
CPD-TAF Dialogue on

Implementation of Public Infrastructure Projects (PIPs) in Bangladesh
Ensuring Good Value for Money

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The Asia Foundation

Key points for discussion

- **Context of discussion**
- **Ensuring Good governance in PIP implementation: An emergent concern**
- **Implementation challenges reported in successive IMED documents**
- **Key concerns as regards PIP implementation**
- **OECD framework of Good governance in PIP implementation**
- **State of governance in PIP implementation in Bangladesh against the OECD framework**
- **Adjusting the OECD framework in the Bangladesh context**

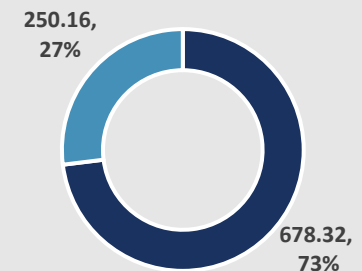
Context of discussion

- **As Bangladesh prepares for Graduation**, addressing the challenges of dual graduation – Middle Income and Graduation from the LDC Group is assuming heightened importance.
- **Infrastructure- physical, social, digital-** will play a critically important role in this transition.
- Infrastructure in Bangladesh has the added advantage of serving a large number of people **making investment** more **economically viable**.
- Investment in infrastructure projects **leads to enhanced productivity**, higher competitiveness, reduced transportation costs, access to greater social services and closer integration with regional and global markets
- In low-income countries (LICs) and lower-middle income country (LMICs) there is significant infrastructure deficits as manifested in lack of access to efficient multi-modal transport networks, health and education related infrastructure, energy and internet.
- **Addressing infrastructure deficits** is the next big challenge for these countries.
- Targets 9.1, 9.4, and 9.a of SDG 9 emphasise the importance of infrastructure. Infrastructure is related, to varying degrees, to **72 per cent of all the 169 SDG targets** (Thacker et al., 2019).

Additional costs required for SDG Implementation FY17-FY30

(Figures are billion USD)

■ SDG 9 ■ All other SDGs

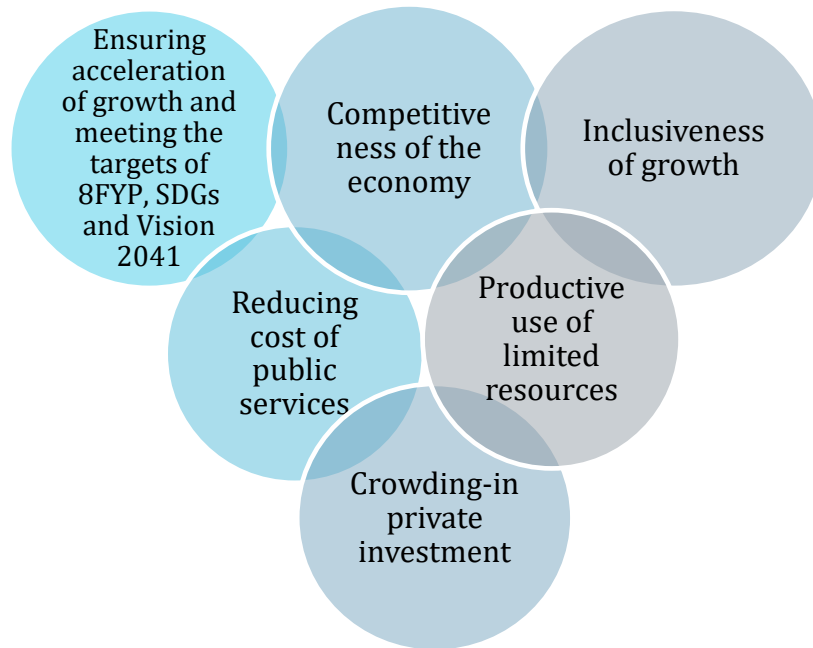


Source: GED, Planning Commission 2017

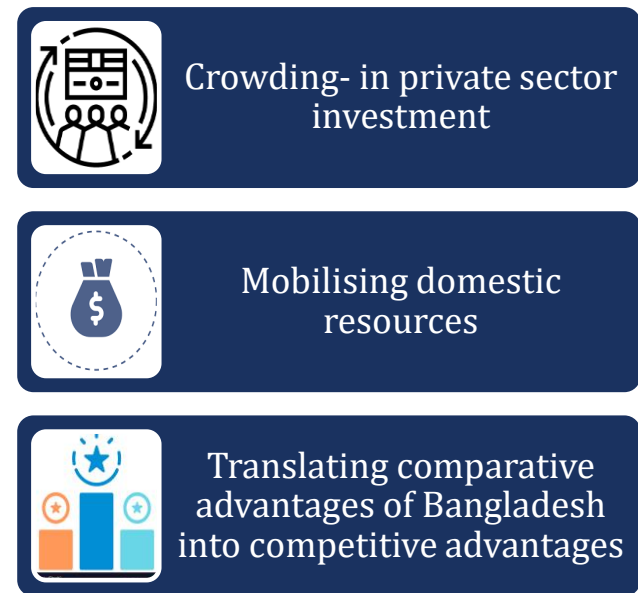
Note: Domestic and external sources will account for 85.11% and 14.89%, respectively of the total additional costs required for SDG implementation from FY17-FY30

