



**Impact Evaluation
of
District Based 24 Industrial Estate Program for
Small and Cottage Industries**



Carried out by

**Evaluation Sector
Implementation Monitoring and Evaluation Division (IMED)
Ministry of Planning, Government of the People's Republic of Bangladesh**

Conducted by



Eusuf and Associates

May 2010

Impact Evaluation
of
District Based 24 Industrial Estate Program for
Small and Cottage Industries

Eusuf and Associates Professionals

Dr.Mohammed Eusuf Ali
Evaluation Specialist/Economist: Team Leader

Eng. Md.Atiqul Islam
Civil Engineer

Engr. Md.Habibur Rahman
Electrical Engineer

Dr.Helal Uddin Ahmed
Statistician

IMED Officials

Syed Md. Haider Ali
Director General

Md. Khalilur Rahman
Director

Md. Mosharaf Hossain
Assistant Director

Carried out by

Evaluation Sector
Implementation Monitoring and Evaluation Division (IMED)
Ministry of Planning, Government of the People's Republic of Bangladesh

Conducted by

Eusuf and Associates

May 2010

FOREWORD

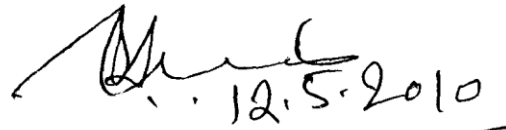
The Ministry of Industry has implemented the project titled “District Based 24 Industrial Estate Program for Small and Cottage Industries (2nd Revision)” through the Bangladesh Small and Cottage Industries Corporation (BSCIC). The project was started in 1995 and completed late in 2007 with an investment cost of Taka 826.962 million totally financed from own resources of the Government.

Evaluation Sector of the Implementation Monitoring and Evaluation Division (IMED), Ministry of Planning contracted out the evaluation of this project to Eusuf and Associates through open competition. The major objectives of evaluation are to review the implementation status of infrastructural facilities in 18 industrial estates, intended impacts on employment creation, poverty reduction, socio-economic development and sustainability of the project.

Findings of the survey evidences that the intended impacts of the project activities has been positive to a great extent. Some useful recommendations from the findings are funds for repair and maintenance of water tanks, culverts, drainage, pipelines etc should be made regular and timely when needed most.

I, sincerely congratulate Eusuf and Associates teams for conducting the evaluation work and making successful completion of the report in time. I also thank Director General (Evaluation Sector) along with his professional colleagues to provide guidance and supervisory supports to the Eusuf and Associates team members. I would also like to appreciate all cooperation of local administration and cheerful response of project beneficiaries and participation of local influential/civil society members in the local level workshop.

I am very hopeful the recommendations of the evaluation study will be much helpful in making implementation of similar projects more cost-effective in future.



(Md. Abdul Malek)
Secretary
IMED, Ministry of Planning

PREFACE

The Evaluation Sector, one of the six sectors of IMED is supposed to conduct impact evaluation for at least 10% of the completed projects of the GOB in each financial year. But due to shortage of manpower/workforce in the Evaluation Sector which constitutes one third of the total strength, not more than 3% to 4% of the completed projects of the GoB can be evaluated.

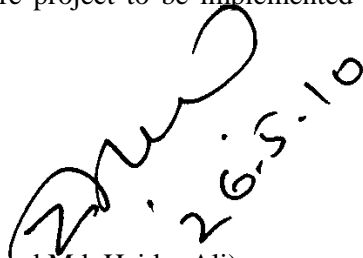
Despite this constraint, the last financial year 2008-2009, Evaluation Sector, IMED conducted the impact evaluation of 7 completed GOB projects of which 5 projects have been evaluated by outsourcing research firms and 2 evaluation studies have been completed by the in house professional officers of the Evaluation Sector. Eusuf and Associates has been awarded the contract-money of taka 12.00 lakh by the Evaluation Sector of IMED, Ministry of Planning to carry out the impact evaluation on the Project titled “District Based 24 Industrial Estate Program for Small and Cottage Industries (21d Revision)” which was implemented through the Bangladesh Small and Cottage Industries Corporation (BSCIC) under the Ministry of Industries from 1995 and completed late in 2007 with an investment cost of Taka 826.962 million.

The major objectives of evaluation were to review implementation status of infrastructural facilities in 18 industrial estates, intended impacts on employment creation, poverty reduction, socio-economic development and environment and sustainability of the project. To carry out the evaluation work- the consulting firm conducted field visit to 18 industrial estates, interviewed 1200 workers, 270 key informants, 2 case studies of success and failures, 6-9 hot spot discussions, reviewing of 18 industrial profiles, PCR, PP and Feasibility Report and also conducted one local level stakeholders’ workshop at Barisal.

Some of the findings of the evaluation are found remarkable: Survey findings evidence that the intended impacts of the project activities have been to some extent positive. Some useful recommendations from the findings are funds for repair and maintenance of bridges/culverts should be made regular and timely when needed most. The findings of this impact evaluation are also presented in a workshop organized by the Evaluation Sector, IMED. Workshop has been attended by concerned professionals, project personnel both from the ministry and the directorate levels and invited guests of different organizations.

I take the opportunity to congratulate Eusuf and Associates teams for conducting the evaluation work and also concerned IMED professionals in making total efforts to complete the report in time. I also express my thanks to officials of Bangladesh Small and Cottage Industries Corporation (BSCIC) for their kind cooperation. Thanks are also due to all members of Technical and Steering Committee members especially to Secretary, IMED for providing us useful advice and guidance.

I hope that the lesson learnt and recommendations that are made would be helpful in revamping the strengths of the project activities and effectiveness of the future project to be implemented by the Ministry of Industries.


(Syed Md. Haider Ali)
Director General
Evaluation Sector, IMED
Ministry of Planning

Abbreviations and Acronyms

A. Abbreviations

BPDB	-	Bangladesh Power Development Board
BSCIC	-	Bangladesh Small and Cottage Industries Corporation
DOE	-	Department of Environment
DFS	-	Department of Fire Services
ETP	-	Effluent Treatment Plant
GDP	-	Gross Domestic Product
GOB	-	Government of Bangladesh
IMED	-	Implementation Monitoring and Evaluation Division
LT	-	Low Tension
MIS	-	Management Information System
PP	-	Project Proforma
PWD	-	Public Works Department
REB	-	Rural Electrification Board
TFYP	-	Third Five Year Plan (1985-1995)
VAT	-	Value Added Tax

B. Acronyms

Acre	-	Unit of land area (100 decimal) in Bangladesh
Crore	-	1,00,00,000
FY	-	Fiscal Year (Year ending 30 June)
Lakh	-	1,00,000
\$	-	Dollar (United States Dollars referred in the Report)
Taka	-	Bangladesh Currency (Currency used in the Report)

Executive Summary

A. Background

1. **Introduction:** The Government of the People's Republic of Bangladesh in 1987 approved a Program namely, "District Based 24 Industrial Estate Program for Small and Cottage Industries" for implementation under the Third Five Year Plan period (1985-1990). The program was sponsored by the Ministry of Industries and implemented by Bangladesh Small and Cottage Industries Corporation (BSCIC).

2. **Objectives and Scope:** The objectives of the program was to provide basic infrastructure facilities in compact areas to stimulate industrial growth and increase contribution of the industrial sector to the country's Gross Domestic Product (GDP), create employment opportunities, and improve socioeconomic condition of the workers. The scope of the program was to establish 24 industrial estates - seven estates in Dhaka division, five estates in Khulna division, four estates in each of the Rajshahi and Chittagong divisions, three estates in the Barisal division, and one estate in the Sylhet division. An amount of Taka 6,480 lakh was allocated from the Government's own resources to finance the project – 60% repayable interest free loans to BSCIC and 40% as grant.

3. **Components:** Major components of the program included: land acquisition and land development; civil works (office building, water supply, electricity, boundary wall, internal road, etc.), program implementation including manpower and equipment and furniture. The program was scheduled to complete in June 1995.

4. **Evaluation Study:** The Implementation Monitoring and Evaluation Division (IMED) of the Ministry of Planning engaged Eusuf and Associates (a private consulting firm) to undertake evaluation study of the completed program in 2009. The objectives and scope of the evaluation study were to asses: (i) status of implementation of the program, (ii) present condition of the program, and (iii) program impact (employment, industrial production, and socioeconomic condition of the workers).

5. The consultants reviewed secondary data, visited all 18 estates established under the program, collected data from all 18 estates through survey and key informants interviews (officials of BSCIC, entrepreneurs, workers, local elite, etc.). Initial findings of the evaluation study were shared with the stakeholders in a local level workshop at Bagerhat. The draft report was reviewed by the Technical Committee and the Steering Committee. The draft final report is subjected to further review in a national workshop at Dhaka for finalization.

B. Findings and Conclusions

6. Program implementation was very slow, inefficient, less efficacious and ineffective. Program approved in 1987 to establish 24 industrial estates by 1995 actually established only 18 estates by June 2007. The program was revised twice and the time for implementation was extended up to June 2007. The number of estates was reduced by 25% (reduced from 24 estates to 18 estates) and the time overrun for program implementation is 250% (20 years compared to only 8 years originally envisaged). Program provided each of the 18 estates with physical infrastructure facilities such as developed plots, office building, main road and internal roads, electricity supply including transformers, deep tube well including overhead tank and water distribution lines, drainage, cross drains, culverts, etc.

7. Original cost of the program for establishing 24 estates was Tk.6,480 lakh estimated at 1987 prices (Taka 270 lakh per estate). Program cost was revised again and again due to change of scope of program and price escalation in long 20 years. The program cost was finally revised to Tk.8,269.62 lakh for 18 estates. The actual fund utilization was Taka 8,116.01 lakh for establishing 18 estates (Taka 451 lakh per estate). Cost overrun is 67%. Rate of utilization of program fund is 95.7% of revised allocation. Availability of fund was smooth and utilization of available funds is satisfactory.

8. Progress of implementation is extremely slow as a result, not a single estate could be established within the original period of program implementation (1987-1995). However, five estates (Munshiganj, Bagerhat, Joypurhat, Chapainawabganj, and Bhola) could be established partially (completed land acquisition and development and partially completed civil works) by 1997. Three estates (Kishoreganj, Sherpur, and Naogaon) were established by 2001, and three other estates (Shariatpur, Lakshmipur, and Panchagarh) were established by 2004. The remaining seven estates (Narayanganj, Keraniganj, Netrokona, Meherpur, Sunamganj, Rangamati, and Khagrachhari) were completed by 2007.

9. Land acquisition took longer time than expected in number of locations. Land acquisition and land development together took as long as two to six years in 13 estates while six to nine years in the remaining five estates. Long time in land acquisition and land development delayed establishment of industrial estates in number of locations. Delay in land acquisition and land development has chain effects on all other subsequent activities related to establishment of industrial estates.

10. In total, 282.51 acres of land was acquired for 18 industrial estates out of that 75% land (211.59 acres) is used for developing 1,857 industrial plots and the remaining 25% land (70.92 acres) is used for common facilities such as office building, main and internal roads, culverts, transformers, water supply, etc. Total cost of land is Tk.884.29 lakh. Cost of land was paid to the owners of the land without major cases of deprivation and grievances among the land owners or affected people. In almost all locations, acquired land needed extensive land developments (varied from location to location) and total cost of land development is Taka 2,483.88 lakh. Cost of land development is three times of cost of land.

11. Land development is inadequate and inappropriate in number of locations such as Keraniganj, Bagerhat, Meherpur, etc. In Keraniganj, land development is incomplete and inadequate. In Bagerhat, the land development is inadequate and inappropriate as a result, saline water enters the estate during high tide. In Meherpur, land development and drainage are not consistent and drainage system does not work properly rather water flows backward during monsoon.

12. Infrastructure facilities such as office building and boundary walls (constructed boundary walls partial only at the front side), pump house including guard quarter, main road with bitumen carpeting, internal roads with cement concrete, drains, culverts/cross drains, bridge/pond digging/box culvert/retaining wall/ block setting (in only selected locations), deep tube well with water tank and pipeline, power supply lines with transformers, furniture and office equipment, etc were provided. Quantity of physical infrastructure facilities and cost incurred varied from location to location. The quality of civil works was generally good except roads and drains. Boundary walls and water proofing of roof of office building were not undertaken for short of necessary funds although these important items were originally included in the program. Lack of boundary wall has caused insecurity and the estates are exposed to unauthorized entry, encroachment, theft, and insecurity of lives and property.

13. In all, 1857 plots of different sizes are developed in 18 estates. Out of the total 1,857 plots, 853 plots (46%) and 1,217 plots (65%) were allocated respectively by June 2007 and September 2009. Progress of allocation of plots among the entrepreneurs is slow. It is estimated that between the time of closing of implementation in June 2007 and the time of evaluation study in September 2009 (27 months) only 364 plots could be allocated (162 plots per 12 months). Therefore, unless the plots are allocated expeditiously, it may take another 4 years to allocate the remaining 640 plots. Actually, in estates where demands for plots are very low, allocation of the remaining plots there, may take more than 4 years.

14. Utilization of plots for establishment of industries is extremely slow – only 217 allocated plots (26%) and 345 allocated plots (28%) were used for establishment of industries respectively by June 2007 and September 2009. The average rate of utilization of plots per year during this period (27 months) is only 57 plots. It is estimated that unless rate of utilization of plots for establishing industries is increased, another 27 years or more may be required to establish industries in the remaining 1,512 plots. Again, rate of utilization of plots in some estates is far lower than the average rate of utilization and therefore, it is likely that utilization of the remaining plots in those estates for establishing industries may take even more than 27 years.

15. Inordinate delays in program implementation are primarily due to inefficient land acquisition and land development and civil works. Secondary causes of delays include inadequate and ineffective efforts for creating effective demands for industrial plots through identification, motivation, and promotion of interested and genuine entrepreneurs, and slow process for allocation of plots among the entrepreneurs. Lengthy processes in vogue, legal complications especially in land acquisition, and availability of funds on time are other important factors that contributed to the slow program implementation.

16. Slow program implementation is also partly due to the lack of sufficient number of potentially interested and capable entrepreneurs especially at the district levels. Besides, unfavorable investment environments in general, critical energy crisis (load shedding, low voltage, lack of gas), difficulties getting credit facilities, high transportation cost, shortage of raw materials, difficulties getting permission from various departments, marketing problems, lack of favorable tariff structure for small and cottage industries particularly the manufacturing industries, effect of open market economic policy, political unrest at times particularly in the industrial areas, etc. are major external factors for slow implementation of the program.

17. While BSCIC is primarily responsible for slow program implementation (providing basics infrastructure facilities), the entrepreneurs are responsible for slow establishment of industries in the allocated plots. Background of the entrepreneurs and their interests and financial strengths and capabilities to establish and operate industries are of great importance. It is estimated that only 21% industry owners had experience of operating industries other than the new industries/plot in the BSCIC estate meaning that 79% industry owners had no previous experience and track record of establishing and operating industries. Further, large number of plot owners who secured allocation for plots have no past experience of trade and industry let alone establishing and operating industries – they are generally new entrepreneurs.

18. In an analysis of the type of industries established in the 18 estates, it is noted that the industries comprise of basically 16 different major industry types. Further, out of the 16 types, first four types (food processing, engineering, chemical, and textile) account for 66% of all

industries, another four types constitute 21% of all industries (knitting, plastic, garments, and printing). The analysis further indicated that these eight types of industries occupying 89% industries are common in five estates (Katchpur, Munshiganj, Bagerhat, Naogaon, and Kishoreganj). The analysis found that entrepreneurs choose industry types considering short-term demand projections, known industry types and technologies, industry types produce goods having higher demands, industries earn good profits, industries that use local raw materials, just follow the industry types that other entrepreneurs operate, etc.. All industries are generally the commonly available industry types and hardly there is any new and innovative industry type in any of the estates.

19. Out of 147 surveyed industries, 75.5% are established at full-design capacity and the remaining 24.5% industries are established with partial design capacity. The study estimated that although 75.5% industries are established with full design capacity yet 72.1% of these industries operate between 51-100% of its built in capacity.

20. Industries operate at too low capacity than its built in capacity due mainly for frequent load shedding and power failures, low voltage in supply lines, shortage of fuel, transportation problem, use of obsolete and simple and improvised technologies, shortage of raw materials, lack of demand for products, high production cost, unfavorable tariff structure for manufacturing industries, inadequate internal infrastructure facilities, inadequate security due to absence of boundary walls and necessary social security, lack of necessary skilled manpower, lack of financial support from financial institutions, political and industrial unrest, etc.

21. Collection of cost of plots, charges (electricity, water, and other service charges), and taxes (income and value added taxes, municipal taxes, etc.), from the entrepreneurs is quite satisfactory in all the estates. Although the common infrastructure facilities in the estates are mostly new yet some of the infrastructures such as main and internal roads and office building require immediate repair and maintenance.

C. Program Benefits and Impact

22. Major benefits of the program are employment creation, socioeconomic improvement of the workers, and production of industrial goods. Program benefits are low as industries could be established only in 18% of all plots so far, and the industries generally operate at single shift, and 50% industries work at low capacities. An estimated 16,000 employment has been created and annual production is Taka 127.5 crore at 2009 current prices. Projected employment creation after industries are established in all 1,857 plots is 66,000 (including 27% female workers) and annual production of goods may be Taka 1,611 crore at 2009 constant prices. However, employment and production may be much higher if the industries operate at higher capacities and double/triple shifts. Besides, 4% entrepreneurs are female who serve as source of inspiration for other women involved in business. The program is helpful for empowerment of women for making contributions to trade and industry.

23. Regarding socioeconomic condition of workers, 88.3% workers are of very low level of education (less than secondary level including 7.3% illiterate). The workers gained considerable employable skills through the jobs that may add value to their career to fetch higher wage in future which they might not get from any other employments at the district levels. The program has created potential scope of producing skilled manpower at district levels that may serve not

only within the industries of the estates but shall also complement local technological and labor market. Besides, overall potential of industrial development of the respective districts increased as a result, many new entrepreneurs may come up for investment in industries.

24. Essential goods and services at low prices are available in local markets around industrial estates as 78.9% goods and services (produced in the industrial estates) are sold in local markets. Potential demands for local raw materials increased and the local producers are happy getting good prices of raw materials at low transportation and marketing expenses.

