Partial	NO
ii.	I have taken higher degree on (PGD/Masters/PHD) related to Procurement.	Yes		No
iii.	I reckon it is not always possible to consider other aspects (environment or social) whilst a procurement official dedicates his/her works for generating the organization's benefits and reputation by achieving value for money.	Yes	Partial	NO
iv.	I prefer adding health and social equity, labor rights, decent working condition, etc. focused **criteria in tender document** in procurement process.	Yes	Partial	NO
v.	I believe there are some scopes to put criteria regarding reduce of air pollution, noise level and water consumption during construction.	Yes	Partial	NO

vi.	I reckon the itemized specification of LGED schedule of rates is addressing sustainability in procurement duly.	Yes	Partial	NO
vii.	I reckon LGED staffs in field level are not electronically (i.e., use of computers, software, etc.) sound enough which makes barriers in gaining sustainability.	Yes	Partial	NO
viii.	I reckon contractors or suppliers are enough concerned and cordial about adopting sustainability issues.	Yes	Partial	NO
ix.	I reckon Department's central Procurement Team give satisfactory support and guidelines to field level procurement professionals when needed.	Yes	Partial	NO
x.	I reckon PPA-06 & PPR-08 have addressed sustainability issues in procurement process properly.	Yes	Partial	NO

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

Section 1: General Information

1. What is your role within the Local Government Engineering Department (LGED)?

- [ ] Project Manager
- [ ] Procurement Officer
- [ ] Environmental Specialist
- [ ] Financial Officer
- [ ] Other (please specify)

2. How long have you been involved with ADB-funded projects in LGED?

- [ ] Less than 1 year
- [ ] 1-3 years
- [ ] 3-5 years
- [ ] More than 5 years

3. **Which other donor organizations have provided funding for your projects?** (Select all that apply)

- [ ] World Bank
- [ ] Asian Development Bank (ADB)
- [ ] United Nations Development Programme (UNDP)
- [ ] European Union (EU)
- [ ] Other (please specify)

Section 2: Understanding of Sustainable Procurement

4. **How familiar are you with the concept of sustainable procurement? **

- [ ] Very familiar
- [ ] Somewhat familiar
- [ ] Not very familiar
- [ ] Not familiar at all

5. To what extent are sustainability principles incorporated into your procurement processes?

- [ ] Fully integrated
- [ ] Partially integrated
- [ ] Not integrated
- [ ] Unsure

6. What sustainability criteria are considered in your procurement decisions? (Select all that apply)

- [ ] Environmental impact
- [ ] Social impact
- [ ] Economic viability
- [ ] Resource efficiency
- [ ]-Qualitative Criteria

- [ ] Compliance with local regulations
- [ ] Other (please specify)

Section 3: Donor-Funded Projects

7. How have donor-funded projects influenced your procurement practices?

- [ ] Major improvement
- [ ] Minor improvement
- [ ] No change
- [ ] Deterioration
- [ ] Unsure

8. What types of support have donors provided to improve sustainable procurement practices? (Select all that apply)

- [ ] Financial resources
- [ ] Technical guidance and training
- [ ] Policy development
- [ ] Monitoring and evaluation
- [ ] Other (please specify)

9. What are the main challenges faced in implementing sustainable procurement practices in donor-funded projects? (Select all that apply)

- [ ] Lack of technical expertise
- [ ] Inadequate regulatory framework
- [ ] Insufficient resources
- [ ] Resistance to change
- [ ] Misalignment between donor and local needs
- [ ] Lack of awareness
- [ ] Other (please specify)

Section 4: Outcomes and Impact

10. What positive outcomes have resulted from integrating sustainable procurement practices into your projects? (Select all that apply)

- [ ] Improved environmental performance
- [ ] Enhanced social benefits
- [ ] Greater cost savings
- [ ] Increased project efficiency
- [ ] Strengthened stakeholder relationships
- [ ] Time Saving
- [ ] Economic benefit
- [ ] Other (please specify)

11. Have you encountered any negative impacts or unintended consequences from implementing sustainable procurement practices?

- [ ] Yes (please describe)
- [ ] No
- [ ] Unsure

12. How do you measure the success of sustainable procurement practices in your projects? (Select all that apply)

- [ ] Environmental impact assessments
- [ ] Social impact assessments
- [ ] Cost-benefit analysis
- [ ] Feedback from stakeholders
- [ ] Compliance with sustainability standards
- [ ] Other (please specify)

13. According to your opinion, what are the core difference between GOB funded projects and donor funded projects, especially ADB?

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……………………………………

Section 5: Future Directions

13. What additional support or resources would help improve sustainable procurement practices in your department? (Select all that apply)

- [ ] More training and capacity building
- [ ] Enhanced policy frameworks
- [ ] Increased funding for sustainability initiatives
- [ ] Better tools for monitoring and evaluation
- [ ] Stronger collaboration with donors
- [ ]Stakeholder engagement
- [ ] Other (please specify)

14. Which sustainable criteria practiced in ADB funded projects should be incorporated in GOB funded Projects?

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Section 6: Comments and Suggestions

1) What is your understanding of sustainable procurement, and how does it apply to your role within the LGED?

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2) What are the key sustainability criteria that LGED considers when procuring goods and services for ADB-funded projects? How are these criteria determined?

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3) How have donor organizations influenced the procurement practices within LGED? What specific support or guidance have they provided to promote sustainable procurement?

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………………………

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………………………

4) What challenges or limitations have you encountered due to donor requirements or guidelines regarding sustainable procurement?

5) What gaps in technical expertise or resources have been identified in relation to sustainable procurement, and how can these gaps be addressed?

6) What positive outcomes have been observed from incorporating sustainable procurement practices into donor-funded projects? Can you provide specific examples of benefits achieved?

7) What policy or procedural changes would you recommend to improve the integration of sustainability into procurement processes?

8) How can LGED better align its sustainable procurement practices with national and international sustainability goals or frameworks?

9) Do you have any additional comments or suggestions on how to improve sustainable procurement practices in LGED or similar local government departments?

Thank you very much for your cordial co-operation