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Importance of good governance in the implementation of PIPs



Efficiency gains from better quality PIPs



Ensuring Good Governance in PIP Implementation: An emergent concern

■ Global Competitiveness Index 2019

	Global Rank	Rank in South Asia*
Infrastructure	114/141	5/5
Quality of road infrastructure	108/141	4/5 (only ahead of Nepal)
Road connectivity	117/141	5/5

* Afghanistan, Bhutan, and Maldives were not included in the GCI 2019

■ Findings from CPD's National Budget Analysis for FY2023



Number of carryover projects: 527

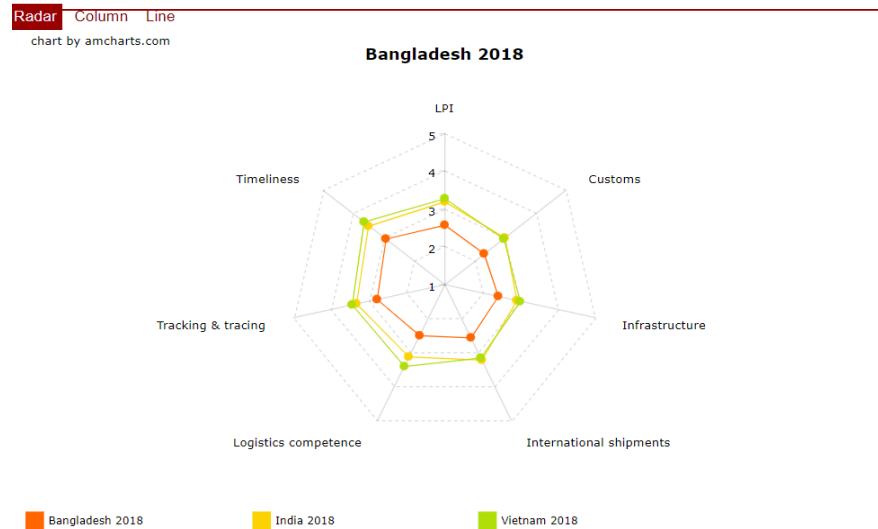
• Share in total allocation: 25.2 %

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- **Bangladesh and performance of some of its comparators as regards the infrastructure pillar of Logistics Performance Index (LPI) 2018:**

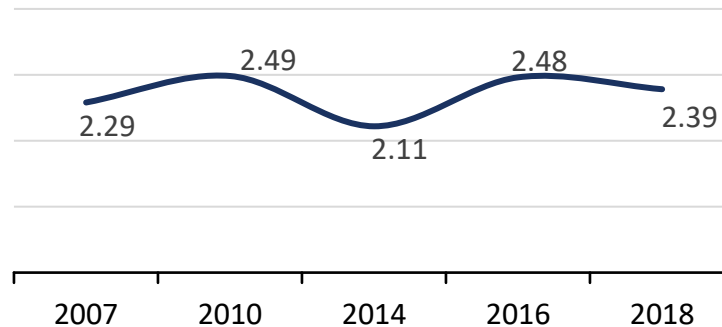
Country	Infrastructure pillar score (out of 5)
Vietnam	3.01
India	2.91
Bangladesh	2.39

Source: Logistics Performance Index, World Bank (n.d.)



Source: Logistics Performance Index, World Bank (n.d.)