25. Employment creation positively impacted on the income of the households of the workers (including 27% female workers) – percentage of workers whose annual household income was less than Taka 50,000 reduced from 94.9% to 87.2% after joining the employment. Additional income improved the economic status of the households of workers - 84.4% and 68.5% households of workers were ranked as poor households respectively at joining employment and after the program. Purchasing power parity of the households of the workers also increased due to employment as manifested from increased spending in the households of the workers indicating improved living condition.

26. Inordinate delays in establishing estates, slow progress of establishing industries in the estates, and low level operation of the industries may create negative impression among the potential entrepreneurs. Local elite interested in commerce and industries, entrepreneurs having interests in the estates, and representatives of common people expressed concerns about the efficiency, efficacy, and capability of the agencies responsible for implementation of the program, and questioned about the sincerity of purpose for establishing the high priority industrial estates.

D. Recommendations

27. BSCIC may place higher importance to motivation and promotion than to creating physical infrastructures only. BSCIC may devote more on identification, motivation, promotion, and assistance to potential entrepreneurs. The Ministry of Industries may take steps with the help of concerned ministries and agencies to further simplify the land acquisition process in vogue to reduce the time for implementation of development programs.

28. BSCIC under the guidance of the Ministry of Industries may adopt program approach for establishing new estates in future and undertake number of small projects time to time for establishment of industrial estates in only techno-economically feasible locations. Each project may be for a reasonable period of 5-6 years. The Government may provide seed funds on high priority basis that is fully repayable from the sale proceeds of plots. Government may positively consider to adopting Cluster Approach for small and cottage industries that provides forward and backward linkage facilities and geographical diversification.

29. BSCIC may emphasize upon establishing the selected 11 Booster Sector industry types in the estates to avail the incentives provided for the Small and Medium Enterprise (SME) under the SME sector policy. The consultants noted that several such industries are already established in number of states. In addition, BSCIC may encourage the entrepreneurs to establish booster sector industries including software development, health care and diagnostic, educational services, pharmaceutical/ cosmetics/toiletries, etc. to avail the incentives of Booster Sector.

30. BSCIC under the guidance of the Ministry of Industries may undertake a special follow-up program for: (i) allocation of all remaining plots among genuinely interested and capable entrepreneurs who are ready to establish industries within a reasonable period, (ii) review status of utilization of allocated plots of all estates and motivate, promote, facilitate, and enforce (where needed) entrepreneurs to establish industries on the allocated plots, and (iii) take actions against defaulting entrepreneurs. The follow-up program may continue until all plots are used for establishing industries. IMED may be involved in the follow-up monitoring program.

31. BSCIC may bring improvements of the existing process of allocation of industrial plots among the entrepreneurs. BSCIC may select entrepreneurs through wide publicity via advertisement in national dailies for several days. Plots may be allocated to only the shortlisted entrepreneurs (shortlisted based on priority fixed by ranking made on the background, capability, readiness in terms of interests and funding arrangement and necessary machinery equipment, marketing arrangement, etc.). Local genuinely interested and capable entrepreneurs developed by BSCIC through motivation and promotion and training may be given preference if found suitable in all other set criterion.

32. The Ministry of Industries may assist BSCIC, and BSCIC may initiate programs to establish additional essential infrastructure facilities in all 18 estates such as shared or individual effluent treatment plant (ETP), and gas connections where feasible. The Ministry of Industries with the assistance of concerned ministries and departments may arrange uninterrupted power supply in the industrial estates for the interest of small and cottage industries in particular and the industrial sector and economy of the country at large.

33. The Ministry of Industries may assist, and BSCIC may initiate steps to institutional strengthening (with additional appropriate suitable manpower and provision for training and logistic facilities) of BSCIC in general and planning and engineering departments in particular for effectively planning and implementing future programs/projects and also maintaining the 74 existing industrial estates of the corporation.

34. The Ministry of Industries may allocate necessary fund resources for routine and need based repair and maintenance of the 18 estates in particular and all other existing industrial estates in general. BSCIC may initiate and the Government may allocate necessary funds for construction of boundary wall/fence around all 18 estates to ensure security of the estates.

List of Tables

Section I

Table 1.1: Program Area and Location.....	1
Table 1.2: Duration of the Program.....	2
Table 1.3: Program Funding and Cost.....	2
Table 1.4: Data Collection Tools.....	4

Section II

Table 2.1: Comparative Summary of Status of Program Implementation	6
Table 2.2: Financial Budget and Actual Expenditure.....	7
Table 2.3: Changes of Program Costs (1987-2007).....	7
Table 2.4: Completion of Estates (1987-2007).....	8
Table 2.5: Summary of Establishment of Industrial Estates.....	9
Table 2.6: Time Spent for Land Acquisition.....	10
Table 2.7: Land Area Acquired and Cost of Land in the Program.....	10
Table 2.8: Summary of Cost for Land Development.....	11
Table 2.9: Number of Plots Planned and Actually Developed.....	13
Table 2.10: Causes of Delay in Program Implementation.....	14
Table 2.11: Adequacy of Physical Infrastructure.....	15
Table 2.12: Experience of Land Owners.....	16
Table 2.13: Feedback from Local Elites and Selected Plot Owners.....	16
Table 2.14: Time Spent in Land Acquisition and Civil Works and Utilization of Estates.....	17

Section III

Table 3.1: Allocation of Plots.....	19
Table 3.2: Utilization of Plots with Industrial Enterprises –As of 2009.....	19
Table 3.3: Utilization of Plots – Satisfactorily Performed Estates as of 2009.....	20
Table 3.4: Utilization of Plots – Slow and Unsatisfactory Performed Estates	20
Table 3.5: Utilization of Plots –Poorly Performed Estates as of 2009.....	21
Table 3.6: Track Record of Past Experience of Owners in Industries.....	22
Table 3.7: Track Record of Past Experience of Owners in Business and Trade.....	23
Table 3.8: Concentration of Industry Types.....	24
Table 3.9: Areas Specificity of Particular Industry Types.....	24
Table 3.10: Industries Establishment with Full and Partial Rated Capacities.....	25
Table 3.11: Establishment Industries with Rated Capacity – Percentile.....	25
Table 3.12: Annual Production of 147 Surveyed Industries.....	26
Table 3.13: Opinion of Local Elites and Owners of Industries about Low Level Operation.....	27
Table 3.14: Manpower in 147 Surveyed Industries.....	27
Table 3.15: Technical Manpower in 147 Surveyed Industries.....	28
Table 3.16: Project Manpower in Industries Establishing in all Plots (1,857 Plots).....	29
Table 3.17: Profitability of the Industrial Enterprises in the Estates.....	29
Table 3.18: Marketing of Goods and Services Produced by the Industries.....	29
Table 3.19: Payment of Charges by the Owners of Industrial Enterprises and Plots.....	30
Table 3.20: Profile of Workers – Education.....	30
Table 3.21: Profile of Workers – Economic Status.....	31
Table 3.22: Profile of Workers - Annual Income due to Employment in the Estates.....	31
Table 3.23: Profile of Workers - Annual Expenditure.....	32
Table 3.24: Fringe Benefits Provided to Regular Employees – Employee Response..... (FY2008-2009)	32
Table 3.25: Fringe Benefits Provided to Workers – Employer Response	32
Table 3.26: Average Monthly Wage of Workers and Labors.....	33
Table 3.27: Monthly Wage Structure of Technical Personnel in 147 Industries.....	33

Table of Contents

Abbreviation

Executive Summary.....	i – vi
List of Tables	vii

Section I Background and Design of Evaluation Study..... 1-5

A. Introduction.....	1
B. Understanding of the Program and the Evaluation Study.....	1
1. The Program.....	1
C. The Evaluation Study.....	3
1. Introduction.....	3
2. Objectives of the Evaluation.....	3
3. Scope of the Evaluation Study.....	3
4. Design of Evaluation Study.....	3
5. Evaluation Study Team.....	5

Section II Status of Program Implementation..... 6-17

A. Introduction.....	6
B. Summary of Overall Progress of Program Implementation.....	6
C. Status of Financial Progress of Program Implementation.....	6
D. Status of Physical Progress of Program Implementation.....	8
1. Time Spent in Establishing the Industrial Estates.....	8
2. Land Acquisition and Cost of Land	9
3. Payment of the Cost of Land to Land Owners as	11
Compensation	
4. Land Development.....	11
5. Establishment of Infrastructure Facilities.....	12
6. Development of Industrial Plots	13
7. Causes of Delay for Program Implementation.....	14
8. Adequacy of Physical Infrastructure	14
9. Experience of the Land Owners	15
10. Opinion of the Local Elites	16
11. Optimization of Implementation Time	16

Section III Present Status of the Program and Benefits and 18-33 **Impact of the Program**

A. Introduction.....	18
B. Summary of Operating Performance of the Program.....	18
C. Present Status of Operation of the Estates.....	19
1. Allocation of Industrial Plots.....	19
2. Background of the Owners of Surveyed Industrial	22
3. Types of Industrial Established.....	23

D.	Operation of the Industries	25
1.	Capacity Utilization in the Industries.....	25
2.	Production of Goods and Services	26
3.	Reasons of Low Operation of Estates and Industries	27
4.	Manpower in the Industries.....	27
5.	Profitability of the Industrial Units.....	29
6.	Marketing of Goods Produced in the Estates.....	29
7.	Maintenance of the Estates.....	30
8.	Collection of Revenue from the Entrepreneurs.....	30
E.	Socio-economic Benefit of the Workers and Employees.....	30
1.	Socioeconomic Profile of Workers.....	30
2.	Impact of Employment on Income of Workers.....	31
3.	Fringe Benefits and Welfare for the Staff.....	32
4.	Wage Level of Workers.....	33
Section IV	Findings, and Conclusions and Recommendations	34-38
A.	Introduction.....	34
B.	Summary of Findings.....	34
C.	Conclusions and Recommendations	35
1.	Strategy and Approach for Development of Small and.....	35
	Cottage Industry	
2.	Realistic Planning for Creating New Estates and	35
	Funding Arrangement	
3.	Allocation of Plots to Really Interested and	36
	Capable Entrepreneurs	
4.	Essential Common Infrastructure Facilities.....	37
5.	Institutional Strengthening of BCSIC for Planning and.....	37
	Implementation	
6.	Provision of Funds for Routine Repair and Maintenance.....	38
7.	Recommendations of the Participants of	38
	Stakeholders' Workshop	
 Appendices:		
Appendix 1:	Project Program	39
Appendix 2:	Indicators for the Evaluation Study	40
Appendix 3:	Data Collection Tools	41
Appendix 4:	Summary of Financial Progress	62
Appendix 5:	Time Consumed for Major Civil Works – Plan and Actual	64
Appendix 6:	Category of 24 Program Districts by Potentials for Small and Cottage Industry	65
Appendix 7:	Profiles of 18 Individual Estates	66
Appendix 8:	Land Acquisition and Cost of Land	68
Appendix 9:	Detailed Cost for Land Development	69
Appendix 10:	Implementation of Physical Infrastructure Facilities	70
Appendix 11:	Plots Allocated and Utilized	72
Appendix 12:	Types of Industries in the Estates	73
Appendix 13:	Rapporteur's Report in the Local Level Workshop	74
Appendix 14:	Reference of Incorporation of the Comments and Suggestions of the National Dissemination Workshop in Final Report	78

Section I Background and Design of Evaluation Study

A. Introduction

1. The section briefly presents the reader an understanding of the program, purpose and scope of evaluation study and, the study design. The subsequent sections include assessment of the status of implementation of the program, present status of the program including program benefits and impact, and summary of findings and recommendations.

B. Understanding of the Program and the Evaluation Study

1. The Program

a. Background

2. The Government of Bangladesh (GOB) as part of the policy to establish at least one industrial estate for small and cottage industry in each district, approved a program in 1987 namely, “District Based 24 Industrial Estate Program for Small and Cottage Industries” for implementation under the Third Five Year Plan period (1985-1990). The Ministry of Industries was the sponsoring ministry and the Bangladesh Small and Cottage Industries Corporation (BSCIC) was the implementing agency.

b. Program Objectives

3. The objectives of the program were to: (i) provide basic infrastructure facilities to small entrepreneurs in a compact area to establish small and cottage industries; and (ii) increase contributions of the industries sector to the gross domestic product (GDP) through industrial production, and contribute to poverty reduction through employment creation.

c. Program Area and Location

4. The program area covered entire Bangladesh - seven estates in Dhaka division, five estates in Khulna division, four estates in each of Rajshahi and Chittahong divisions, three estates in Barisal division, and one estate in Sylhet division. Details are in table 1.1 and Program Map at **Appendix 1**.

Table 1.1: Program Area and Location

Division(s)	District(s)/Location(s)						
Dhaka	Narayanganj	Kishoreganj	Munshiganj	Sherpur	Shariatpur	Dhaka	Netrokona
Khulna	Bagerhat	Meherpur	Chuadanga	Magura	Narail		
Chittagong	Lakshmipur	Rangamati	Khagrachhari	Bandarban			
Rajshahi	Naogaon	Joypurhat	Panchagarh	C.Nawabganj			
Barisal	Bhola	Barguna	Jhalakati				
Sylhet	Sunamganj						

Note: Industrial estates could not be established at Chuadanga, Magura, Narail, Bandarban, Barguna, and Jhalakati

d. Duration of the Program

5. The program was planned for implementation during the Third Five Year Plan (TFYP) period (1985-1990). The program was first approved by the Planning Commission on 25 March 1987 and was revised later once on 27 August 1997 and finally revised on 4 February 2004. The implementation period was originally set for July 1987 – June 1995, that was revised for the first time to July 1987-June 2004, and finally to July 1987-June 2007. The duration of the program is at table 1.2.

Table 1.2: Duration of the Program

Program Approval	25 March 1987	During TFYP (1985-1990)
Duration	Original Duration	July 1987 – June 1995
	Actual Duration	July 1987 – June 2007
PP Revision	First Revision	27 July 1987
	Second and Last Revision	4 February 2004

e. Program Cost and Funding

6. Cost of the program was originally approved for Taka 6480.00 lakh for 24 estates (Taka 250 lakh per estate) but was revised to Taka 8269.62 lakh for 18 estates (Taka 470 lakh per estate). The program was financed from own resources of the Government. Actual cost of the project is Taka 8269.62 lakh (Taka 470 lakh per estate). Out of the total actual cost of Taka.8269.62 lakh, the Government provided Taka 5073.47 lakh (60% of budget) as interest free loan (repayable in 20 years) to BSCIC and Taka 3196.15 lakh (40% of budget) as grant. Details of funding and costs are at table 1.3.

Table 1.3: Program Funding and Cost

Particulars of Fund	Amount (Lakh Taka)	
Original Budget – 24 Estates	6480.00	270 per estate
Latest Revised Budget – 18 estates	8269.62	459 per estate
Actual Cost – 18 estates	8116.01	450 per estate
Amount Released	8211.39	456 per estate
Interest free repayable loans from Government to BSCIC	5073.47	60% of revised budget
Government Grant to BSCIC (non-returnable)	3196.15	40% of revised budget

f. Components of the Program

7. Major components of the program included: land acquisition and land development; civil works (administrative building, boundary wall, main road and internal roads, culverts and drainage, jetties, water supply system through deep tube well and water tank and water supply lines, quarter for the pump operator, electricity supply facilities including transformers); and program implementation support including manpower, equipment and, furniture.

C. The Evaluation Study

1. Introduction

8. The Implementation Monitoring and Evaluation Division (IMED) of the Ministry of Planning undertakes routine monitoring and evaluation of implementation of all development programs/projects generally with the in-house manpower resources. The IMED also contract out monitoring and evaluation of selected programs/projects to consulting firms and individual professionals. Accordingly, IMED engaged Eusuf and Associates (a local consulting firm) to undertake evaluation study of the “District Based 24 Industrial Estate Program for Small and Cottage Industries (2nd Revision)” in 2009.

2. Objectives of the Evaluation

9. The objectives of the evaluation study are to assess: (i) implementation status of the program; (ii) present condition of the program; and (iii) program impact especially on industrial production, local trade and industry, and poverty reduction through employment creation.

3. Scope of the Evaluation Study

10. The scope of the evaluation study did not limit to but included to: (i) review the implementation status of the program including acquisition of land and land development, civil works. (ii) assess present status of the program including use of the physical facilities and operation of the industries, and maintenance of the estates; and (iii) assess the benefits and impact of the program (industrial production, local trade and industry, and poverty reduction through employment creation and improvement of socioeconomic condition of workers). The scope of the evaluation also included holding a local level workshop to share initial findings with the stakeholders in program area.

4. Design of Evaluation Study

a. Strategy and Approach

11. The strategy and approach of the evaluation study was to assess physical and financial status of program implementation through review of secondary documents and discussion with all concerned, visit to all estates by experts, undertaking detailed survey and data collection in all estates, and conducting socioeconomic survey of workers in all estates. The status of program implementation was assessed through review of secondary materials, discussions, and visits to all estates by the experts. The status of the estates was assessed through review of secondary data and visits to all estates, discussion with local staff of BSCIC, staff of on-going industries, entrepreneurs, local elite, and data collection of all existing industries, and detailed data collection on operation of industries. The program impact was assessed through primary and secondary data collected from survey of all estates particularly on use of plots for establishing industries, operation of the industries including industrial production, employment creation, and socioeconomic condition of workers. The evaluation study also followed an approach of intensive interactions with the members of Technical Committee and Steering Committee, and sharing the initial findings with the stakeholders in a local level workshop, and sharing the final draft report in a national workshop.

b. Methodologies and Tools

12. Secondary data were collected from IMED, BSCIC, and respective industrial estates. Major secondary documents included Project Proforma, Project Completion Report, periodic monitoring reports of BSCIC, etc. Primary data was collected from all industrial estates from randomly selected key informants (local staff of BSCIC, staff/owners of industrial units within the estates, affected people, local elites especially people involved in the activities of the estates, members of district committee for the estates, etc.) through a set of semi-structured interview schedules. Socioeconomic information of randomly selected 1,131 workers was collected through survey in all estates using a semi-structured questionnaire to assess benefits and wellbeing of the workers.