- **Bangladesh: LPI score in the infrastructure pillar over the years**

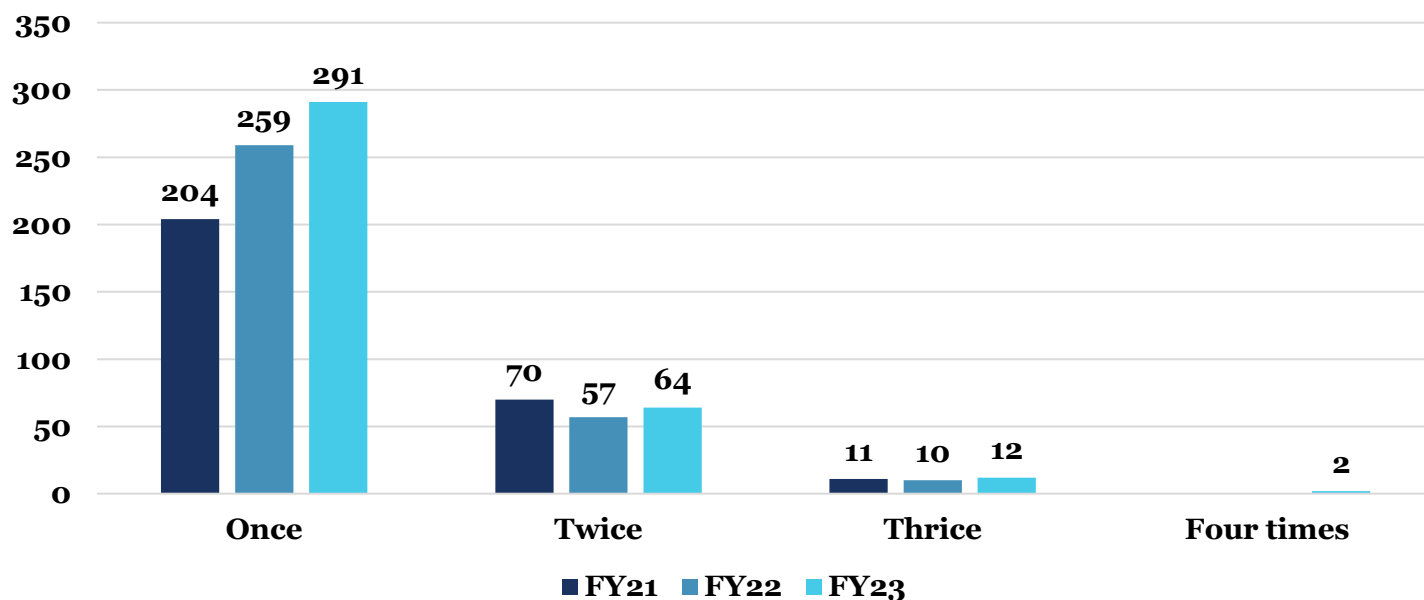


Source: Logistics Performance Index, World Bank (n.d.)

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- **Project revision is becoming ingrained in Bangladesh's development practice.** Some are justified, but many are not. A total of 31 projects have been revised by the Executive Committee of the National Economic Council (ECNEC) in FY2021-22, which amounts to BDT 29,471 crore. This is equivalent to building another Padma bridge (estimated budget of BDT 30,192 crore).

ADP Projects with number of revisions



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- It is observed that **the share of projects with symbolic allocation (token allocation to keep these projects in the ADP list) is on the rise again! Majority of these are carryover projects**
 - Inclusion of projects under Tk. 1 lakh have been a continuing practice (barring FY22)
 - **59 projects (4.4% of total number of projects) under ADP FY23 have received only Tk. 1 lakh or below;** (31 projects (2.2%) received such allocation in FY22)
 - **52 (88.1%) of those are carried over from ADP FY22**

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Mega Projects: Allocations have risen, but pace of implementation remains a challenge

Project Name	Start Date	Project Cost (Tk. Cr.)	Progress till June 21 (%)	*Possible progress till June 23 (%)	End Date
Padma Multipurpose Bridge project (2nd revised)	01-01-09	30,193	84.4	100.0 (June, 2022)	25-06-22
Dhaka Mass Rapid Transit Development Project (Line 6) (2nd revised)	01-07-12	23,490	65.1	95.4	30-06-24
Transformation of Meter Gauge Rail line to Dual Gauge in the Akhaura-Sylhet section	01-04-19	21,555	0.0	0.0	30-06-25
Construction of 329 technical schools and colleges at the upazilla level	01-01-20	20,526	0.0	1.2	31-12-24
Construction of Dhaka-Ashulia Elevated Expressway	01-09-17	16,901	8.3	33.9	30-06-22
Construction of Bangabandhu Sheikh Mujib Railway Bridge	01-07-16	16,781	22.7	58.6	31-12-23
Power Grid Network Strengthening project under PGCB (revised)	01-10-16	14,326	12.7	28.6	30-06-24

Source: CPD (2022). An Analysis of the National Budget for FY2022-23

*estimated on the basis of financial allocation.

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Table: Stylized Data on Share of Foreign Assistance in ADP

(in crore BDT)

	FY10 (A)	FY12 (A)	FY14 (A)	FY16 (A)	FY18 (A)	FY20 (A)	FY22 (B)	FY23 (P)
Total ADP Allocation	25,553	37,508	55,333	79,351	1,19,538	1,55,380	2,25,324	2,46,066
Foreign assistance for ADP	14,221	12,779	17,718	21,089	31,821	51,943	88,024	93,000
Foreign assistance as % of Total ADP Allocation	55.65	34.07	32.02	26.58	26.62	33.43	39.07	37.79

Source: Based on Finance Division, Ministry of Finance (n.d.) and CPD's National Budget Analysis for FY2023

Note: External debt servicing liabilities as percentage of export and remittance earnings: **3.0 (in FY21)**

Total outstanding foreign debt as percentage of GDP: **14.9 (in FY21)**

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Selected Quotes (as reported in the media) as regards GoB's stance with regard to timing and quality of implementation of PIPs

- "Identify those whose negligence resulted in flawed designs of projects, wasting our time and money. Take legal action against them and apprise me of what action has been taken," Prime Minister was quoted as saying by Planning Minister MA Mannan.
- Planning Minister said the lack of coordination has come to Prime Minister's notice. "She repeatedly asked different departments to strengthen coordination."
- Expressing dissatisfaction over the inclusion of new components in projects during revisions, the PM said, "It's a dangerous thing. **A PD [project director] takes up the responsibilities of several projects and stays in Dhaka.**"
- "It's often seen that a few items [components] get included during revisions of a project," the Planning Minister quoted the PM as saying. "She then asked: 'didn't you [project directors] visit the project sites and see these things? Why these things were not raised earlier?'," The Minister said quoting the PM.
- The Planning Minister said at a media briefing, "The prime minister has expressed dissatisfaction over the slow pace in development work, and has asked all concerned to expedite it."
- "Once these (mega) projects are implemented, the face of our economy will change. We're taking loans from domestic and foreign sources. However, we have a careful eye so that they do not become a burden," Prime Minister said in an address to the nation on the eve of Pohela Boishakh, the Bangla New Year's Day.

Implementation challenges reported in successive IMED documents

Project preparation and approval phase

- Not taking into account **stakeholders' views** and priorities in case of project selection
- Not taking primary approval for **land acquisition** from concerned District administration before selecting a project
- Not following **comprehensive work plan** in case of project implementation
- Weak quality of **feasibility study**

Project implementation phase

- Not implementing project according to the **work and procurement plan** mentioned in the DPP
- **Coordination failure** involving project implementation agencies at the field level
- Frequent change of **Project Directors**
- Frequent request by the concerned contracting agencies to **extend timeline** of completion of packages

Post-implementation phase of the project

- Not submitting **Project Completion Report (PCR)** to the IMED within 3 months of project completion
- Not complying with the requirement of **exit plan**
- Lack of adequate budgetary allocation for **maintenance of project** after the project has been completed
- Lack of proper **preservation and supervision** of infrastructures and equipments used in a project
- Absence of **skilled human resources** resulting in long term service agreements with foreign contractors

Key concerns as regards PIP implementation

- Absence of good governance in PIP implementation undermines the efficacy of PIPs and impacts negatively on potential results and returns on investment. Some of the concerns in the implementation of PIPs relate to following areas:
 - *Selection and design of PIPs*
 - *Professionalism in preparing DPPs*
 - *Proper management and monitoring*
 - *Procurement anomalies*
 - *Tendering and contracting process*
 - *Weak independent monitoring and lack of proper oversight by concerned authorities*
 - *Weak transparency and accountability in PIP implementation*

OECD framework of Good governance in PIP implementation

- In recent times, the GoB is investing significantly in the PIPs. Share of public investment in GDP has gone up from under 6.0 per cent to over 8.0 in the last ten years. In view of this, good governance in PIP implementation has assumed heightened importance in the current context.
- *There is thus a need for a comprehensive framework for ensuring good governance in PIP implementation in Bangladesh.*
- **OECD has developed a framework** for promoting Good Governance in Infrastructure implementation
- The Framework has **10 pillars**
- Each pillar includes **three elements**
 - Why the pillar is important
 - Key policy questions
 - Indicators of assessment (a total of **47 indicators** are included in the **10 pillars**)
- Monitoring Implementation of PIPs in Bangladesh, by using this Framework as reference points, could **help assess the state of good governance** in PIP implementation and also in terms of providing insights and guidance towards better governance in PIP implementation in Bangladesh
- GoB's oversight agencies and independent observers and investigative journalism **can make use of the framework** to monitor PIPs from the vantage point of good governance

Pillars of the OECD Infrastructure Governance Framework

Pillar 1
Develop a Strategic vision for infrastructure

Pillar 2
Manage threats to integrity

Pillar 3
Choose how to deliver infrastructure

Pillar 4
Ensure good regulatory design

Pillar 5
Integrate a consultation process

Pillar 6
Co-ordinate infrastructure policy across levels of government

Pillar 7
Guard affordability and value for money

Pillar 8
Generate, analyse, and disclose useful data

Pillar 9
Make sure the asset performs throughout its life

Pillar 10
Public infrastructure needs to be resilient



**STATE OF GOVERNANCE IN PIP
IMPLEMENTATION IN BANGLADESH AGAINST
THE OECD FRAMEWORK**



Pillar 1: Develop a strategic vision for infrastructure

- Pillar 1 relates to the **importance of appropriate strategic planning** as a necessary precondition towards successful implementation of projects. This is critically important for generating good value for money invested in various projects and from the perspective of delivering the expected outputs, outcomes, and impacts in a coordinated way.
- **Key indicators :**
 - 1.1. Presence of a **long term plan**
 - 1.2. **Strategic frameworks** for public investment implementation
 - 1.3. **Budgetary allocations** for projects in the plan
 - 1.4. Dedicated processes and units devoted to monitoring implementation and assessing quality of delivery of outputs of projects.
- **Assessment as regards Indicator 1.1 (Presence of a long term plan):** **The 8FYP, the Vision 2041 and Delta Plan envisage huge investment in PIPs.** Coordination among these has become important. **Phasing, pacing, sequencing and integrating** with short, medium and long term strategies is crucial to getting the expected results delivered.
- Often **lack of proper demand forecasting** results in excess capacity and sometimes **lack of sequencing** leads to additional payments.