13. The data collection tools included seven different sets of semi-structured questionnaire (one set) and key informant interview schedules (six sets). Data collection tools were developed using appropriate indicators and proxy indicators relevant to the objectives of the evaluation study. The indicators are at **Appendix 2** and data collection tools at **Appendix 3**. The indicators and data collection tools were reviewed and approved by the Technical Committee and Steering Committee of IMED prior to the field work. Besides, qualitative information was gathered through focus group discussion and hot spots discussion.

c. Data Collection Methods-Key Informant Interview and Socioeconomic Survey

14. The enumerators interviewed key informants from all 18 estates and collected different information using seven sets of data collection tools. The enumerators interviewed a total of 1,490 respondents including 1,131 workers¹. The workers were randomly selected from 147 sample industries. The 147 industries were purposively selected from all 18 estates. A semi-structured questionnaire (**Appendix 3, Set 4**) was used in the socioeconomic survey. Data collection sheets and questionnaires used in collecting data are at table 1.4.

Table 1.4: Data Collection Tools

Set	Title of the Data Collection Tools		
	Respondent(s)	Information on	Sample Size
1	Local Officers/Staff of BSCIC Estates	Basic Information of Estates	18
2	Local Officers/Staff of BSCIC Estates	Information of Physical Infrastructure	18
3	Owners of Respective Industries Surveyed	Information of Running Industries	147
4	Beneficiary Regular Employees/Workers	Socioeconomic information	1,131
5	Local People around the Estates	Benefits and Problems of the Estates	72
6	Persons Affected/Displaced by the Estates	Personal Opinion and Experience	51
7	Local Elites	Personal Opinion and Experience	53
	Total		1,490

d. Sampling of Socioeconomic Survey

15. It was estimated that 960 sample respondent workers would be enough to assess the socioeconomic status of the workers. The sample size was estimated using the following assumptions and statistical formula. In estimating sample size, 95% confidence level and 5%

¹ Workers include regular and irregular workers but exclude owners, administrative officials, and support staff

precision level were used as applicable for similar social researches. A design factor of 2.5 was applied for multi-stage sampling method. Given the prevalence rate, confidence level, and design factor, the sample size was determined as follows.

The general formula (Cochran) is;

$$n = \frac{(Z_{0.95}^2 \times P \times Q) (\text{deff})}{e^2},$$

where, n=sample size, P= Prevalence rate, Q= 1-P, $Z_{0.95} = 1.96$, e= precision rate = 0.05, design effect (deff)= 2.5 , P=Q=0.5 (assumed for maximum sample size)

$$n = \frac{Z_{0.95}^2 \times P \times Q \times \text{deff}}{e^2} \quad \text{or} \quad = \frac{3.8416 \times 0.5 \times 0.5 \times 2.5}{0.05 \times 0.05} = 960$$

16. The total sample size of 960 was first distributed among the estates proportionately to the estimated number of existing workers in the estates that have industries in running condition. However, within each estate the allocated sample was reallocated pro rate among the purposively selected industries (industry types) proportionate to the number of workers. The final actual sample size was 1,131 after adjustment of the sample among estates, type of industries, and number of workers in sample industries.

5. Evaluation Study Team

17. The evaluation study was carried out by a team of experts led by Dr.Mohammed Eusuf Ali (Evaluation Specialist-Economist), Engr.Md.Atikul Islam (Civil Engineer), Engr. Md.Habibur Rahman (Electrical Engineer), and Dr.Helal Uddin Ahmed (Statistician). A survey team headed by Engr.Md.Awlad Hossain comprising supervisors, enumerators and data processing support staff assisted the team in administering the survey and data collection and data processing.

Section II Status of Program Implementation

A. Introduction

18. The status of program implementation was assessed in terms of physical and financial progress made between 1987 and 2007 and summarized the findings in the section. The activities for program implementation included: construction of essential physical infrastructures including land acquisition and land development, civil works (administrative buildings, main road and internal roads, surface drains including cross drains, deep tube-well including overhead tank and water distribution system, quarter for pump operator and guard, electricity supply including transformers and distribution lines, boundary walls, etc.), and demarcated industrial plots for distribution among potential entrepreneurs. Although the program was completed in June 2007, progress of implementation was assessed up to July 2009 to update the status of the program implementation. In addition, data on operation of the estates was collected up to September 2009. The financial progress included availability of fund resources and fund release, and actual utilization of the fund towards the establishment of the estates.

B. Summary of Overall Progress of Program Implementation

19. The program was approved in 1987 to establish 24 industrial estates by 1995 but actually ended up with establishment of only 18 estates by June 2007 after lapse of long 20 years. The time over run is 250% and scope of the program is reduction by 25% (18 estates established in place of 24 originally planned). Basic physical infrastructures except the boundary walls were constructed in all 18 estates by June 2007. In total, 1,852 plots and 1,857 plots were developed respectively by June 2007 and June 2009. Nonetheless, all 1,857 plots were not ready for allocation among the potential and interested entrepreneurs by June 2009 let alone June 2007. The financial progress was however better despite long delays – utilization is 95.7% of total funds allocated and 96.8% of total funds released. Comparative summary of planned and actual status of implementation is at table 2.1.

Table 2.1: Comparative Summary of Status of Program Implementation

Target Indicator(s)	Implementation Status – Planned and Actual				Conclusions
	Planned		Actual		
Number of Estates	24		18		75% achieved
Duration	1987-1995		1987-2007		
Total Time (Years)	8		20		250% time overrun
Total cost (Lakh Taka)	6480.00	24 estates	8116.39	18 estates	
Cost per Estate (Lakh Taka)	270.00		450.89		67% cost escalation
Utilization of Funds	8,269.62	Revised	8,116.39	Revised	95.7% utilization
Number of plots	1,864		1,857 7 short		

C. Status of Financial Progress of Program Implementation

20. Original costs for establishing 24 estates were Tk.6,480 lakh estimated at 1987 prices. Progress of implementation being extremely slow during original implementation period (1987-1995), not a single estate could be established by June 1995. Program needed several revisions of its cost due to inflationary effect over long 20 years. Consequently, in 1995 a revision was sought for estimated cost of 9,149 lakh. The Government after rationalization of the cost through IMED, revised the cost to Tk.8,269.62 lakh and extended the duration by five years to 2000. Budget allocations and utilization are at table 2.2.

Table 2.2: Financial Budget and Actual Expenditure

(Amounts in Lakh Taka)

Particular(s)	Amount(s)	Period(s)
Amount originally allocated for 24 Estates in 1987	6,480.00	1987-1995
Average amount allocated per Estate	270.00	
First revised allocation (1 st Revision in 1997) for 24 estates	8,269.62	1987-2000
Second revised allocation (2 nd Revision in 2000) for 24 estates	8,269.62	1987-2002
Last revised allocation (Last Revision in 2004) for 18 estates	8,269.62	1987-2007
Average amount allocated per Estate	459.42	
Amount of funds released	8,211.39	
% Availability of funds for the program	9,680.00	
Total amount spent under the program	8,116.01	
Average amount spent per Estate	450.89	
% utilization of funds of last revised allocation	95.70	
% utilization of available funds (fund released)	98.80	

Source: BSCIC

21. Major construction of only eight estates out of 24 could be completed by 2000. Meanwhile, cost of land, prices of construction materials, and cost of labor increased further. Administrative overhead cost for program implementation increased due to long time and introduction of a new national pay-scale during this time. As a result, program cost was re-estimated in 2000 at Tk.12,025 lakh that was further estimated in 2002 at Tk.14, 980 lakh. The Government however, decided to implement only 18 estates within the revised budget of 1997 for Tk.8,269.62 lakh with a revised completion date by June 2007. The changes of cost estimates between 1987 and 2007, and revision of budgets are at table 2.3.

Table 2.3: Changes of Program Costs (1987-2007)

(Amounts in Lakh Taka)

Year(s)	Program Period(s)	Proposed Budget		Approved Budget (Lakh Taka)	
		Amount	Estates	Amount	Estates
1987	1987-1995	6,480.00	24	6,480.00	24
1997	1995-2000	9,149.00	24	8,269.60	24
2000	2000-2008	12,025.00	24	-	-
2007	2000-2008	14,980.00	24	8,269.60	18

Source: BSCIC

22. Program was completed in June 2007 through establishment of 18 estates at a total cost of Tk.8,116.01 lakh. The Government made available a total fund for Tk.8,211.39 lakh and out of that Tk.8,111.39 lakh was utilized. The rates of utilization are 95.7% of revised budget (Taka 8,269.62 lakh) and 96.8% of the funds released (Taka 8,121.39 lakh). Details of status of financial progress of program implementation are at **Appendix 4**.

23. Fund release over the long 20 years of program implementation was smooth and regular. Average cost of establishment of each estate is Taka 450.89 lakh compared to only Taka 270.00 lakh estimated in 1987. The average cost over-run per estate is 67% due to price escalation and additional administrative overhead for program implementation over 20 years. Had the program been implemented expeditiously within eight years as planned, all 24 estates might be established at Taka 6,480 lakh as estimated. In other words, 18 estates could be established only at total cost of Taka 4,860 lakh at 1987 constant prices. Cost of inefficiencies of the program implementation is 25% of physical target and 67% cost overrun. If program could establish 24 estates efficiently by June 1995 the inflationary loss could have been avoided. Moreover, in 12 years (1995-2007) lots of employment could be generated and additional industrial produce might be produced.

24. In an analysis of funds releases over long 20 years (FY 1987-1988 to FY 2006-2007) indicated that except in fiscal years 2003-2004 and 2004-2005, utilization of funds as percentage of funds released was 100% indicating smooth fund flow. Therefore, fund flow might have not affected program implementation.

D. Status of Physical Progress of Program Implementation

25. Major physical activities in the establishment of industrial estates included: land acquisition, land development, and civil works construction. Civil works included: construction of office building, pump operator and guard quarter, boundary wall, main road, internal roads, drainages and culverts, electric supply system including transformers, water supply system including deep tube well and overhead tank and distribution line, etc. In addition, development and demarcation of plots in appropriate sizes for allocation to potential and interested entrepreneurs is another important activity. Further, identification of potential entrepreneurs, motivation of entrepreneurs to establish small and cottage industries are very important promotional activities for successful establishment and operation industrial estates. On the backdrop of limited institutional capacity of BSCIC and long time required for land acquisition, land development, and civil works in each estate, it is worthwhile to take programs for limited number of estates instead of undertaking program for large number of estates together.

1. Time Spent in Establishing the Industrial Estates

26. Program implementation in terms of establishing estates was extremely slow and inefficient. As a result, only 18 estates could be established compared to 24 originally planned after lapse of 20 years instead of only eight years originally envisaged. The time overrun is 250% and physical achievement is only 75% (18 estates instead of 24). Therefore, program has partially met its primary objectives to provide physical infrastructure facilities to small entrepreneurs in a compact area for establishment of small and cottage industries.

27. Data of program implementation indicated that not a single estate could be established within the original period of eight years (1987-1995). However, five estates (Munshiganj, Bagerhat, Joypurhat, Chapainawabganj, and Bhola) could be established partially by 1997. Three more estates (Kishoreganj, Sherpur, and Naogaon) were established by 2001 and three other estates (Shariatpur, Lakshmipur, and Panchagarh) were established by 2004. The remaining seven estates (Narayanganj, Keraniganj, Netrokona, Meherpur, Sunamganj, Rangamati, and Khagrachhari) were completed by 2007. Summary of completion of 18 estates is at table 2.4.

Table 2.4: Completion of Estates (1987-2007)

	Phases	Estates Completed	Completed Estates at (districts)
1	1987-1995	0	No estate could be established at all
2	1987-1997	5	Munshiganj, Bagerhat, Joypurhat, Chapainawabganj, and Bhola
3	1987-2002	3	Kishoreganj, Sherpur, and Naogaon
4	1987-2004	3	Shariatpur, Lakshmipur, and Panchagarh
5	1987-2007	7	Narayanganj, Keraniganj, Netrokona, Meherpur, Sunamganj, Rangamati, and Khagrachhari
	Total	18	

28. Land acquisition, land development, and civil works comprise the bulk of the major activities for establishing industrial estates although other activities like demarcation of plots, allotment of plots, motivating the entrepreneurs to establish industries on the allocated plots, and managing the estates are important activities for completion of establishment of industrial estates. An analysis of time spent in land acquisition, land development, and civil works for construction of physical facilities, and subsequent time for utilizing the estates is at **Appendix 5**.

29. Although planned for 24 estates only 18 estates were established. The remaining six estates were not established for different reasons such as low potential demands, lack of suitable location, and fund constraints. The Government during the final revision of Project Proforma approved establishment of only 18 estates. Summary of establishment of estates is at table 2.5. The 24 locations are shown in the program map at **Appendix 1**.

Table 2.5: Summary of Establishment of Industrial Estates

Division(s)	Estates Established		Estates could not be Established	
	No	District(s)/Locations	No	District(s)/Locations
1 Dhaka	7	Narayanganj, Kishoreganj, Munshiganj, Sherpur, Shariatpur, Dhaka (Keraniganj), and Netrokona	0	
2 Khulna	2	Bagerhat, and Meherpur	3	Chuadanga, Magura, Narail
3 Sylhet	1	Sunamganj	0	
4 Chittagong	3	Rangamati, Khagrachhari, and Lakshmipur	1	Bandarban
5 Rajshahi	4	Naogaon, Joypurhat, Panchagarh, Chapainawabganj	0	
6 Barisal	1	Bhola	2	Barguna, and Jhalakati
Total	18		6	

Source: BSCIC

30. The Government of Bangladesh based on potential for industrial development rated the 24 districts as A, B, C, and D. Out of the 24 districts, only Dhaka falls under Category A; and Narayanganj, Kishoreganj, Rangamati, and Chapainawabganj fall under category B. The remaining 13 districts are under category C. All six districts where estates could not be established are under category C (**Appendix 6**).

2. Land Acquisition and Cost of Land

31. Land acquisition is the first major physical activity in the process of establishing industrial estates. Land acquisition first started in January 1987 in Kishoreganj and was completed in only one year. Land acquisition for Netrokona started in March 2004 and took only six months. Land acquisition of the remaining 16 estates took place between 1987 and 2004. The time taken for land acquisition widely varied between couple of months in case of government land in Meherpur, Netrokona, and Khagrachhari but took longer time for number of locations – seven years for Sunamganj and sixteen years for Chapainawabganj due to various reasons.

32. In general, land acquisition in 50% locations took less than two years while in the remaining 50% locations took two to more than five years causing critical problems for program implementation. In one out of every three locations (6 industrial estates) land acquisition took as long as five years and longer. The table 2.6 provides details of the time taken for land acquisition in different locations. Further details are at profiles of all 18 estates shown at **Appendix 7**.

Table 2.6: Time Spent for Land Acquisition

	Time Spent for Land Acquisition (Approx)	Estates	Location(s)/ Estates
1	< 1 year	4	Munshiganj, Netrokona, Meherpur, and Khagrachhari
2	1 year	5	Narayanganj, Kishoreganj, Shariatpur, Keraniganj, and Naogaon
3	< 2 years but > 1 year	1	Panchagarh
4	< 4 years but > 2 years	1	Bhola
5	<5 years but > 4 years	1	Joypurhat
6	<6 years but > 5 years	2	Sherpur and Bagerhat
7	< 8 years but > 6 years	3	Rangamati, Lakshmipur, and Chapainawabganj
8	Over 8 years	1	Sunamganj
	Total	18	

Source: Consultants' Survey

33. Land acquisition is a complicated and lengthy step in any development program especially with privately owned land. Generally, long time is needed for land acquisition in most of the programs even if there is no legal debacle. However, longer time may be required if there are legal complications involving courts of justice. However, land acquisition under the program was generally less efficient. Specifically, implementation of at least seven estates was badly affected due to long time (5-16 years) for land acquisition. In future, public land located within the suitable areas of the districts may be preferred (if otherwise found suitable for an industrial estate) for establishing industrial estates to avoid delays due to land acquisition. Besides, land acquisition process may be simplified further by the Government to increase efficiency of implementation of development programs/projects.

34. In total, 282.51 acres of land was acquired for the 18 industrial estates, out of that, 75% area (211.59 acres) was used for developing plots for establishing industrial units by the entrepreneurs. The remaining 25% area (70.92 acres) was used for office of the estates and common facilities such as main road and internal roads, culverts, transformers, gas supply, water supply system, etc. The area meant for developing plots (211.59 acres) is allocated to the entrepreneurs as plots in four different sizes (A, B, C, and S) at fixed rates. Land acquired for 18 industrial estates and cost of land is at table 2.7 and at **Appendix 8**.

Table 2.7: Land Area Acquired and Cost of Land in the Program

Division(s)	Estates	Land Area Acquired (Acres)			Cost of Acquired Land (Lakh Taka)
		Total	Plots	Common Area	
1 Dhaka Division	7	127.90	95.75	32.15	531.00
2 Khulna Division	2	29.20	21.90	7.30	88.12
3 Sylhet Division	1	16.15	12.04	4.11	66.00
4 Chittagong Div	3	38.57	28.93	9.64	81.13
5 Rajshahi Div	4	56.24	42.19	14.05	94.45
6 Barisal Division	1	14.45	10.84	3.61	24.22
Total	18	282.51	211.59	70.86	884.92

Source: BSCIC

3. Payment of the Cost of Land to Land Owners as Compensation

35. An amount of Tk.884.29 lakh was paid to the owners of the land acquired under the program as the cost of land or compensation. Details are at table 2.7 above and at **Appendix 8**. Information on payment of cost of land to the land owners was collected under the evaluation study and found no major case of deprivation and grievances relating to payment of cost of land. However, complaints from few land owners were reported such as harassment by agents, non-payment of the right price of land, payment of less money than what was due, delayed payment, and difficulties getting compensation.

4. Land Development

36. Lands of all 18 estates had to be developed to different extents depending on the individual site conditions. However, the land area requiring land development and cost of developing the land at each site widely varied. A total of 282.51 acres of land was developed at a total cost of Tk.2,483.88 lakh. Detailed of land area developed and cost of land development is at table 2.8 and at **Appendix 9**.