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- **Assessment as regards Indicator 1.4 (Dedicated processes and units devoted to monitoring implementation and assessing quality of delivery of outputs of projects):**

In Bangladesh, the IMED is mandated to monitor the implementation of ADP projects, evaluate completed projects, and ensure accountability, transparency, and efficiency of the government's procurement process.

- **IMED faces a number of constraints:**
 - Lack of needed human resources logistics capacities to monitor and evaluate the large number of projects
 - Absence of an international standard inspection lab at the IMED itself
 - Absence of a technical wing
 - Absence of a media wing
 - Highly centralised monitoring and evaluation (M&E) activities

Pillar 2: Manage threats to integrity

- Pillar 2 of the OECD framework focuses on managing **threats to integrity** in implementing projects and putting in place adequate measures to forestall the likelihood of corrupt practices (OECD,2017).
- **Key indicators :**
 - 2.2. System of **internal controls and financial reporting** to monitor and identify irregularities
 - 2.3. Measures in place to ensure integrity of firms wishing to work with public bodies
 - 2.4. **Mechanisms to report wrongdoing** related to infrastructure projects
 - 2.5. **Adequate technical resources** within the organization responsible for organizing public tenders
- **Assessment as regards Indicator 2.2 (System of internal controls and financial reporting to monitor and identify irregularities):**

The Bangladesh government did adopt a number of laws to deal with likelihood of corruption. These include the followings: Anti-Corruption Commission Act, 2004; Public Procurement Rules 2008; Public Finance and Budget Management Act, 2009; Prevention of Money Laundering Act, 2012; Competition Act, 2012, the Right to Information Act, 2009, and the Whistleblower Protection Act 2011.

The Right to Information Act, 2009 was enacted by the Bangladesh government in 2009 to ensure transparency, accountability and establish good governance in the workings of the public sector. However, as “Bangladesh Right to Information (RTI) Survey 2019” indicates, information is sometimes not provided on grounds of national security.

Continued

- **Assessment as regards Indicator 2.3 (Measures in place to control the integrity of firms wishing to contract with public bodies):**

The CPTU developed the e-GP system with the support of the World Bank to enhance efficiency, transparency, and accountability in the public procurement process (e-GP, n.d.).

Although public procurement process has been simplified by the presence of the e-GP system, concerns remain. Some of the issues addressed in the report included:

- Limited use of the e-GP system
- Influence by vested interest groups
- Tender assessment
- Validity of documents
- Practice of sub-contracting

Pillar 3: Choose how to deliver infrastructure

- The OECD framework emphasises that the government, while selecting mode of delivery should choose the best modality to deliver **based on affordability, legitimacy, risk allocation, and value for money**.
- **Key indicators :**
 - 3.2. Formal process or policy document to ensure value for money, for example by undertaking rigorous **cost-benefit analysis**
 - 3.3. Policy document and process to ensure **competitive tender process**
 - 3.4. Dedicated procedure for identifying and allocating clearly risks between public and private parties
- **Assessment as regards Indicator 3.2 (Formal process or policy document to ensure value for money, for example by cost-benefit analysis):**

In Bangladesh, estimation of **Cost-Benefit Analysis (CBA)** is the most widely used method for estimating whether a project is good value for money (GED, 2014). However, since projects in Bangladesh tend to be **implemented with considerable delay**, the CBA exercise carried out at the initial period of a project's life often **becomes redundant**. Also, because of cost escalation, potential benefits and returns end up being lower than what was initially estimated.

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- **Assessment as regards Indicator 3.4 (Dedicated procedure for identifying and allocating clearly risks between public and private parties):**
 - According to the PPP Screening framework of Bangladesh, a **PPP proposal must include a tentative risk allocation matrix** that follow globally acknowledged risk allocation modalities. Potential risks are to be shared with the private sector partners.
 - However, this is not always followed and the **government ends up taking the greater part of the risk.**
 - While at the beginning government generally takes higher share of the attendant risks, as the private sector matures, **it is expected to share more of the risks.** The low number of PPP projects calls for a review of the framework.

Pillar 4: Ensure good regulatory design

- **A good regulatory design secures sustainability and affordability of an infrastructure.** Regulation sets the “rules of the game” and manages uncertainty regarding the “rules of the game”.
- **Key indicators :**
 - 4.1. **Use of evidence-based tools (impact assessment, ex-post evaluation)** for regulatory designs
 - 4.2. **Regulators should have independence, accountability, and adequate power to take action**
- **Assessment as regards Indicator 4.1 (Use of evidence-based tools for regulatory designs):**

The IMED undertakes **ex-post evaluation for only a selected number of projects**. This is being done since 1983-84. The concerned ministry’s planning and evaluation wing also in many instances undertake ex-post evaluations. Some of the weaknesses regarding the ex-post evaluation process include:

 - **Lack of adequate number of experts** to carry out evaluation exercises professionally and with expected quality
 - **Line Ministries do not follow the recommendations** reported in the IMED’s ex-post evaluation, often because they don’t have the required human resources and there is lack of accountability

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- **Assessment as regards Indicator 4.2 (Regulators should have independence, accountability, and sufficient scope of action):**

Oftentimes, regulators and policy entities are the same.

Concerns here are many:

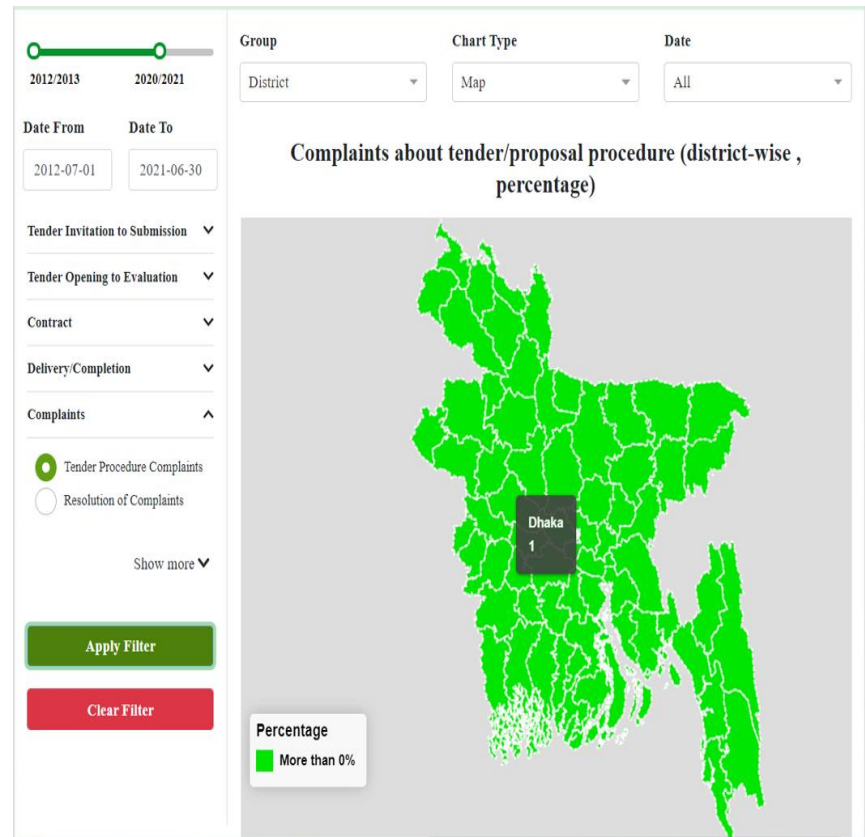
- Lack of adequate number of staff and weak state of digitisation make the tasks difficult to carry out
- The weight limit which has been set by the regulatory authorities is way higher than the standard weight limits recommended by experts
- Oftentimes, overloaded vehicles are allowed to cross bridges

Pillar 5: Integrate a consultation process

- The OECD framework advocates in favour of integrating **a consultation process proportionate to the size of the project**, which considers public interest and relevant stakeholder's views for the proper implementation of the PIPs. Dialogue and public access to information are important. This can create a sense of **shared ownership** and enhance quality of infrastructure project among the stakeholders.
- **Key indicators :**
 - 5.1. National open government strategy or guidelines
 - 5.2. **Mapping of stakeholders**
 - 5.3. Stakeholder consultation for a or participatory budgeting programmes
 - 5.4. Websites or other outreach tools to provide public information on infrastructure projects
 - 5.5. **Participatory auditing procedures**
- **Assessment as regards Indicator 5.2 (Mapping of Stakeholders):** In Bangladesh, **The DPP manual**, which the implementing agencies follow, **puts emphasis on engaging stakeholders** in the consultation process but doesn't talk of how the mapping of stakeholders is to take place (GED, 2014). As a result, **mapping is left to the Project Directors** who often don't take it with due seriousness.

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- **Assessment as regards Indicator 5.4 (Websites or other outreach tools to provide public information on infrastructure projects):**
 - The CPTU of the IMED has launched a **'citizen portal'** that allows citizens to access public procurement data, with a view to ensuring accountability and transparency in the public procurement processes (IMED, 2020a). However, use of the portal in terms of **engaging citizens remains weak.**
 - **Some of the mega-projects have their own websites.** However, information is often **dated and not detailed enough.** Websites are not updated regularly and sometimes access to websites remains a concern.



Pillar 6: Coordinate infrastructure policy across levels of government

- The sixth pillar of the OECD framework emphasises the **importance of coordination of infrastructure policies** within and across various levels of government. This is geared to reducing any contradiction between policy objectives and rules and regulations related to infrastructure implementation.
- **Key indicators :**
 - 6.1. Formal mechanisms/bodies for co-ordination of public investment across levels of government
 - 6.2. Co-ordination mechanisms have a multi-sector approach
 - 6.3. Co-ordination mechanisms are frequently used and produce clear outputs/outcomes
 - 6.4. Co-financing arrangements for infrastructure investment
- **Assessment as regards Indicator 6.1 (Formal mechanisms/bodies for co-ordination of public investment across levels of government):**
- In Bangladesh, it is the **Planning Commission which is in charge of coordinating projects** and investment across sectors and levels of government. The commission's programming division is entasked to coordinate multi-sectoral projects.
- However, **coordination between Planning Commission, concerned ministries and local level governments continues to remain weak. The 8FYP reports that weak coordination and inadequate communications** with district and national level administration create difficulties for Local Government Institutions (LGIs) in implementing the PIPs.