Table 2.8: Summary of Cost for Land Development

(Cost in Lakh Taka)

Division(s)	No. of	Land Area (Acres)	Cost of Land	Aver Per	Cost Per Acre
1 Dhaka	7	1279.00	1381.67	182.71	10.65
2 Khulna	2	292.00	192.99	146.00	6.61
3 Sylhet	1	161.50	187.16	161.50	11.59
4 Chittagong	3	385.70	368.44	128.57	9.55
5 Rajshahi	4	562.40	316.56	140.60	5.63
6 Barisal	1	144.50	36.06	144.50	2.49
7 6 Dropped Estates	6	9.00	1.00	-	-
Total	24	2825.10	2483.88	156.45	8.79

Source: BSCIC

37. Average land area in 18 estates varied between 13 acres to 18 acres – smallest in Chittagong division and largest in Dhaka division. Likewise, average cost of land development per acre also varied between as low as Taka.249,000 in Barisal divisions and as high as Tk 1,159,000 in Sylhet division. Cost for land development depended on the size of estate and also the condition of site and extent of land development needed. It is interesting to note that cost of land development itself is three times of the cost of land.

38. Despite quite large sums spent on land development, there exist widespread complaints from local officials of the estates, entrepreneurs of the industries and plot owners, and local elites that the land development was not adequate in almost every estate. Example, land development at Bagerhat is inadequate resulting flooding during monsoon especially during high tide. This is also partly due to sea level rise overtime taken place as a result of global warming effect and the program could not anticipate such future eventualities and develop the land accordingly. In Meherspur, land development and drainage alignment are inappropriate resulting backflow of rain waters during monsoon. Land development in Keraniganj of Dhaka district is inadequate and incomplete.

5. Establishment of Infrastructure Facilities

39. Infrastructure facilities constructed under the program included: office building, boundary wall (partially only in the front side), deep tube well including overhead water tank and water supply lines and guard house, main road with bitumen carpeting, internal roads with cement concrete, drains and culverts and cross drains, bridge/pond digging/box/culvert/retaining wall/ block setting (in selected estates), power supply including transformers, furniture and office equipment, etc. Details of physical infrastructure facilities and cost incurred are at **Appendix 10**. Because of price escalation over long 20 years, civil works like boundary wall, water proofing of roof of office building, etc. originally included in the budget could not be undertaken. Quality of civil works except main road, internal roads, and drains are satisfactory.

a. Office Building and Guard Quarter

40. One two-storied administrative office building and pump operator and guard quarter was constructed in all 18 estates comprising a total floor space of 24,300 square feet. Each estate office is provided with necessary office equipment and furniture. However, water proofing of the roofs of the office buildings could not be constructed for lack of necessary funds as, a result, rain water leaks and damage roof and walls. Immediate water proofing and repair of damaged roof and walls is needed.

b. Construction of Main Road and Internal Roads

41. Main road connecting the estate to the nearby road network is constructed in bituminous carpeting. The total length of main road constructed under the program in 18 estates is 1,340,438 square feet. In total, 128 short internal roads of different lengths are constructed in 18 estates in cement concrete. Quality of main road and internal roads is not good enough for extensive road use by heavy vehicles in the estates. In almost all estates, the roads are in bad condition due to poor quality of work, extensive use by heavy vehicles, and normal wear requiring immediate maintenance. The entrepreneurs who have running industries reported their difficulties with poor road conditions especially during monsoon. Officials of the estates and other concerned officials of BSCIC reported that they lack fund resources for repair and maintenance of roads. The respective owners' associations also reported that they find difficulty to undertake the responsibility of repair and maintenance of the roads.

c. Drainage System – Surface Drain and Cross Drain

42. Surface drains of different lengths and number of cross drains are constructed in each of the 18 estates. The lengths of surface drains widely varied from estate to estate as the area of the estates vary. Total area of surface drain is 153,482 square feet. Similarly, number of cross drains also varied from as low as only 2 to as many as 16 drains in one estate. Quality of surface drains is not good – drains partially broke in number of places in several estates. Moreover, the depth of drains is not proper – too shallow or too deep, inadequate slope, and incorrect alignment. As a result, condition of drainage is generally bad. In few estates such as Meherpur, the slope of the drains is steep, drains are full of mud, clogged, plants grew on the walls and bottom of drains, and the drains are too deep at certain sections. In addition, alignment of the drain is defective causing back-flash during monsoon. In Bagerhat, defective alignment of drain associated with inadequate land development cause back-flow of saline water during high tide. The entrepreneurs and local BSCIC officials have put temporary embankments to protect the estates from surge during high tide.

d. Infrastructure for Electricity Distribution System

43. Electrical infrastructure facilities including sub-station with transformers, low tension (LT) distribution lines were constructed in all 18 estates. In total, 51 transformers and 72,722 feet power lines (three phases) are provided. Number of transformers varied from estate to estate depending on size of estate and number of plots in the estate. Number of transformers is inadequate and some entrepreneurs reported their difficulties for inadequate number of transformers.

e. Infrastructure for Water Supply System

44. Water supply system including deep tube well, overhead tank (25,000 gallons each), and distribution line were constructed in all estates. In addition, existing pond is excavated to supply soft water in Bagerhat. The water supply system and capacity is found generally satisfactory. Local BSCIC officials and entrepreneurs reported difficulty with use of water for human consumption and industrial use due to contamination by iron, salinity, and arsenic beyond permissible limits.

f. Boundary Walls/ Fence

45. Although there was provision for boundary walls for all estates, boundary walls or fence could not be constructed round the estates as needed for protection of estates. Boundary walls are partially constructed in the estates in the front side only. The entrepreneurs as well as the officials of the estates reported that without boundary walls or fence the estates are exposed to encroachment and insecurities of properties.

6. Development of Industrial Plots

46. Originally there was plan for developing 1,852 plots of four different types such as type A, type B, Type C, and type S. During the last revision of the PP the total number of plots was revised to 1,864 in four types A, B, C, and S. Generally, type A plot is the smallest, B is medium and, C is large. All odd size plots fall under type S. Details of plots planned and actually developed in the 18 estates are at table 2.9 and at **Appendix 11**.

47. In the plan however, there was no type C plots. The program actually prepared a total of 1,857 plots of three different types A, B, and S. The number of plots of each type planned and actual is at table 2.9 and **Appendix 11**.

Table 2.9: Number of Plots Planned and Actually Developed

Type(s) of Plots		Number of Plots Developed		Change (%)	
		As per Revised Plan	Actually Developed		
1	Type A	905	803	12.7	(-)
2	Type B	537	565	5.2	(+)
3	Type C	22	0	0.0	(-)
4	Type S	400	489	22.2	(+)
	Total	1,864	1,857	0.4	(-)

Source: BSCIC

48. However, the number of plots under type A is reduced by 8% (planned for 905 but developed 803) and number of type B and type S plots have increased respectively by 5% (planned 537 but developed 565), and 22% (planned 400 but developed 489). Only 22 plots under type C was planned but no type C plot was finally developed.

7. Causes of Delay for Program Implementation

49. Considering inordinate delays in program implementation, the causes of delays became very important lessons for design and implementation of similar programs in the future. The causes of delay were assessed from review of secondary documents and discussion with concerned officials of BSCIC, officials of related other departments, entrepreneurs, members of the chamber of trade and industry, and local elites. A long list of causes of delays was prepared from review and key informant interviews. The exercise boiled down to identification of several critical and generic problems such as problem of energy (frequent electricity failure, load shedding, low voltage, high cost of electricity, lack of access to gas), lengthy land acquisition process including possible legal complications, lack of suitable developed land, lengthy formalities in vogue, lengthy process of program approval, civil works in number of locations at different parts of the country at district level, lack of manpower in BSCIC especially in engineering department.

50. The entrepreneurs offered multiple reasons of delay during key informant interviews. The causes of delays in program implementation were listed and ranked in terms of weight (as at table 2.10) awarded based on the number of entrepreneurs mentioned each cause. The analysis of the opinions of the entrepreneurs also suggested that energy crisis is the most serious cause of delay in program implementation. The problem has become so acute that potential and experienced and interested entrepreneurs who want to get a plot and establish an industry think again and again if they should go for it. On the backdrop of pervasive nature of chronic energy crisis entrepreneurs must think seriously if they should go for an industry at all. Land development appeared as one of the major causes for delay. Too much formality at all stages is also another important cause of delay. The entrepreneurs raised these points also in the local level workshop as major causes of delay of program implementation. Details of the causes of delay are at table 2.

Table 2.10: Causes of Delay in Program Implementation

	Cause(s) of Delays	Weight (%)	Ranking
1	Lack of electricity	33.33	1
2	Lack of gas	27.78	2
3	Land development	27.78	2
4	Lots of formalities involved	22.22	3
5	Approval of program	16.67	4
6	Land acquisition	11.11	5
7	Civil works	11.11	5
8	Legal complications	5.56	6
9	Other causes	22.22	

Source: Evaluation Study Survey, 2009

8. Adequacy of Physical Infrastructure

51. Considering that the program was revised again and again and implementation took longer time the adequacy of the infrastructure facilities established in the 18 estates was assessed. In addition to review of secondary data and feedback of field visits, opinion of entrepreneurs about adequacy of infrastructure facilities in the estates was sought. The point was also raised and discussed in the local level workshop. It is noted that all 18 estates have adequate

infrastructure facilities such as office building, main road and internal roads, water supply, electricity, and access to telephones. However, although there are infrastructure facilities for electricity in all estates the supply constraint is a critical problem. Infrastructure facilities such as gas, waste disposal, and boundary walls are badly needed in all estates. Indeed, gas supply may not be feasible in all estates due to unavailability of gas everywhere. Nevertheless, there are estates that are located within the available gas supply area but do not have access to gas supply. Details are at table 2.11.

Table 2:11: Adequacy of Physical Infrastructure

	Indicator(s)	Status	%
1	Estates have established necessary estate offices	18	100
2	Estates have necessary internal roads – wear and pit holes	18	100
3	Estates have water supply including overhead tank	18	100
4	Estates have electricity supply - supply inadequate	18	100
5	Estates have gas connections	0	0
6	Estates have access to telephone system	18	100
7	Estates have waste disposal system	0	0
8	Estates have secured boundary walls and guards – partial	9	50

52. The consultants noted that there is no waste disposal system (solid, liquid, gaseous) and effluent treatment plant (ETP) in any of the 18 estates. It may be noted that the program did neither include such infrastructure facility as common waste disposal plant nor included a compelling condition for installation of individual waste disposal facility. The department of environment also provided permission to the estates as well as to the entrepreneurs without imposing such conditions for establishing waste disposal system. The consultants however, appreciate that awareness of environment was not high enough in 1987 when the program was prepared. Besides, hardly there is any industry that has common or individual waste disposal facility even outside the estates including export processing zones.

53. The consultants considering the need and compelling requirements for waste disposal facility in all industries, strongly recommend to provide common effective waste disposal system by the BSCIC with public-private participation of entrepreneurs. It is also recommended that from now one of the conditions of the allocation of plots for the remaining plots should be installation of waste disposal system by the entrepreneurs. For all entrepreneurs, BSCIC may impose a condition through mutual discussions that should BSCIC establish a shred waste disposal system or entrepreneurs jointly establish such facility, all entrepreneurs must support and participate and pay the cost pro rate.

9. Experience of the Land Owners

54. The consultants obtained opinion of the owners of the lands acquired for establishing the estates. It was noted that one out of every three land owners are aggrieved and have had bad experience like harassments by agents, payment of low cost of the land than market price, payment of lower amount than agreed, delay in payment of the cost of land, and various other problems in getting the payments. However, in overall, there were no major cases of deprivation and legal complications relating to payment of compensation. Details are at table 2.12.

Table 2.12: Experience of Land Owners

Feedback		Land Owners	
		Number	%
1	Harassments by agents	18	35.3
2	Right price of land not paid	16	31.4
3	Paid less than what was due	16	31.4
4	Delayed payment of compensation	15	29.4
5	Problems in getting compensation	2	3.9

10. Opinion of the Local Elites

55. The consultants sought opinion of the local elites and selected plot owners about the estate. They provided their opinions on a wide range of issues relating to energy (load shedding, low voltage, lack of gas), inadequate infrastructures (internal roads and boundary wall), difficulty of credit facilities and paucity of soft water for industrial use, lack of waste disposal system, high transportation cost and shortage of raw materials, and difficulties getting permission from various departments particularly the department of environment. Details are at table 2.13.

Table 2.13: Feedback from Local Elites and Selected Plot Owners

	Feedback from Respondent(s)	Number	%
1	Frequent load shedding	24	45.3
2	Lack of access to gas supply	21	39.6
3	Internal infrastructure facilities are not adequate	17	32.1
4	Inadequate boundary walls and lack of security	10	18.9
5	Lack of necessary good entrepreneurs and capital	7	13.2
6	Lack of loans from the banks	4	7.5
7	Lack of necessary raw materials	4	7.5
8	Absence of waste management system	3	5.7
9	High transportation cost	3	5.7
10	Lack of adequate soft water	3	5.7
11	Complexities getting permission from DOE, etc.	1	1.9

Source: Evaluation Study Survey

11. Optimization of Implementation Time

56. The consultants analyzed the long time spent in implementing the program over 20 years. The total time spent in each estate from land acquisition to completion of the program in 2007 was divided in to three parts - time spent for land acquisition, time spent for land development and other civil works, and time after completion of civil works. The time analysis is at table 2.14 and at **Appendix 5**. The consultants noted that land acquisition and land development together took 2-5 years in 13 estates and 9-14 years in five estates, and civil works took between 3 years to 5 years in all estates. Therefore, many estates were ready in maximum 11 years for utilization to establish industries. Although long time has passed since completion of estates yet most of the plots in these estates remained unallocated and the allocated plots remained unutilized.

57. The consultants concluded that there was need for all out efforts from BSCIC and the program management to identify potential entrepreneurs in advance well ahead of the estates being ready and keep them motivated and prepared to set up industries. The land acquisition, civil works, and allocation of plots and utilization of the plots could be pursued under a critical path method so that estates could be ready and plots used within minimum time. It seems that each activity was initiated after the previous activity was complete.

Table 2.14: Time Spent in Land Acquisition and Civil Works and Utilization of Estates

Location of Estates		Time Spent in Implementing Different Estates (Years) – Approximate			
		Land Acquisition	Civil Works	Estate Utilization	Total Time
A	Dhaka Division				
1	Katchpur	3	12	2	17
2	Kishoreganj	4	10	6	20
3	Munshiganj	5	4	11	20
4	Sherpur	3	8	7	18
5	Shariatpur	9	7	4	20
6	Keraniganj	2	5	0	7
7	Netrokona	4	3	0	7
B	Khulna Division				
8	Bagerhat	5	5	10	20
9	Meherpur	3	4	0	7
C	Sylhet Division				
10	Sunamganj	9	9	2	20
D	Chittagong Div				
11	Lakshmipur	5	2	13	20
12	Rangamati	14	5	1	20
13	Khagrachaari	12	4	0	16
E	Rajshahi Div				
14	Naogaon	4	9	7	20
15	Joypurhat	2	5	10	17
16	Panchagarh	9	7	4	20
17	Chapainawabganj	5	5	10	20
F	Barisal Division				
18	Bhola	4	5	10	19

Source: BSCIC/Consultant Estimate

58. The consultants also noted that entrepreneurs took allotment for several adjacent plots for establishing larger industrial units. Entrepreneurs also took allotment for number of plots and established different industries. This indicated a trend of shift from smaller plots to larger plots – small and cottage industries to large industries within BSCIC estates. There is need for further investigation of the causes of higher demands for larger plots. Besides, the consultants also noted that many entrepreneurs applied for several plots for one industry and the program in many cases allocated several plots to one entrepreneur.

59. It is observed that while one plot has been allocated for one entrepreneur in most of the cases several plots has been allocated to one entrepreneur in number of cases in almost all estates. The consultants on the contrary noted that plots were allocated in smaller sizes than the designed sizes among the entrepreneurs who wanted smaller plots (Example, Chapainawabganj and Panchagarh). The consultants indeed, support allocation of plots in smaller sizes to accommodate potential small entrepreneurs.

Section III Present Status of the Program and Benefits and Impact of the Program

A. Introduction

60. The section presents the present status of the 18 estates and benefits and impact of the program. The section explains how many plots were allocated among the potential entrepreneurs and how many of the allocated plots could be used for establishing industries, how the industries are operating, operation and management of the estates by the BSCIC and the owners of industries and plot owners. The section also describes the benefits and impact of the program on production, employment creation, and wellbeing of the workers.

B. Summary of Operating Performance of the Program

61. The present status of the program is not satisfactory as one may expect after 23 years of launching the program. Slow program implementation caused delay in completing construction of physical infrastructure facilities in all 18 estates, identification of potential entrepreneurs and allocation of plots, and establishment of industries. Civil works construction of six out of 18 estates was complete only in 2006-2007 and civil work construction of four other estates was complete in 2005. Therefore, 10 estates (55%) did not get enough time after completion of civil works to allocate the plots, and the plot owners could not establish their industries in short period. Out of the remaining eight estates, three estates got 5-6 years, and five other estates got 9-10 years time after completion of civil works construction. In fact full development of the estates with allocation of plots and establishment of industries could be undertaken only on the eight estates where civil work construction was completed between 1997 and 2001. The eight estates got 5-10 years time for full development of the estates with allocation of all plots and establishment of industries.

62. An analysis of data (**Appendix 4** and **Appendix 10**) indicated that poor operating performance of the estates emanates from slow civil works construction and in some cases extremely slow land acquisition process. It is also noted from the analysis that allocation of plots and establishment of industries in the eight estates (where civil works construction was completed earlier) is much better than the remaining 10 estates (where civil works construction was inordinately delayed).

63. The status of allocation of plots and establishment of industries by the closing of the program in June 2007 was very poor – only 46% of all plots were allocated and 14% of allocated plots were used for establishing industries. The status improved to some extent by September 2009 (during the evaluation study – after 27 months of program closing). Progress of allocation of plots increased to 65%, but use of allocated plots for establishing industries increased from 26% to only 28%. Details are at **Appendix 11**.

64. The status of operation of the estates through operation of the industries for creating employment and producing goods and services was not encouraging at all. In FY2008-2009, the estimated manpower in all 18 estates is 16,000. The estimated annual turn-over of 147 surveyed industries in 18 estates is Taka 127 crore. Compared to program design and investment and time spent the achievement of employment creation and industrial production is inadequate. The socioeconomic impact of the program is not satisfactory as status of employment creation is unsatisfactory. However, the program has created interests among the local entrepreneurs for the new industrial estates of BSCIC.

C. Present Status of Operation of the Estates

65. Present status of the estates is assessed in terms of allocation of the plots among potential and genuine entrepreneurs, use of the plots for establishment of industries, types of industries established, employment creation, production of goods and services in the estates, and socioeconomic benefits to the workers. The present status of the estates is presented with greater details in the following paragraphs.

1. Allocation of Industrial Plots

66. Out of total 1,857 plots developed, only 853 plots (46%) were allocated by the closing of the program in June 2007 indicating low utilization of the estates. Allocation of the plots however, increased to 1,217 plots (65%) by September 2009 (during the evaluation study). Details are at table 3.1 and at **Appendix 11**.

Table 3.1: Allocation of Plots

Division(s)	Estates	Plots Developed	Total Plots Allocated	
			June 2007	Oct 2009
1 Dhaka	7	839	452	643
2 Khulna	2	179	8	159
3 Sylhet	1	116	15	16
4 Chittagong	3	254	31	73
5 Rajshahi	4	376	187	255
6 Barisal	1	93	0	16
Total	18	1,857 (100%)	853 (46%)	1,217 (65%)

67. Further analysis of the allocation of plots indicates that only about six out of every ten plots could be allocated and only 28% of the allocated plots are used for establishing industries by September 2009 (after 27 months of the closing of the program). In addition, 121 plots (10% of allocated plots) are under process of construction of industries. Therefore, in about 38% plots, industries have been established or being established and, the remaining 62% plots remain unused. Details are at table 3.2.

Table 3.2: Utilization of Plots with Industries –As of 2009

Estate(s)	Total Plots Developed	Plots Allocated		Total Plots Used for Industries		Plots with industry under Construction	
		Number	%	Number	%	Number	%
1 Katchpur	136	136	100	109	80	23	17
2 Kishoreganj	150	137	91	16	12	14	10
3 Munshiganj	82	82	100	54	66	6	7
4 Sherpur	108	79	73	12	15	5	6
5 Shariatpur	96	80	83	3	4	4	5
6 Keraniganj	166	156	94	26	17	26	17
7 Netrokona	101	20	20	0	0	0	0
8 Bagerhat	109	109	100	42	38	0	0
9 Meherpur	70	44	63	1	2	2	5
10 Sunamganj	116	16	14	3	19	2	12
11 Lakshmipur	100	73	73	10	14	5	7
12 Rangamati	85	10	12	0	0	0	0
13 Khagrachhari	69	0	0	0	0	0	0
14 Naogaon	81	79	97	38	48	15	19
15 Joypurhat	111	78	70	10	13	10	13
16 Panchagarh	96	12	11	1	8	1	8
17 Chapainawabganj	88	88	100	16	18	3	3
18 Bhola	93	18	19	4	22	5	28
Total	1,857	1,217	65	345	28	121	10

Source: BSCIC, 2009

68. Performance of the estates in terms of utilization of plots through allocation to entrepreneurs and use of the allocated plots for establishing industries has been analyzed and rated the performance as satisfactory, slow and unsatisfactory, and very slow and poor. It is noted that in four estates namely: Katchpur, Munshiganj, Chapainawabganj, and Bagerhat all plots are allocated and 80%, 66%, 48%, and 38% of the allocated plots respectively of these estates are already used for establishing industries. In average however, 53% of the allocated plots have been used for establishment of industries in the four estates. Further, 8% allocated plots are under the process of establishing industries. In overall, status of operation of these four estates is satisfactory. Details are at table 3.3.

Table 3.3: Utilization of Plots – Satisfactorily Performed Estates as of 2009

Estate(s)- Year of Completion	Total Plots Developed	Plots Allocated		Total Plots Used for Industries		Plots with industry under Construction	
		Number	%	Number	%	Number	%
1 Katchpur -2005	136	136	100	109	80	23	17
2 Munshiganj – 1996	82	82	100	54	66	6	7
3 Bagerhat-1998	109	109	100	42	38	0	0
4 Chapainawabganj-1997	88	88	100	16	18	3	3
Total	415	415	100	221	53	32	8

Source: BSCIC, 2009

69. Performance of eight estates namely: Naogaon, Keraniganj, Kishoreganj, Shariatpur, Sherpur, Lakshmipur, Joypurhat, and Meherpur are good in respect of allocation of plots (average above 80% of all plots). However, performance in terms of establishing industries is very slow and unsatisfactory as only 16% of allocated plots have been used for establishing industries, and 11% of allocated plots are under the process of establishing industries. Therefore, in only 27% allocated plots of these estates, there are some industry related activities. This means, the remaining 73% plots remain unutilized. Details are at table 3.4.

Table 3.4: Utilization of Plots – Slow and Unsatisfactorily Performed Estates

Estate(s) – Year of Completion	Total Plots Developed	Plots Allocated		Total Plots Used for Industries		Plots with industry under Construction	
		Number	%	Number	%	Number	%
1 Naogaon-2000	81	79	97	38	48	15	19
2 Keraniganj-2006	166	156	94	26	17	26	17
3 Kishoreganj—2001	150	137	91	16	12	14	10
4 Shariatpur-2004	96	80	83	3	4	4	5
5 Sherpur-2000	108	79	73	12	15	5	6
6 Lakshmipur-2004	100	73	73	10	14	5	7
7 Joypurhat-1997	111	78	70	10	13	10	13
8 Meherpur-2006	70	44	63	1	2	2	5
Total	882	726	82	116	16	81	11

Source: BSCIC, 2009

70. Performance of the remaining six estates in terms of allocation of plots and also use of the plots for establishing industries is poor. These estates are: Naogaon, Keraniganj, and Kishoregang. In average, only 14% plots could have been allocated and in only 11% allocated plots, industries could be established. In 11% allocated plots industries are being established. In total, only 22% allocated plots have either industries or industries are being established. The remaining 78% plots remain unutilized. Details are at table 3.5.

Table 3.5: Utilization of Plots –Poorly Performed Estates as of 2009

Estate(s)-Year of Completion	Total Plots Developed	Plots Allocated		Total Plots Used for Industries		Plots with industry under Construction	
		Number	%	Number	%	Number	%
1 Netrokona-2006	101	20	20	0	0	0	0
2 Bhola-1997	93	18	19	4	22	5	28
3 Sunamganj-2006	116	16	14	3	19	2	12
4 Rangamati-2006	85	10	12	0	0	0	0
5 Panchagarh-2003	96	12	11	1	8	1	8
6 Khagrachhari-2006	69	0	0	0	0	0	0
Total	560	76	14	8	11	8	11

Source: BSCIC, 2009

71. The extremely slow and poor status of the six estates is primarily due to less potential location for industry followed by long time for civil works. The cases of Panchagarh and Bhola are typical examples of area specific causes of slow progress. Civil works in the two estates were completed long back but progress of allocation of plots and utilization of the plot for establishing industrial estates is too low.

72. It is natural that all areas of an industrially least developed country like Bangladesh should not be equally potential for industrial development at the present stage of stagnating industrial development. Notwithstanding the estates' location specific reasons for low potentials, the program objectives is to stimulate industrial growth in the areas disadvantaged by existing industrial development and presence of sufficient entrepreneurs through providing necessary physical infrastructure facilities to the entrepreneurs to ensure balanced economic development of all areas and equity of opportunities of the people. The consultants consider that there is need for more effective and proactive efforts targeting the objectives and foster the industrial potential even at district levels with appropriate area specific industry type as suitable. Merely acquiring lands and constructing physical infrastructures and caretaking the estates for decades are of no value to the fundamental objectives for development of industrial estates in all districts irrespective of potentials and availability of interested potential entrepreneurs.

73. The consultants noted that in almost all estates there are high demands for several plots together by the entrepreneurs to establish industry. The size of each of the four types of plots (A, B, C, and S) is quite large for small and cottage industry yet the demand for several plots together indicated that the entrepreneurs who plan to establish larger industries showed interests to the program. The estates of the program are meant for promoting entrepreneurs to establish small and cottage industry to complement the industrial sector and to support the local industry. The consultants consider that either the small entrepreneurs are not interested or program has not emphasized on the program objectives to attach importance to small and cottage industry or small and cottage industry is no more that feasible. The consultants recommend for undertaking a detailed investigation into the issue through specific in-depth research.

74. The consultants noted that between June 2007 and September 2009 (27 months) the allocation of plots increased from 853 plots to 1,217 plots (total 364 plots and 156 plots per year). It is estimated that at this rate of allocation of plots another about 4 years may be required to complete allocation of all 1,857 plots. Similarly, between June 2007 and September 2009 (27 months) use of plots for establishing industries increased from 217 plots to 345 plots (total 128 plots and 55 plots per year). At this rate of utilization of the plots for establishing industries,

another about 27 years may be required to fully utilize the 1,857 plots in the 18 estates. Details are at **Appendix 11**.

75. The slow progress of allocation of plots is due to number of reasons – lack of demands, lengthy process for allocation, lack of electricity and gas, overall poor performance of industrial sector in the recent years, etc. It is noted during the evaluation study that in almost all estates some potential applications are under process. The consultants estimate that with the pending applications the status of allocation may slightly improve. Nonetheless, there are quite a few estates where allocation and utilization of plots may take longer time than other estates. Delay in allocation of plots means delay of establishing industries indicating slow pace of employment creation and production of industrial goods and services.

2. Background of the Owners of Surveyed Industries

76. The consultants consider that background of the plot owners with track record of business in general and industries in particular are of great importance to establishing and operating industries. The consultants also consider that owners without any past experience of business and establishing and operating any industry or at least running business enterprises may find difficulty to set up and operate industries. The consultants also consider that one of the reasons of slow progress of allocation of plots and establishment of industries and successful operation of the industries is lack of appropriate background of the plot owners. It is noted that only 21% industry owners have experience of operating industry other than the new industry/plot in the BSCIC estate – meaning that 79% industry owners have no previous experience and track record of establishing and operating industries. It is noted that only 4% owners are female entrepreneurs manifesting empowerment of women in the industry sector. It is expected that with the presence of the female entrepreneurs in some estates many more women entrepreneurs may come forward for establishing small and cottage industries in the future. Details are in table 3.6.

Table 3.6: Track Record of Past Experience of Owners in Industries

Past Experience of Industries Owners	Number of Industry Owners	Percentage
Industry owners have industries other than the one established under the program	31	21.1
Industry owners have no industry other than the one established under the program	116	78.9
Total	147	100.0

77. Further, it is noted that 77% of industry owners have some experience of business and trade and 23% have no past experience of business or trade let alone establishment and operation of any industrial units. Details are at table 3.7. The consultants therefore conclude that while promotion of new entrepreneurs is the goal of the program but success of the program remains highly dependent on past experience and track record of entrepreneurs in business and trade.

Table 3.7: Track Record of Past Experience of Owners in Business and Trade

Past Experience of Industries Owners	Number of Industry Owners	Percentage
1. Industry owners have past experience of business and trade	113	77
General trading	105	
Bakery	3	
Electrical goods	1	
Export-import	1	
Plastic goods	1	
Tin products	1	
2. Industry owners without past experience of business and trade	34	23
Service	19	
Unemployed	6	
Student	6	
Agriculture	1	
Fishery	2	
Total	147	100.0

78. The consultants suggest intensification of promotional activities of BSCIC and all concerned to identify potential entrepreneurs from business and trade and industry community and motivate them for establishing industries in the estates. However, neither new entrepreneurs without any past experience of business and trade and industry nor entrepreneurs having several industries should be encouraged to establish industries in the BSCIC estate. In both cases, there are risks of poor performance of the industries affecting the purpose of establishing industrial estates by the Government.

79. The consultants took a close look into the analysis of the profiles of entrepreneurs who got allotment of plots and established industries and also those who did not establish industries as yet. Utilization of the plots for establishing industries depends on too many dependant and independent factors. Assessment of the complex causations of slow establishment of industries by the plot owners needs specific research requiring longer time and enough resources. In general, the consultants realized that sluggish trend of investment in industrial sector coupled with political and social instability, energy crisis, background of plot owners (without business and industry and capital resources) are important factors. Some plot owners applied for industrial plots for trading with the plot – they plan to take the comparative advantage for transferring the plots at high returns or use the plot for any suitable purpose as admissible at a later time. The consultants observed that transfer of plots to third party is a general phenomenon and number of applications is on increase.

3. Types of Industries Established

80. The consultants surveyed a total of 147 sample and operating industries. The industries were selected through a combination of purposive and random sampling (explained in the section I). In addition, the consultants collected basic data of 439 industries (operational and expected to come under operation soon) from all 18 estates. It is found that 439 industries fall under 20 different industry types. Details are at table 3.8 and **Appendix 12**.

Table 3.8: Concentration of Industry Types

Industry Type(s)	Industry	%	Industry Type(s)	Industry	%
A Industries of High Concentration			C Industries of Low Concentration		
1 Food processing	97	22	9 Electrical goods	9	2
2 Engineering	75	17	10 Hosiery industry	5	1
3 Chemical works	63	14	11 Poultry feed mill	5	1
4 Textiles	57	13	12 Rubber industry	4	1
Total (a)	292	66	13 Ceramic industry	4	1
B Industries of Medium Concentration			14 Leader industry	3	1
5 Knitting industry	27	6	15 Melamine industry	2	1
6 Plastic industry	23	5	16 Animal feed industry	1	0
7 Garments	22	5	17 Handicrafts industry	0	0
8 Printing & packaging	20	5	18 Others	22	5
Total (b)	92	21	Total (c)	55	13

81. An analysis of the industry typologies indicated that 292 industries (66%) comprise of four major types (food processing, engineering, chemical, and textile). These four types of industries seem to have high potentials and 66% entrepreneurs went for only the four types of industries. Four other common industry types (knitting, plastic, garment, and printing and packaging) comprise of 92 industries (21% of all industries). These industry types perhaps have the second highest potentials as 21% entrepreneurs went for only these four industry types. The remaining 55 industries (13% of all industries) comprise of 12 industry types. These 12 industry types are probably the least potential and preferred by the entrepreneurs. Details are at 3.8 and at **Appendix 12**.

82. The consultants assessed the area specificity of different type of industries established in the 18 estates. The purpose of the exercise is to see the correlation of potential of area for industry with the industry types with different levels of potential demands. The hypotheses of the enquiry is that should particular industry have area specificity preference and the industry types are strongly linked to forward and backward linkage support facilities including raw materials, specific skills and manpower, marketing, etc. the location of estates might be a limiting factor to full utilization of the plots even though the estates provide necessary physical facilities everywhere. The summary of the analysis is at table 3.9. Details are at **Appendix 12**.

Table 3.9: Areas Specificity of Particular Industry Types

Industry Type(s)	Estates with High Concentration of Specific Industries	Concentration	
		Number	%
1 Food processing	Kishoreganj, Naogaon and , Bagerhat	50	19
2 Chemical industry	Bagerhat, Katchpur, and Kishoreganj	49	18
3 Engineering	Katchpur, Naogaon, and Kishoreganj	46	17
4 Textile industry	Munshiganj and Katchpur	41	15
5 Knitting industry	Katchpur	25	10
6 Garments	Katchpur and Kishoreganj	21	8
7 Plastic industry	Munshiganj, Kishoreganj, and Katchpur	15	6
8 Printing packaging	Katchpur	14	5
9 Electrical goods	Katchpur and Munshiganj	6	2
Total	Five Estates	267	100

Source: Study Survey, 2009

83. It is noted that nine industry types such as food processing, chemical, engineering, textile, knitting, garments, plastic, printing, and electrical are very common types. Concentration of the nine industry types is also very thick in five estates such as: Katchpur, Naogaon, Kishroeganj, Bagerhat, and Munshiganj. The consultants understand that entrepreneurs generally go for common industry types instead of going for new and innovative industry types to avoid possible risks.

D. Operation of the Industries

1. Capacity Utilization in the Industries

84. The consultants estimated the level of operation of the 147 operational industries. It is found that out of 147 industries, 75.5% industries are built with full design capacity and the rest 24.5% industries are built with partial design capacity. Among the full capacity design capacity 72.1% industries operate between 51-100% of the built in capacity. Details are at table 3.10.

Table 3.10: Industries Establishment with Full and Partial Rated Capacities

Percentage Range of Industries	Industries Built with Full Capacity		Industries Built with Partial Capacity	
	Number	%	Number	%
Below 25%	0	0.0	0	0.0
Between 25%-50%	5	3.4	15	10.2
Between 51% -100%	106	72.1	21	14.3
Total	111	75.5	36	24.5

85. The consultants further analyzed the rate of utilization of the built in capacities of the industries. Out of the 111 industries built with full design capacities only 26% run at 100% capacity. Further, 42% industries use 70%-90% capacities. The remaining 32% industries utilize extremely low built in capacities (below 50%). Details are at table 3.11. The survey also indicated that the industries generally run single shift with exceptions of very few industries that run double shifts. The survey further indicated that average working hours per worker is up to 10 hours a day. It is found that while some industries operate double shifts almost all industries remain idle for couple of hours every day for electricity failures.

Table 3.11: Establishment Industries with Rated Capacity – Percentile

Percentile	Industries Established with Full Capacity		Industries Established with Partial Capacity	
	Number of Industries	Percentage	Number of Industries	Percentage
100%	38	25.9	0	0.0
90%	9	6.1	2	1.4
80%	19	12.8	9	6.1
70%	26	17.2	5	3.4
60%	9	6.1	5	3.4
50%	4	2.5	9	6.1
40%	1	0.5	4	2.7
30%	0	0.0	2	1.4
20%	0	0.0	0	0.0
10%	0	0.0	0	0.0
<10%	5	4.4	0	0.0
Total	111	75.5	36	24.5

86. The survey found that in last two consecutive years (FY2007-2008 and FY2008-2009) the surveyed industries ran in average for 256 days and 258 days respectively which is close to 21.67 days per month – consistent with normal working in industries. The survey data further indicated that industries could not run in full capacity and for longer duration due to several difficulties primarily for failure of electricity (78.2%), shortage of fuel (40.8%), transportation problem (16.3%), and other problems.