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- **Assessment as regards Indicator 6.3 (Co-ordination mechanisms are frequently used and produce clear outputs/outcomes):**
- **The Finance Division coordinates budgetary issues in connection with the PIP implementation.** In the early months of the fiscal year, the **Finance Division asks for a budget implementation plan** from all ministries and divisions to deal with the problem of slow implementation of the ADP. However, despite repeated calls, and the promise of award, compliance has continued to remain weak over the past years
- **Poor coordination among government bodies** in PIP implementation remains a challenge particularly in view of implementation of mega projects.
 - Leads to **poor sequencing**. For example, generation and transmission of electricity.
 - **Utility structures** (e.g., electricity poles, gas lines etc.) often impede road construction and maintenance works.

Pillar 7: Guard affordability and value for money

- **Fiscal sustainability** is to be carefully assessed while prioritising projects, **for implementation as also maintenance.**
- **Key indicators :**
 - 7.1. **Central Budget Authority's** role in green-lighting infrastructure projects
 - 7.2. **Apex Audit Institution**
 - 7.4 .Tests and controls in place to assess **maturity of the organisation responsible for delivering the project**
 - 7.5. Formal requirement to account for **contingent liabilities and running costs**
 - 7.6 Formal requirement **to ensure value for money**
- **Assessment as regards Indicator 7.1 (Central Budget Authority role in green-lighting infrastructure projects) :**

The Finance Division is the Central Budget Authority in Bangladesh.

 - Often its role is rather limited in deciding on project selection and fiscal sustainability issues. **Finance Division and Project Scrutiny Committee (PSC)** should be more involved in project selection.
 - **Professional knowledge and expertise to assess DPPs is also often lacking.**

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- **Assessment as regards Indicator 7.2 (presence of an overarching audit institution):** The Office of the Comptroller and Auditor General (OCAG) is the highest audit institution in the country.
 - Concerned officials only **go through vouchers and reports** to check whether compliance has been ensured in spending the money and whether there were any irregularities
 - **Reports are not published in a timely manner**
 - **Website does not feature major infrastructure projects**
 - **Needs more professional cadres to undertake value for money analysis**
 - Performance auditing of major development projects is also not carried out by the OCAG

PILLAR 8: Generate, analyse and disclose useful data

- The OECD framework emphasises the importance of **information and data to service the needs of monitoring**, evaluation, and improvement of infrastructure projects. The framework also highlights the need for the data to be publicly disclosed in an accessible format and in a timely manner (OECD, 2017).
- **Key indicators :**
 - 8.1. **Central unit for collection, disclosure and analysis of data**
 - 8.2. Choice of delivery modality and projects are **based on data**
 - 8.3. Key Performance Indicators (KPIs) to assess infrastructure performance
 - 8.4. **Disclosure of data** in an open format on a dedicated website
- **Assessment as regards Indicator 8.1 (Central unit for collection, disclosure, and analysis of data): IMED collects, analyses, and discloses data for infrastructure projects in Bangladesh.** The agency collects and compiles project-wise data and prepares quarterly, annual, and periodic progress reports; the reports are disclosed publicly on the IMED website.

However:

- The unit **lacks human and financial resources** to undertake this task on an ongoing manner.
- **Lack of systematic data collection impedes the process of proper selection** of infrastructure projects and their delivery
- Many important information related to projects is **not shared publicly** which creates opportunities for non-transparent dealings and raises the possibility of corruption
- There is a need for a **single data portal for all public investment projects**, particularly the PIPs, should be set up to facilitate open access to relevant data and information

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- **Assessment as regards Indicator 8.3 (Key Performance Indicators (KPIs) to assess infrastructure performance):**
 - The Government of Bangladesh introduced the **Annual Performance Agreement (APA) in July 2015** which envisages an agreement between the Cabinet Division as the first party and all other ministries/divisions as the second parties. The APA includes KPIs to measure progress as regards the targets which are set for the ministry/division (Cabinet Division, n.d.).
 - Although, KPIs are geared to measure the progress of achieving targets by implementing agencies, these are **not directly used to evaluate the performance of the infrastructure projects under the agency.**
 - In many instances concerned **ministries/divisions tend to set their performance target in a rather flexible manner** so that they would be recognised as top performers in the performance assessment process.

PILLAR 9: Make sure the asset performs throughout its life

- The OECD urges that monitoring systems and institutions should be introduced to ensure that the asset performs throughout its life. Monitoring is defined as the regular observation and recording of the asset performance.