87. There are number of industries of particular industry type in the same estate and produce the same product. The survey collected the reasons for establishing several industries of the same type and produce same product in the same estate. The main reasons are excess demand for particular products in the area, availability of raw material in abundance in the area, special quality and characteristics of the product, entrepreneurs just followed industry types used by others, etc.

2. Production of Goods and Services

88. The consultants estimated the volume of production of the 147 surveyed industries in terms of cost of products produced in two consecutive fiscal years (FY2007-2008 and FY2008-2009). It is found that volume of production widely vary among industries depending on capacity, product, scale of operation, location, industry type, cost of the product, etc. The consultants analyzed the volume of production and noted that annual production is below Taka 25 lakh in 58.55% industries. It is also noted that annual production of 93.9% industries are below Taka two crore. Details are at table 3.12.

Table 3.12: Annual Production of 147 Surveyed Industries

	Annual Production (Lakh Taka)	FY2007-2008		FY2008-2009	
		Number of Industries	%	Number of Industries	%
1	>25 Lakh	86	58.5	75	51.0
2	26 – 50 Lakh	21	14.3	23	15.6
3	51 – 75 Lakh	5	3.4	4	2.7
4	76 – 99 Lakh	6	4.1	9	6.1
5	1 Crore – 2 Crore	20	13.6	22	15.0
6	3 Crore – 4 Crore	3	2.0	5	3.4
7	5 Crore – 6 Crore	3	2.0	5	3.4
8	7 Crore – 8 Crore	1	0.7	2	1.4
9	9 Crore – 10 Crore	0	0.0	0	0.0
10	11 Crore – 12 Crore	0	0.0	0	0.0
11	12+ Crore	2	1.4	2	1.4
	Total Production in 147 Industries	967,497,106		1,275,228,235	
	Increase of total production (%)			31.8	
	Increase per Annum (%)			13.6	

89. The consultants estimated the total annual volume of production of all 147 industries surveyed for the two consecutive fiscal years (FY2007-2008 and FY2008-2009). It is noted that total estimated annual productions in FY2007-2008 and FY2008-2009 were respectively Taka 96.7 crore and Taka 127.5 crore indicating an increase of 13.6% per year. Details are at table 3.12.

3. Reasons of Low Operation of Estates and Industries

90. The consultants obtained opinion of the local elites and owners of industries about probable causes of poor operating performance of industrial estates in general. The respondents identified as many as 11 causes of low operating performance. The five most important causes included: frequent load shedding (45%), lack of access to gas supply (40%), inadequate internal infrastructure facilities (32%), inadequate security due to absence of boundary walls and necessary social security (19%), and lack of necessary good entrepreneurs. Details are in table 3.13.

Table 3.13: Opinion of Local Elites and Owners of Industries about Low Level Operation

Feedback from Respondent(s)	Number	%
1 Frequent load shedding	24	45.3
2 Lack of access to gas supply	21	39.6
3 Internal infrastructure facilities are not adequate	17	32.1
4 Inadequate boundary walls and lack of security	10	18.9
5 Lack of necessary good entrepreneurs and capital	7	13.2
6 Lack of loans from the banks	4	7.5
7 Lack of necessary raw materials	4	7.5
8 Absence of waste management system	3	5.7
9 High transportation cost	3	5.7
10 Lack of adequate soft water	3	5.7
11 Complexities getting permission from the DOE, etc	1	1.9

4. Manpower in the Industries

91. The manpower in the 147 surveyed industries was assessed during the survey. It is found that all 147 industries are operational and comprise of small, medium, and relatively large industries. It was found that in FY 2008-2009 there was in total 5,235 employees and workers of all types and average number of all type employees per industry was 36. Based on the survey of 147 industries the consultants estimated that the manpower of 439 industries might be about 16,000 during FY2008-2009. It is noted that out of the existing manpower in 147 surveyed industries 27% are female indicating access of female workers in the industries sector. Employment of 27% female workers in small and cottage industries sub-sector is encouraging compared to many other sectors except garment industry sub-sector. Details are at table 3.14.

Table 3.14: Manpower in 147 Surveyed Industries

Manpower	Manpower in 2008-2009			
	Male	Female	Total	Average
1 Management staff	439	16	455	3
2 Skilled technicians	550	91	641	4
3 Skilled labors	1,834	674	2,508	17
4 Semi skilled labors	709	358	1,067	7
5 Unskilled labors	302	262	564	4
6 Workers below 15 years	9	0	9	0
Total	3,834	1,401	5,235	36
% Male and Female	73	27	100	

92. The consultants also estimated number of technical staff grouped as skilled technicians, highly skilled labors, skilled labors, and unskilled labors. It is found that total skilled technicians, highly skilled labors, skilled labors, and unskilled labors in FY2008-2009 were 4,780 – 641 skilled technicians, 2,508 highly skilled labors, 1,067 skilled labors, and 564 unskilled labors. Details are at table 3.15. As estimated at table 3.14 the total employees and workers were 5,235 and total technical employees were 4,780. Therefore, in total 455 non-technical employees were in 147 industries during FY2008-2009. Further, the consultants empirically estimated the employment opportunity when industries will be established in 1,857 plots. At present rate of employment in 147 surveyed industries operating at single shift, a total of 66,000 employments may be created. Details are at tables 3.15-3.16.

Table 3.15: Technical Manpower in 147 Surveyed Industries

Workers/ Industry	Skilled technicians				Highly Skilled labors				Skilled labors				Unskilled labors			
	2007-08		2008-09		2007-08		2008-09		2007-08		2008-09		2007-08		2008-09	
	no.	%	no.	%	no.	%	no.	%	no.	%	no.	%	no.	%	no.	%
>10	141	95.9	138	93.9	111	75.5	95	64.6	126	85.7	117	79.6	135	91.8	128	87.1
11 – 30	4	2.7	7	4.8	28	19.0	36	24.5	16	10.9	24	16.3	9	6.1	16	10.9
31 – 50	1	0.7	1	0.7	3	2.0	9	6.1	2	1.4	3	2.0	3	2.0	3	2.0
51 – 70	0	0.0	0	0.0	0	0.0	2	1.4	2	1.4	2	1.4	0	0.0	0	0.0
71 – 100	0	0.0	0	0.0	3	2.0	1	0.7	0	0.0	0	0.0	0	0.0	0	0.0
100+	1	0.7	1	0.7	2	1.4	4	2.7	1	0.7	1	0.7	0	0.0	0	0.0
Total	147	100.0	147	100.0	147	100.0	147	100.0	147	100.0	147	100.0	147	100.0	147	100.0
Grand Total	502		641		1,844		2,508		846		1,067		445		564	

Source: Study Survey, 2009

93. It is observed that hardly any industry is operating at full built in capacity. Operation at lower capacity than built in capacity is partly because of different reasons such as lack of sufficient energy, use of inefficient and obsolete technologies, low demand for the products, short of skilled manpower, inadequate working capital resources to meet working capital needs, etc. Productivity can be considerably increased at lower cost with use of modern technologies and skilled manpower. The survey indicated that hardly any industry operates for double shifts let alone three shifts.

94. Again, the consultants noted that the operating efficiency at full development of the industries should be double of the present status and manpower requirement may increase to about double of the single shift. The manpower may increase considerably, especially with the workers by double or three shifts even depending upon the number of shifts operated. Nonetheless while some industries will hopefully operate double to three shifts, many industries may fall sick as usual. Presently 4.7% existing industries are sick in BSCIC (total sick industries are 256 out of a total of 5,415 industries in 74 estates of BSCIC (Source: BSCIC MIS, Sep, 2009). Indeed, given the past performance of the industrial estates the consultants are not optimistic enough to make a realistic projection as such per se. Details are at table 3.16.

Table 3.16: Project Manpower in Industries Establishing in all Plots (1,857 Plots)

Manpower Type(s)	Projected Manpower in Establishment of Industries in all 1,857 Plots		
	Male	Female	Male
1 Management staff	5,567	203	5,770
2 Skilled technicians	6,974	1,154	8,128
3 Skilled labors	23,256	8,547	31,802
4 Semi skilled labors	8,990	4,540	13,530
5 Unskilled labors	3,829	3,322	7,152
6 Workers below 15 years	114	0	114
Total	48,616 (73%)	17,765 (27%)	66,381

5. Profitability in the Industrial Units

95. The consultants estimated the margin of profitability and losses of the 147 surveyed industries using reported information. Indeed, reported information about sales, profit, and loss are generally not accurate as people are reluctant to provide information correctly rather under report. It is noted that in general there is increase of profits and decrease of losses indicating a positive sign of sustainability of the industries and the estates at large. The analysis of the sale and profit and loss indicated that the sale and net profits increased by respectively 31% and 0.49% of the sale volume between FY 2007-2008 and FY 2008-2009. Based on the information of 147 surveyed industries, the scenario of all the 439 industries established (including those likely to start operation soon) can be guessed. Details are at table 3.17.

Table 3.17: Profitability of the Industries in the Estates

Particular(s)	FY 2007-2008	FY 2008-2009
Sale Volume (Taka)	967,479,106	1,275,165,735
Gross Profits (Taka)	74,928,300	92,920,600
Gross Losses (Taka)	12,491,002	4,373,002
Net Profitability (%)	6.45	6.94

6. Marketing of Goods Produced in the Estates

96. It is noted from the survey that 97% and 86% goods and services produced in the 147 surveyed industries respectively during FY 2007-2008 and FY 2008-2009 were sold within the country. The data at table 3.18 indicated that sale during FY2007-2008 was predominantly in local areas and in the following FY2008-2009 sale outside the local town increased rapidly. There may be several reasons for this shift of market area. Generally, products of new small industries are sold locally and then gradually enter outside larger market channels after sometime.

Table 3.18: Marketing of Goods and Services Produced by the Industries

Market(s)	FY 2007-2008		FY 2008-2009	
	Number	%	Number	%
Industries marketed in local markets	116	78.9	26	6.8
Industries marketed outside within the country	27	18.4	117	79.6
Industries marketed outside the country	4	9.5	4	9.5

7. Maintenance of the Estates

97. The survey noted that although most of the estates were established very recently after prolonged delays yet some of the estates look dilapidated, especially the common infrastructures facilities that are heavily used such as main and internal roads, administrative buildings, etc. The consultants were reported that though the program and its manpower have been transferred to revenue budget (program fully and manpower partially) but there is no budgetary provision for routine and periodic maintenance of the common properties of the estates.

8. Collection of Revenue from the Entrepreneurs

98. The survey data of the study indicated that collection of revenue in the estates from entrepreneurs and plot owners is generally good. The revenues include: income and value added tax, municipal tax, electricity charge, water charges, cost of plots, other service charges of the estate, etc. Data at table 3.19 shows a general upward trend of collection of different charges from the entrepreneurs and plot owners indicating sustainability of different services.

Table 3.19: Payment of Charges by the Owners of Industries and Plots

Charge(s)	FY 2007-2008		FY 2008-2009	
	Number	%	Number	%
Premium & Service Charges	118	80	136	93
Income Tax	116	79	128	87
Value Added Tax	97	66	104	71
Municipal Tax	108	74	122	83
Electricity Charge	128	87	144	98
Water Charge	113	77	129	88

E. Socio-economic Benefit of the Workers and Employees

99. The consultants assessed the socioeconomic status of the workers employed in the surveyed industries in terms of education, employment, income, employable skills, and living standard. The socioeconomic status of the employees and workers is discussed in the following paragraphs.

1. Socioeconomic Profile of Workers

100. **Level of Education:** The survey indicated that 96.4% workers have very low level of education – only 8.1% secondary passed, 81.0% read up to secondary level, and 7.3% illiterate. The consultants consider that the level of education is low. There is need for upgrading the level of education of workers through informal and non-formal education and, recruitment of qualified workers in future to ensure higher skills to support future technologies, quality of products and, improved industrial environment. Details are at table 3.20.

Table 3.20: Profile of Workers - Education

Indicator(s)	Status	%
1 Illiterate	82	7.2
2 Under SSC (Secondary School Certificate)	918	81.0
3 SSC (Secondary School Certificate)	90	8.0
4 HSC	23	2.0
5 Graduate	15	1.5
6 Masters	3	0.3
Total	1,131	100.0

101. **Status of Poverty:** Survey indicated that 84.4% workers before joining the employment in the surveyed industries were poor. Their economic status showed an upward trend as indicated from reduction of poor workers (poor workers reduced from 84.4% to 68.5%) indicating that about 15.9% poor workers escaped poverty trap and entered middle class income bracket manifesting a considerable socioeconomic impact of the program on poverty. Details are at table 3.21.

Table 3.21: Profile of Workers – Economic Status

Indicator(s)	Before Joining Job		Present Status	
	Number	%	Number	%
1 Poor	954	84.4	774	68.5
2 Middleclass	174	15.4	354	31.3
3 Rich	3	0.3	3	0.30
Total	1,131	100.0	1131	100.0

2. Impact of Employment on Income of Workers

102. The survey data indicated that 48.4% workers had income below \$1 per capita per day or Taka 25,550 per annum (1\$=Taka 70). Further, annual income of 38.2% workers before employment was Tk.25,001-50,000 who are also poor as their purchasing capacity at this income level is very low. However, the survey data indicated increase of income after the employment – only 21.0% works earn less than Tk.25,000 per annum or 1\$ per capita per day. Further, annual income of 53.9% workers after employment is between Taka 25,001 and Taka 50,000. Details are at table 3.22.

103. In overall, percentage of workers whose income before employment was below Taka 50,000 per annum reduced from 87.2% to 94.9%. Indeed, percentage of very poor income group reduced from 48.8% to 21.0% while percentage of poor people whose income was between Taka 25,001 and Taka 50,000 increased from 38.4% to 53.9%. The survey noted upward trend of the percentage of workers in the higher income brackets between before and after the employment. Details are at table 3.22.

Table 3.22: Profile of Workers - Annual Income due to Employment in the Estates

Annual Income (Taka)	Income Before Joining		Present Income	
	Number	%	Number	%
1 Less than 10,000	323	28.60	15	1.30
2 10,000-25,000	228	20.20	223	19.7
3 25001-50,000	434	38.40	610	53.9
4 50,001-75,000	111	9.80	211	18.80
5 75,001-100,000	27	2.40	54	4.80
6 Above 100,000	8	0.70	18	1.50
Total	1,131	100.00	1131	100.00

104. **Impact of Employment on Family Expenditure and Living Standard:** The survey indicated that before employment, annual income of 87.2% workers' was below Taka 50,000 and annual expenditure of 74.3% workers was up to Taka 50,000 indicating a possibility of saving in some worker households. Interestingly though, workers' household (48.8%) whose annual income was below Taka 25,000 before employment spent more than their income as spending of only 10.7% workers household was below Taka 25,000. The survey income expenditure is based on worker households and therefore the households might have some other resources such as land, income earners, borrowing, remittance, etc. Details are at table 3.23.

Table 3.23: Profile of Workers - Annual Expenditure

Annual Income (Taka)	Expense Before Joining		Present Expenditure	
	Number	%	Number	%
1 Less than 10,000	40	3.5	13	1.1
2 10,000-25,000	81	7.2	29	2.6
3 25001-50,000	719	63.6	532	47.0
4 50,001-75,000	221	19.5	364	32.2
5 75,001-100,000	49	4.3	136	12.0
6 Above 100,000	21	1.9	57	5.0
Total	1,131	100.0	1,131	100.0

105. In general, the study noted that due to increase of income through the employment of the workers in the program the household income was considerably supplemented whereby purchasing power improved and spending increased. Poor households whenever find opportunity to spend more they place higher priority to food, improvement of the condition of house, education of children, and clothing manifesting improvement of their living condition.

3. Fringe Benefits and Welfare for the Staff

106. The consultants assessed if the employees and workers are entitled to any fringe benefits from the respective employers. The survey indicated that both the employees and workers get several common fringe benefits such as bonus, medical allowance, and overtime. The employees get additional benefits like provident fund, maternity leave, allowance for children's education, etc., but the worker are not entitled to these additional benefits. Indeed, bonus is provided by 70% to 80% employers while bonus and overtime are provided by 50% to 60% employers. Details are at table 2.24-2.25.

Table 3.24: Fringe Benefits Provided to Regular Employees – Employee Response
(FY2008-2009)

Fringe Benefits	Numbers	Percentage
Provident fund	10	0.9
Bonus	905	80.0
Medical	474	41.9
Overtime	618	54.6
Maternal leave	85	7.5
Education of Children	35	3.1
Others	123	10.9

Table 3.25: Fringe Benefits Provided to Workers – Employer Response

Fringe Benefits	FY2007-2008		FY2008-2009	
	Number	Percentage	Number	Percentage
Bonus	103	70.1	124	84.4
Overtime	88	59.9	104	70.7
Maternal leave	65	44.2	74	50.3
Medical	81	55.1	93	63.3
First aid	102	69.4	119	81.0
Emergency fire fighting	81	55.1	95	64.6

4. Wage Level of Workers

107. The consultants estimated the average wage of the technical personnel in FY 2007-2008 and FY 2008-2009. It is found that wage of both skilled and unskilled workers are low. The consultants were informed that the wage in district level estates is generally lower than industrial areas of large cities. Besides, most of the industries in the estates are new and workers are not skilled and proficient as yet and therefore their labor productivity is relatively low and wage is low. However, the consultants noted considerable gradual increase of wage between FY2007-2008 and FY2008-2009. Details are at table 3.26-2.27.

Table 3.26: Average Monthly Wage of Workers and Labor

Particulars	FY2007-2008	FY2008-2009
Average Monthly Salary of Skilled Technicians	4,059	5,776
Average Monthly Salary of Semi-skilled Technicians	2,536	3,194
Average Monthly Salary of Skilled Labor	3,050	3,789
Average Monthly Salary of Unskilled Labor	1,966	2,510

[Technicians are qualified and or experienced workers while labors are unqualified temporary work force with or without necessary skills]

Table 3.27: Monthly Wage Structure of Technical Personnel in 147 Industries

Monthly Wage (Taka)	Skilled Technicians				Highly Skilled Labors				Skilled Labors				Unskilled Labors			
	2007-08		2008-09		2007-08		2008-09		2007-08		2008-09		2007-08		2008-09	
	no.	%	no.	%	no.	%	no.	%	no.	%	no.	%	no.	%	no.	%
>2000	31	21.1	2	1.4	79	53.7	52	35.4	55	37.4	28	19.0	117	79.6	84	57.1
2001-4000	75	51.0	58	39.5	59	40.1	73	49.7	78	53.1	89	60.5	30	20.4	60	40.8
4001-6000	32	21.8	53	36.1	7	4.8	18	12.2	12	8.2	24	16.3	0	0.0	2	1.4
6001-8000	6	4.1	24	16.3	1	0.7	3	2.0	2	1.4	5	3.4	0	0.0	0	0.0
8000+	3	2.0	10	6.8	1	0.7	1	0.7	0	0.0	1	0.7	0	0.0	1	0.7
Total	147	100.0	147	100.0	147	100.0	147	100.0	147	100.0	147	100.0	147	100.0	147	100.0

Section IV Findings, and Conclusions and Recommendations

A. Introduction

108. The section provides summary of study findings and conclusions and recommendations prepared based on the evaluation study for design and implementation of future similar programs/projects in Bangladesh.

B. Summary of Findings

109. The 24 District Based Industrial Estate Program for Small and Cottage Industries has partially met its objectives to provide basic industrial infrastructure facilities, creating employment opportunities, and increasing contributions of the industrial sector to GDP. The physical achievement of the program is 75% (established only 18 industrial estates compared to 24 planned) in 20 years against only 8 years originally envisaged. The program after 23 years since start allocated only 65% plots to the entrepreneurs and out of the allocated plots only 28 % plots could be used for establishing industries.

110. Considering progress between June 2007 and September 2009 based on present rate of utilization of the plots, about 27 years may be required to utilizing all the remaining plots for establishing industries. However, rate of utilization is faster in few estates and very slow in most other estates. In estates with slow utilization speed, complete utilization of all plots may take even further longer time than estimated. Eventually, slow progress of establishment of industries delayed employment creation and limited industrial production. The slow program implementation is primarily due to program design and implementation strategy, implementation capacity of BSCIC, lack of enabling investment climate and sluggish industrial development, unfavorable competition of local products with foreign goods, unfavorable competition of small and cottage industries with the big industries, lack of access to natural gas, electricity crisis, and lack of necessary financial supports (capital and operating fund resources) from financial institutions for small and cottage industry, etc.

111. Operating performance of the 18 estates as well as the industries established therein is unsatisfactory. In average, industries have been set up in only 28% allocated plots – 66% to 80% in only two estates, 38% to 48% in two estates, 15% to 22% in five estates, and 0% to 14% in eight estates. Therefore, the consultants estimate that full utilization of the plots may take very long time. Most of the industries that are fully operational do not operate at full built in capacity. Operating efficiency of the industries is also low in general.

112. While some estates are quite old by now, and most others are very new, the overall maintenance of the estates is extremely poor. Maintenance of the estates is still with the local BCSIC that is badly manned and poorly funded. Entrepreneurs are yet to be organized and gain capability to maintain and manage the respective estates. Land development in most of the estates is inadequate and inappropriate in quantity and quality and actual need of the particular estate conditions. Quality of works except roads is good. All estates are exposed to potential threats for insecurity, encroachment, and unwanted entrance.

C. Conclusions and Recommendations

1. Strategy and Approach for Development of Small and Cottage Industry

113. Program implementation proved the existing approach of facilitation with provision of basic infrastructure facilities less effective to attract entrepreneurs for establishing small and cottage industries. Creating enabling industrial investment environment is more important than merely offering basic infrastructure facilities without enough effective motivation and promotion for investments in small and cottage industry. Small and cottage industry sub-sector faces numerous problems and constraints. Examples are: lack of access to natural gas, lack of uninterrupted power supply, lack of soft capital resources from financial institutions, tariff structure, tax holiday facility, export incentives, supportive industrial environment, etc.

114. BSCIC may include in its policy to give priority for establishing selected 11 Booster Sector industry types in the estates to avail the incentives provided for the Small and Medium Enterprise (SME) under the Industrial Policy. The consultants noted that several such industries have already been established in the 18 estates. In addition, if industries like software development, health care and diagnostic, educational services, pharmaceutical/cosmetics/toiletries, etc. are established in the estates, the estates particularly the Booster Sector industries may avail the incentives of Booster Sector.

115. Present approach to provide basic infrastructure facilities needs updating through change to a holistic approach to identify, motivate, and promote local potential entrepreneurs who will really need basic infrastructure facilities. This promotional approach and effort is more appropriate and suitable to entrepreneurs than the approach to construct industrial estates and invite entrepreneurs to put their money on plots and industries. There is potential demand for industrial plots in a compact area like the BSCIC estates even at district levels but that potential demand has to be converted into effective demands by effective motivation and creating enabling industrial investment environment.

2. Realistic Planning for Creating New Estates and Funding Arrangement

116. Ministry of Industries/BSCIC may adopt program approach to establish industries over a longer period like 20 years and formulate projects within the program for short durations of 5-6 years each. Each project may start in locations where sufficient promotional efforts had taken place and considerable number of potential entrepreneurs are ready, and an enabling investment climate is put in place. A professional pre-investment feasibility is undertaken and investment is found justified for a specific scope and design of an estate. Each project may not include large number of big estates. Instead, big, medium, and small estates may be designed as found appropriate through professionally carried out pre-investment feasibility. Besides, cluster approach for specialized industrial sub-sectors is another approach that may suit even better for the small and cottage industry sub-sector in Bangladesh. In cluster approach small and cottage industry may be established in selected clusters where existing forward and backward linkage facilities exist with geographical diversification.

117. Each estate may be planned as per pre-investment feasibility through participatory planning process with all stakeholders including local BSCIC officials, representatives of local chamber of commerce and industry, local administration, potential entrepreneurs, local officials

of the department of environment, local officials of major support services departments, local officials of financial institutions, local elites including environmentalists and journalist, etc. Centrally developed proto-type designs of the estates may not be adopted and pressed for acceptance by the entrepreneurs for putting their capital resources.

118. Feedback of participatory planning may be the basis for finalizing the scope and design of each estate. Participatory planning may consider among others the design parameters including the size of estate, type and number of plots, facilities, location, type of industries, type of support common/shared and individual facilities including ETP, land development needs, schedule of development of estate, terms and conditions of lease deed, payment of cost of land and land development, service charges, etc.

119. Projects may be formulated within the perspective program for the estates found most feasible and prioritized accordingly based on raking without any other considerations. BSCIC may acquire land and complete land development and civil works efficiently following estate specific critical path method targeting completion of the estate in minimum time as planned. The land acquisition procedures and be updated to ensure that land acquisition does not impede establishment of industrial estates in the future.

120. Adoption of program approach may reduce implementation time, reduce the burden for fund resources of the Government, increase rate of utilization of the plots, and ensure faster investment and production and employment creation. Program funding should be highly relied on participation of entrepreneurs so that while the public funds serve as seed fund to start with, the entrepreneurs' funds are made available through completion of estates in minimum time.

3. Allocation of Plots to Really Interested and Capable Entrepreneurs

121. Like many other earlier estates, the 18 new estates may remain underutilized for decades as plots might have been allocated to people, all of whom are neither interested nor capable of establishing industries in the near future. All those who could secure allotment might not establish industries in the near future but may transfer the plots to third party when cost of plots increases.

122. As an effort to identify potential entrepreneurs who might use the allocated plots and establish industries within an agreed time, BSCIC may prepare a shortlist of interested and genuine entrepreneurs. The shortlist may be prepared from long list of applicants collected through advertisement in local and national dailies several times requesting interested entrepreneurs to apply in prescribed forms. The forms may be made available with the BSCIC head office, office of deputy manger of respective district, deputy commissioner of respective district, divisional commissioner of respective division, office of local chamber of commerce and industry, and website of BSCIC. Eligibility criteria and scope of the estate may be clearly indicated and provided along with application forms. Only those entrepreneurs who have demonstrated interests, have relevant past experience of trade and industry, have necessary capital and credit assurance from any bank (including capital and working), and do not fall under the category of major industry owner may be short listed.

123. The Government may not encourage allotment of several plots to one entrepreneur. This practice not only deprives small entrepreneurs but such allocation is beyond the scope of small and cottage industry to promote small and medium entrepreneurs. BSCIC estates are not meant for big entrepreneurs to establish large industries requiring several plots together. Only in exceptional cases, more than one plot can be allocated to one entrepreneur. However, this authority may be vested with the Chairman of BSCIC.

124. Plots may be allocated on adhoc basis for short period with provision for cancellation and reallocation to others forfeiting the initial payment. After the entrepreneurs complete all preparations for establishing the industry, final allocation and lease deed should be executed for 99 years perpetual title ownership. Allotment of plots that is not utilized within a certain period may stand automatically cancelled and the ownership of the plot may return automatically to BSCIC for reallocation to another applicant.

125. Plots may be handed over soon after it is ready. The entrepreneurs must start establishment of industry within 6 months (or a reasonable and agreed period) of handover of plot and complete establishment of the industry within an agreed period failing which the allotment of plot may be cancelled and either the entrepreneur takes back money paid or retain, if wants to take the plot later from the subsequent phases, and the plot is reallocated to another entrepreneur who is ready to establish an industry immediately.

126. Approval of proposal of industry type may be based on demonstrated feasibility report, capability, financial resources, and readiness of entrepreneurs, and fulfillment of environmental safety and all other standard requirements. The proposed industry must fall under small and cottage industry category. Approval from agencies other than BSCIC may be obtained through one stop service established with BSCIC. Entrepreneurs find difficulty getting approval from too many agency including BPDB, REB, DOE, Fire Services, etc.

4. Essential Common Infrastructure Facilities

127. Considering that small and cottage industries face uneven competitions with large industries that use modern technologies, each project may ensure access to gas where available and uninterrupted power supply. All projects may ensure that all entrepreneurs use either shared or individual Effluent Treatment Plant (ETP).

5. Institutional Strengthening of BCSIC for Planning and Implementation

128. Considering the important role and mandate, BSCIC may take a greater responsibility to identify, motivate, and promote small entrepreneurs for small and cottage industry, and assist and facilitate them to invest in small and cottage industry sub-sector. In order to take this stronger role with emphasis placed on approach to identification, motivation, and preparation of sufficient number of entrepreneurs in an area prior to establishing an estate, there would be a need for major overhaul and revamp of the existing organization and manpower especially in planning and engineering departments. The purpose of the institutional capability development is to upgrade and update professional skills, level of commitment and accountability and transparency, quality of management information system, quality of promotion and motivation using appropriate cost effective media and techniques, output based performance, etc.

129. Increased manpower of appropriate background and skills with necessary training is needed in both planning and in the engineering departments. Recruitments and training in BSCIC in general and in the two departments in particular are virtually limited. It is recommended that without strengthening the two departments with appropriate manpower and logistic, future planning and implementation of similar programs might be infeasible and unwise.

130. In future, one experienced engineer may be deputed in each local office to supervise construction of civil works during construction under the respective Deputy Manager. The Deputy Manager may be authorized to supervise the civil works and make payments directly. A local committee headed by the respective Deputy Commissioner may supervise the progress of implementation and quality of work. Representatives from the local chamber of commerce and industry, and representatives from the potential entrepreneurs may also be included in the supervision and monitoring committee to oversee.

131. BSCIC may ensure the entrepreneurs high quality standards of common infrastructure facilities including civil works. BSCIC may also follow standards consistent with the standards of PWD and Building Codes introduced by the Institute of Engineers as approved by the Government.

6. Provision of Funds for Routine Repair and Maintenance

132. Common infrastructures such as office building, main road, internal roads, drainages, water supply, electric supply, boundary wall, etc. need regular maintenance. These facilities in many estates especially the office building, main road, internal roads, and drainages urgently need repair and maintenance services. All estates may be provided with necessary funds for immediate repair as needed, and provision of funds in regular budget head may be provided for routine maintenance of the common facilities.

7. Recommendations of the Participants of Stakeholders' Workshop

133. A local level stakeholders' workshop was held on 10 December 2009 at the Conference Room of the Bagerhat Circuit House in Bagerhat. The initial findings of the evaluation study were shared with 40 participants in the workshop. The participants offered their opinion and recommended measures for improvement of the operation and performance and maintenance of the estates and also for design and implementation of similar programs in the future in Bangladesh. The Report of the Rapporteur is at **Appendix 13**. The draft final report was presented in a National Dissemination Workshop held on 5 May at the Auditorium of the National Economic Council. The suggested comments of the dissemination workshop are at **Appendix 14**. The suggested comments were incorporated in the Final Report.

Indicators for the Evaluation Study

Indicators(s)

- 1 Land acquisition and resettlement of the affected people/displaced people and payment of compensation for land acquisition, and settlement of other disputes related to land, performance of the owners of industrial plots regarding payment of installment for cost of plot, services, etc.
- 2 Land development, construction of physical infrastructures such as boundary, approach road, internal road, electricity line, transformer, tube wells, overhead tanks, water line, gas line (if applicable), drainage system, sewerage system, waste disposal system, telephones, services like banking and postal, etc.
- 3 Preparation and development of plots, allotment and distribution of plots, and realization of claims from entrepreneurs.
- 4 Reasons for delays in establishing the industrial estates (if any), and reasons for not establishing all 24 industrial estates.
- 5 Use of the industrial plots by the owners, plots actually used and plots not used as yet, plots used but production not yet started, plots partially used and development stalled for long time, reasons for not using all the plots, and plans and schedules for using all plots.
- 6 Types of industries, types of products, installed and actual capacity of selected industry, average days industrial units operate, reasons for not operating industrial units for maximum days a year.
- 7 Profitability of industrial units, potential for development of the industrial estates, constraints to development of the industrial estates.
- 8 Employment of workers, child labor, opportunity of skill development for workers.
- 9 Benefits to workers (pension, provident fund, gratuity, bonus, leave, medical allowance, housing allowance, dareness allowance, maternity benefit, etc.; safety for workers (fire, earth quake, hazards, etc.); inequality for wage between male and female and child labor.
- 10 Hazardous and harmful practices for child labor and female workers; industrial waste management in industrial units; industrial hazard mitigation safety measures.
- 11 Contributions of industrial estates in local & national industrial sector; advantages and disadvantages of establishing the industrial units within industrial estates instead of putting outside the estates.
- 12 Barriers to the entrepreneurs in getting plots, establishing industrial units, operating the units, raw materials, energy, marketing, taxes, informal taxes and toll, local and political and social troubles, profitability, etc.
- 13 Perceptions and suggestions of different stakeholders about the industrial estates including local officials of the estates, local district chamber of commerce and industry, local district administration, owners of industrial plots in the estates, local government concerned officials, local elites, etc.

ইউসুফ এন্ড এসোসিয়েটস্
ক্ষুদ্র ও কুটির শিল্পের জন্য জেলাভিত্তিক ২৪টি শিল্প নগরী কর্মসূচির মূল্যায়ন প্রকল্প
তালিকা ১ঃ ইন্ডাস্ট্রিয়াল ইন্সটিটেট মৌলিক তথ্য সংগ্রহ ফরম
(বিসিকের স্থানীয় কর্মকর্তা/কর্মচারীদের নিকট থেকে)

বাংলাদেশ ক্ষুদ্র ও কুটির শিল্প কর্পোরেশন (বিসিক) ১৯৮৭-২০০৭ সাল পর্যন্ত বাংলাদেশের বিভিন্ন এলাকায় ১৮টি শিল্প নগরী তৈরী করেছে। প্রতিষ্ঠিত শিল্প প্রতিষ্ঠানগুলি

সিআইউল নং

উত্তরদাতার নাম : লিঙ্গ [1=পুরুষ, 2=মহিলা]

পদবী : [1=কর্মকর্তা, 2=কর্মচারী, 3=অন্যান্য]

স্থানের নাম :

উপজেলা : জেলা :

মোবাইল : টেলিফোন (টিএন্ডটি) :

1. ভাম আধগ্রহণ শুরু তারিখ

বর্তমান

মাস সাল

2. ভাম আধগ্রহণ শেষের তারিখ

মাস সাল

3. ভাম আধগ্রহণের ক্ষেত্রে কোন সমস্যা আছে ক?

1- হ্যাঁ 2- না

4. নির্মাণ কাজ শুরু তারিখ

মাস সাল

5. নির্মাণ কাজ শেষের তারিখ

মাস সাল

6. মোট নির্মাণ ব্যয়

টাকা

7. মোট কর্মচারী/কর্মকর্তা

সংখ্যা লিখুন

8. ক্ষাতগ্রস্ত লোকজন ক্ষাতপূরণ পেয়েছে ক?

1= হ্যাঁ, 2= না

8.1 না পেলে এর সংখ্যা কত?

সংখ্যা লিখুন

9. শিল্পোদ্যোক্তার সংখ্যা

পুরুষ

সংখ্যা লিখুন

মহিলা

সংখ্যা লিখুন

10. A B S ধরণ অনুযায়ী পণ্যের সংখ্যা

A মোট সংখ্যা
প্রত্যেকের ক্ষেত্রেফল

সংখ্যা লিখুন
বর্গফুট

B মোট সংখ্যা
প্রতিটির ক্ষেত্রেফল

সংখ্যা লিখুন
বর্গফুট

S মোট সংখ্যা
প্রতিটির ক্ষেত্রেফল

সংখ্যা লিখুন
বর্গফুট

11. ধরণ অনুযায়ী কতগুলো পণ্ট বরাদ্দের জন্য প্রস্তুত আছে?

A

মোট সংখ্যা লিখুন

B

S

12. ধরণ অনুযায়ী কতগুলো পণ্ট বরাদ্দ দেয়া হয়েছে?

A

মোট সংখ্যা লিখুন

B

S

13. কতগুলো পণ্টের উন্নয়ন কাজ চলছে?

A

সংখ্যা লিখুন

B

S

14. কতগুলো পণ্ট ইন্ডাস্ট্রিয়াল ইউনিট হিসাবে ব্যবহৃত হচ্ছে?

A

সংখ্যা লিখুন

B

S

15. পণ্ট মালিকদের পণ্ট দাবির সংখ্যা কত?

সংখ্যা লিখুন

16. মোট আদায়

টাকা

17. ইন্ডাস্ট্রিয়াল ইস্টেট বিলম্বের কারণ কি কি?