- **Key indicators :**
 - 9.1. Policy document for ensuring performance from assets regulated by concerned agency
 - 9.2. Clear remit of the sectoral ministries and authorities to develop, assess and monitor infrastructure policy and performance
 - 9.3. Strategy for renegotiations
 - 9.4. Ex-post evaluation of value for money

Continued

- **Assessment as regards Indicator 9.1 (Policy document for ensuring performance from assets regulated by agency):**
 - **There is no policy document for ensuring asset performance** in Bangladesh. PIPs often go through multiple **budget revisions and cost escalation** which results in reduced or insufficient funding for the maintenance purpose of the projects. This results in reduced asset performance throughout its life.
 - Public Procurement Rules (PPR) 2008 requires the **defect liability period to be 1 year**. In critically important projects this should be raised. In some cases this is being done now by the RHD (to three years).

- **Assessment as regards Indicator 9.2 (Policy document for ensuring performance from assets regulated by agency):**
 - **IMED has monitoring and evaluation wing** to develop, monitor and assess infrastructure performance.
 - They **prepare reports on findings and suggest various corrective measures**. However, these reports **are not published** and are **not publicly available** so that it is not known to what extent the measures are actually being implemented.

PILLAR 10: Public infrastructure needs to be resilient

- The tenth pillar of the OECD framework states that the **infrastructure systems should be adaptive and resistant to disasters**. This is important since large infrastructure projects have multiple linkages to the economy. For instance, damage to electricity transmission lines could result in downstream disruptions involving several sectors including production related activities, healthcare, and education.
- **Key indicators :**
 - 10.1. Presence of a disaster risk assessment plan
 - 10.2. Presence of designated authorities responsible for tackling disasters
- **Assessment as regards Indicator 10.1 (Presence of a disaster risk assessment plan):**
 - In Bangladesh, **the DPP prepared** by the implementing agencies of the infrastructure projects is required to **undertake risk analysis** and **specify mitigation measures** in anticipation of disasters.
 - However, as was noted, DPPs **can not be accessed publicly in Bangladesh** in view of which whether the proposed measures are effective or not remain largely unknown.

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- **Assessment as regards Indicator 10.2 (The presence of designated authorities responsible for tackling disasters):**
 - In Bangladesh **Ministry of Disaster Management and Relief (MoDMR)** is responsible for the coordination of national disaster management efforts across all agencies.
 - The National Plan for Disaster Management (2021-2025) mentions that **MoDMR is to offer technical support to different ministries** and their executive agencies so that they can include **Disaster Impact Assessment (DIA) in preparing development plans** (MoDMR, 2020). However, this support is limited only to a few ministries and their executive agencies.
 - Many implementing agencies dealing with key **infrastructure projects do not coordinate their work with the MoDMR**
 - **DIA is not always included in the process of preparing the project plan**
 - **There are no proper guidelines** in this regard, particularly **concerning disaster risk assessment plan** for infrastructure projects.



ADJUSTING THE OECD FRAMEWORK TO THE BANGLADESH CONTEXT

- In the preceding sections, suggestions have been put forward as regards adjustments to the **OECD framework** by drawing on **Bangladesh's existing oversight mechanisms & monitoring tools** and experience of PIP implementation. The discussion has identified attendant deficits and also noted how some of the **good initiatives and measures** that were put in place by the concerned agencies **could be further improved and strengthened**. The discussion also draws **attention to a number of initiatives** that may be added to the OECD framework to better cater to the specific needs of Bangladesh in the current context.

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Ensure Adequate Legal Support

- **Indicators that maybe included:**
- Presence of a **dedicated and permanent law cadre** to deal with legal issues involving PIP implementation;
- **Transparent and data-driven compensation mechanisms for land acquisition**
- Development of a legal document articulating how land acquisition related transactions should be carried out in a way that reduces to the **minimum lodging of legal cases**

Introduce APAs at micro level

- **Indicators that maybe included:**
- **KPIs should be concretised** to assess actual performance of the concerned Ministries
- **KPIs to evaluate quality of work of PDs**
- **Reward and sanctions** based on performance of PDs of nationally important PIPs

Implement IMED recommendations

- **Indicators that maybe included:**
- **A plan to implement IMED's concrete recommendations**
- **Progress made in view of the aforesaid plan**
- **Assessment of improvement in view of implementing the plan**

Continued

Strengthen Monitoring and Evaluation

- Ensure that respective **Parliamentary Standing Committees** provide adequate oversight functions in areas of PIP implementation by their respective concerned Ministries
- **Strengthen IMED's institutional capacity** to enable it to deliver mandated support
- **Enhance IMED's human resources** (123 out of 338 posts remain vacant as of FY 2020-21)
- **Consider putting in place Ministry-specific IMEDs** for important relevant Ministries
- Take initiatives to build up professional M&E capacity of IMED (set up a **dedicated professional development institute**)
- **Decentralise IMED work through Divisional level offices**
- **Put in place a dedicated laboratory for testing quality of construction works**
- **Set up a media wing** towards greater transparency in PIP implementation
- **Strengthen citizen's engagement in Monitoring and Evaluation (M&E) Work**



Thank You