1=প্রকল্প অনুমোদন

2=অর্থ সরবরাহ

3=ভূমি অধিগ্রহণ

4=ভূমি উন্নয়ন

5=আইনি জটিলতা

6=বিদ্যুৎ সরবরাহ

7=গ্যাস সরবরাহ

8=সংযোগ সড়ক নির্মাণ

9=দীর্ঘ সূত্রতা

10=অন্যান্য

18. অধিগ্রহণকৃত জমি পূর্বে সাধারণত কি কাজে ব্যবহৃত হত?

1=কৃষি

2=শিল্প

3=পতিত

4=বিবিধ

19. শিল্প কারখানার ধরণ :

19.1 হাঁপানয়ারং

মোট সংখ্যা লিখুন

19.2 টেক্সটাইল

মোট সংখ্যা লিখুন

19.3 হোসিয়ারী

মোট সংখ্যা লিখুন

19.4 নিটিং/বুনন

মোট সংখ্যা লিখুন

19.5	হাঁস-মুরগি খাদ্য	<input type="text"/>	মোট সংখ্যা লিখুন
19.6	পশু খাদ্য	<input type="text"/>	মোট সংখ্যা লিখুন
19.7	খাদ্য প্রক্রিয়াকরণ	<input type="text"/>	মোট সংখ্যা লিখুন
19.8	গার্মেন্টস্	<input type="text"/>	মোট সংখ্যা লিখুন
19.19	প্রিন্টিং এন্ড প্যাকেজিং	<input type="text"/>	মোট সংখ্যা লিখুন
19.10	হস্ত শিল্প	<input type="text"/>	মোট সংখ্যা লিখুন
19.11	চামড়াজাত	<input type="text"/>	মোট সংখ্যা লিখুন
19.12	রাবার শিল্প	<input type="text"/>	মোট সংখ্যা লিখুন
19.13	ইলেকট্রিক্যাল	<input type="text"/>	মোট সংখ্যা লিখুন
19.14	কেমিক্যাল	<input type="text"/>	মোট সংখ্যা লিখুন
19.15	প- প্লাস্টিক	<input type="text"/>	মোট সংখ্যা লিখুন
19.16	সিরামিক	<input type="text"/>	মোট সংখ্যা লিখুন
19.17	মেলামাইন	<input type="text"/>	মোট সংখ্যা লিখুন
19.18	অন্যান্য (নাম উল্লেখ করুন)		

তথ্যসংগ্রহকারীর স্বাক্ষর
তারিখ

উত্তরদাতার নাম ও স্বাক্ষর
তারিখ

সুপারভাইজারের স্বাক্ষর
তারিখ

ইউসুফ এন্ড এসোসিয়েটস্
ক্ষুদ্র ও কুটির শিল্পের জন্য জেলাভিত্তিক ২৪টি শিল্প নগরী কর্মসূচির মূল্যায়ন প্রকল্প
তালিকা ২ : ভৌত সুবিধাদির তথ্য সংগ্রহ ফরম
(বিসিকের স্থানীয় কর্মকর্তা/কর্মচারীদের নিকট থেকে)

বাংলাদেশ ক্ষুদ্র ও কুটির শিল্প কর্পোরেশন (বিসিক) ১৯৮৭-২০০৭ সাল পর্যন্ত বাংলাদেশের বিভিন্ন এলাকায় ১৮টি শিল্প নগরী তৈরী করেছে। প্রতিষ্ঠিত শিল্প প্রতিষ্ঠানগুলি নানা ধরণের পণ্য সামগ্রী উৎপাদন করে আসছে। পরিকল্পনা মন্ত্রণালয়ের আইএমইডি (IMED) প্রতিষ্ঠিত শিল্পগুলির বর্তমান অবস্থা, এর মাধ্যমে অর্জিত আর্থ-সামাজিক অবস্থা, দারিদ্র বিমোচন, কর্মসংস্থান ও সমাজে এর প্রভাব কেমন পড়ছে তা জানার জন্যে ইউসুফ এন্ড এসোসিয়েটস্ (কনসাল্টিং ফার্ম) কে নিয়োগ করেছে। ইউসুফ এন্ড এসোসিয়েটস্ এর পক্ষ থেকে আমরা ১৮টি শিল্প প্রতিষ্ঠানের মাঠ পর্যায়ে মূল্যায়ন জরিপের কাজ করছি। এ প্রসঙ্গে আপনি অনুগ্রহপূর্বক আপনার মূল্যবান তথ্য দিয়ে এ কাজে অবদান রাখতে পারেন। আপনার মতামত শুধুমাত্র এই গবেষণার কাজে ব্যবহৃত হবে এবং আপনার নাম ও প্রদেয় তথ্য সম্পূর্ণ গোপন রাখা হবে।

সিডিউল নং

উত্তরদাতার নাম : লিঙ্গ [1= পুরুষ, 2= মহিলা]

পদবী : [1=কর্মকর্তা, 2=কর্মচারী, 3=অন্যান্য]

স্থানের নাম :

উপজেলা : জেলা :

মোবাইল নং : টিএন্ডটি :

1. মোট অধিগ্রহণে ভূমির পরিমাণ কত?

একর

2. মোট উন্নয়নকৃত জমির পরিমাণ কত?

একর

3. অধিগ্রহণকৃত জমির কিয়দংশ উন্নয়ন না করার কারণ কি?

1=প্রয়োজন নাই
 2=আর্থিক স্বল্পতা
 3=উন্নয়ন যোগ্য নয়
 4=আইনি জটিলতা
 5=অন্যান্য

4. কতগুলো পণ্যের উন্নয়ন হয়েছে?

A সংখ্যা লিখুন

B

S

5. কতগুলো ভবনের অবকাঠামো নির্মিত হয়েছে?

A সংখ্যা লিখুন

B

S

6. এই শিল্প নগরীর শিল্পোদ্যোক্তাদের সংখ্যা কত?

সংখ্যা লিখুন

7. প্রশাসনিক এবং সেবার জন্য এলাকা নির্মিত হয়েছে কি?

8. অভ্যন্তরীণ রাস্তার সংখ্যা কত?

9. প্রধান রাস্তার দৈর্ঘ্য কত?

10. অভ্যন্তরীণ রাস্তার ধরণঃ

11. নির্মিত ড্রেনের সংখ্যা

12. কত মিটার ড্রেন নির্মিত হয়েছে?

13. নির্মিত ক্রস ড্রেনের সংখ্যা

14. কত মিটার ক্রস ড্রেন নির্মিত হয়েছে?

15. পানি সংরক্ষণের জন্য কতগুলো ট্যাংক আছে?

16. ট্যাংকের ধারণ ক্ষমতা কত?

17. কতগুলো গভীর নলকূপ স্থাপিত হয়েছে?

18. নলকূপের আকার (নলের ব্যাস) কত?

19. গভীর নলকূপ থেকে পর্যাপ্ত পানি পাওয়া যায় কি?

20. গভীর নলকূপগুলো কি কার্যকর?

21. নলকূপ থেকে সরবরাহকৃত পানি পর্যাপ্ত কি?

22. পানি সরবরাহের জন্য কত মিটার পাইপ লাইন নির্মিত হয়েছে?

23. কত মিটার স্যুরেজ লাইন নির্মিত হয়েছে?

24. কঠিন বর্জ্য অপসারণের ব্যবস্থা চালু আছে কি?

25. তরল বর্জ্য অপসারণের ব্যবস্থা চালু আছে কি?

26. রাসায়নিক/ঝুঁকিপূর্ণ বর্জ্য অপসারণের ব্যবস্থা আছে কি?

27. কঠিন/তরল/বায়বীয়/সকল প্রকার বর্জ্য পুনঃপ্রক্রিয়াকরণ ব্যবস্থা আছে কি?

28. থাকলে কোন ধরণের

29. উত্তর না হলে, বর্জ্য পরিশোধনের এখন পর্যন্ত কোন পরিকল্পনা আছে কি?

30. কত মিটার বিদ্যুৎ সরবরাহ লাইন স্থাপিত হয়েছে?

ইটের
সিসি
কাপেটিং

1= হ্যাঁ, 2= না

সংখ্যা লিখুন

মিটার

সংখ্যা লিখুন

সংখ্যা লিখুন

মিটার

সংখ্যা লিখুন

মিটার

সংখ্যা লিখুন

গ্যালন

সংখ্যা লিখুন

ইঞ্চি

1= হ্যাঁ, 2= না

1= হ্যাঁ, 2= না

1= হ্যাঁ, 2= না

মিটার

মিটার

1= হ্যাঁ, 2= না

1= হ্যাঁ, 2= না

1= হ্যাঁ, 2= না

1= হ্যাঁ, 2= না

1=সকলের ব্যবহারের জন্য

2=প্রত্যেকের জন্য আলাদা

3=হাটুপ ভিত্তিক

4=অন্যান্য

1= হ্যাঁ, 2= না

মিটার

31. কতগুলো ট্রান্সফরমার স্থাপিত হয়েছে?	<input type="text"/>	সংখ্যা লিখুন
32. টেলিফোন সংযোগ স্থাপিত হয়েছে কি?	<input type="checkbox"/>	1= হ্যাঁ, 2= না
33. গ্যাস সংযোগ নির্মিত হয়েছে কি? (যদি গ্যাস থাকে)	<input type="checkbox"/>	1= হ্যাঁ, 2= না
34. নির্দিষ্ট এলাকায় ব্যাংকিং সেবার ব্যবস্থা আছে কি?	<input type="checkbox"/>	1= হ্যাঁ, 2= না
35. শিল্প নগরী থেকে সংগৃহীত ল্যান্ড প্রিমিয়াম ও সার্ভিস চার্জ বাবদ বার্ষিক আদায়ের পরিমাণ	<input type="text"/>	টাকা
36. ল্যান্ড প্রিমিয়াম ও সার্ভিস চার্জ আদায়ের ক্ষেত্রে কোন সমস্যা আছে কি না/নিয়মিত আদায় হয় কি না?	<input type="checkbox"/>	1= হ্যাঁ, 2= না
37. অনাদায়ের পরিমাণ কত? (জুন ২০০৯ পর্যন্ত)	<input type="text"/>	টাকা

তথ্যসংগ্রহকারীর স্বাক্ষর
তারিখ

উত্তরদাতার নাম ও স্বাক্ষর
তারিখ

সুপারভাইজারের স্বাক্ষর
তারিখ

ইউসুফ এন্ড এসোসিয়েটস্
স্কুল ও কুটির শিল্পের জন্য জেলাভিত্তিক ২৪টি শিল্প নগরী কর্মসূচির মূল্যায়ন প্রকল্প
তালিকা ৩ : চলমান ইন্ডাস্ট্রিয়াল ইউনিটের তথ্য সংগ্রহ ফরম
(সংশ্লিষ্ট ইন্ডাস্ট্রিয়াল ইউনিটের মালিকের নিকট থেকে)

বাংলাদেশ স্কুল ও কুটির শিল্প কর্পোরেশন (বিসিক) ১৯৮৭- ২০০৭ সাল পর্যন্ত বাংলাদেশের বিভিন্ন এলাকায় ১৮টি শিল্প নগরী তৈরী করেছে। প্রতিষ্ঠিত শিল্প প্রতিষ্ঠানগুলি নানা ধরনের পণ্য সামগ্রী উৎপাদন করে আসছে। পরিকল্পনা মন্ত্রণালয়ের আইএমইডি (IMED) প্রতিষ্ঠিত শিল্পগুলির বর্তমান অবস্থা, এর মাধ্যমে অর্জিত আর্থ-সামাজিক অবস্থা, দারিদ্র বিমোচন, কর্মসংস্থান ও সমাজে এর প্রভাব কেমন পড়ছে তা জানার জন্যে ইউসুফ এন্ড এসোসিয়েটস্ (কনসাল্টিং ফার্ম) কে নিয়োগ করেছে। ইউসুফ এন্ড এসোসিয়েটস্ এর পক্ষ থেকে আমরা ১৮টি শিল্প প্রতিষ্ঠানের মাঠ পর্যায়ে মূল্যায়ন জরিপের কাজ করছি। এ প্রসঙ্গে আপনি অনুগ্রহপূর্বক আপনার মূল্যবান তথ্য দিয়ে এ কাজে অবদান রাখতে পারেন। আপনার মতামত শুধুমাত্র এই গবেষণার কাজে ব্যবহৃত হবে এবং আপনার নাম ও প্রদেয় তথ্য সম্পূর্ণ গোপন রাখা হবে।

সিডিউল নং

উত্তরদাতার নাম : লিঙ্গ [1= পুরুষ, 2= মহিলা]

পদবী : [1= মালিক, 2= কর্মকর্তা, 3= অন্যান্য]

ইউনিটের নাম :

উপজেলা : জেলা :

মোবাইল : টেলিফোন (টিএন্ডটি) :

- শিল্প মালিকের বয়স
- এই শিল্প স্থাপনের পূর্বে তিনি কী কাজ করতেন/কী পেশা ছিল?
- বর্তমানে এই শিল্প নগরীর বাহিরে তাহার এই ধরনের আরও শিল্প আছে কি? [1=হ্যাঁ, 2=না]
- যদি হ্যাঁ হয় তবে ঐ শিল্পগুলি কোথায়?
.....

	পূর্বে	বর্তমান	
5. ইন্ডাস্ট্রিয়াল ইউনিটের ধরণ		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	1=ইঞ্জিনিয়ারিং 2=টেস্টাইল 3=হোসিয়ারী 4=নিটিং/বুনন 5=হাঁস-মুরগি খাদ্য 6=পশু খাদ্য 7=খাদ্য প্রক্রিয়াকরণ 8=গার্মেন্টস্ 9=প্রিন্টিং এন্ড প্যাকেজিং 10=হাণ্ড শিল্প 11=চামড়া জাত 12=রাবার শিল্প 13=ইলেকট্রিক্যাল 14=কেমিক্যাল 15=প- াষ্টিক 16=সিরামিক 17=অন্যান্য
6. ইউনিট কত সালে স্থাপিত হওয়ার কথা ছিল?		<input type="text"/>	বছর

6.1	ইউনিট কত সালে স্থাপিত হয়েছে?		<input type="text"/>	বছর
6.2	দেয়ী হওয়ার কারণ		<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	1=ভূমি অধিগ্রহণ 2=ভূমি উন্নয়ন 3=বিদ্যুৎ সরবরাহ 4=গ্যাস সরবরাহ 5=শাশুড়া নির্মাণ 6=অন্যান্য
7.	উৎপাদন শুরু তারিখ :	পুরোপুরি	<input type="text"/> <input type="text"/> <input type="text"/>	তারিখ
		আংশিক	<input type="text"/> <input type="text"/> <input type="text"/>	তারিখ
		চালু হয়নি	<input type="text"/> <input type="text"/> <input type="text"/>	তারিখ
8.	উৎপাদন ক্ষমতার ব্যবহার :	পুরোপুরি	<input type="text"/>	শতকরা
		আংশিক	<input type="text"/>	শতকরা
		চালু হয়নি	<input type="text"/>	শতকরা
9.	ইউনিটে উৎপাদিত পণ্য নিকটবর্তী অন্য কোন ইউনিটে উৎপাদন হয় কি?		<input type="text"/>	1= হ্যাঁ, 2= না
9.1	যদি হ্যাঁ হয়, তাহলে কেন ইউনিটটি স্থাপন করা হলো?		<input type="text"/> <input type="text"/> <input type="text"/>	1=অতিরিক্ত চাহিদা 2=উন্নত মান 3=কম খরচ 4=অন্যান্য
10.	ইউনিটের উৎপাদন কি লাভজনক?		<input type="text"/>	1= হ্যাঁ, 2= না
10.1	যদি না হয়, ভিন্ন ধরনের উৎপাদনের ব্যবস্থা করবেন কি?		<input type="text"/>	1= হ্যাঁ, 2= না
11.	ইউনিটের জন্য সকল সুবিধা আছে কি?		<input type="text"/>	1= হ্যাঁ, 2= না
12.	অভ্যন্তরীণ রাস্তাগুলোর অবস্থা ভালো কি?		<input type="text"/>	1= হ্যাঁ, 2= না
13.	বিদ্যুৎ ও গ্যাস সরবরাহ আছে কি?	বিদ্যুৎ	<input type="text"/>	1= হ্যাঁ, 2= না
		গ্যাস	<input type="text"/>	1= হ্যাঁ, 2= না
14.	নিজস্ব বিদ্যুৎ সরবরাহ ব্যবস্থা আছে কি?		<input type="text"/>	1= হ্যাঁ, 2= না
15.	পানি সরবরাহ ব্যবস্থা আছে কি?		<input type="text"/>	1= হ্যাঁ, 2= না
16.	নিরাপত্তা সেবা আছে কি?	ইস্টেইটের	<input type="text"/>	1= হ্যাঁ, 2= না
		নিজস্ব	<input type="text"/>	1= হ্যাঁ, 2= না
17.	বাৎসরিক উৎপাদন ক্ষমতা কত?		<input type="text"/>	টন
			২০০৭-২০০৮	
			<input type="text"/>	
			২০০৮-২০০৯	
			<input type="text"/>	

	<input type="text"/>	<input type="text"/>	সংখ্যা
18. বর্তমানে এই প্রতিষ্ঠান থেকে বৎসরে কতটাকার পণ্য উৎপাদন করেন?		<input type="text"/>	টাকা
19. উৎপাদিত পণ্যের কাঁচা মালের মোট মূল্য কত?		<input type="text"/>	টাকা
20. বর্তমানে প্রকৃত বাৎসরিক উৎপাদন কত?		<input type="text"/>	টন
		<input type="text"/>	সংখ্যা
21. গত দুই বছরের প্রকৃত বাৎসরিক উৎপাদনঃ			
21.1 প্রধান উৎপাদিত সামগ্রী	<input type="text"/>	<input type="text"/>	টন
	<input type="text"/>	<input type="text"/>	সংখ্যা
21.2 দ্বিতীয় গুরুত্বপূর্ণ উৎপাদিত সামগ্রী	<input type="text"/>	<input type="text"/>	টন
	<input type="text"/>	<input type="text"/>	সংখ্যা
21.3 তৃতীয় গুরুত্বপূর্ণ উৎপাদিত সামগ্রী	<input type="text"/>	<input type="text"/>	টন
	<input type="text"/>	<input type="text"/>	সংখ্যা
21.4 চতুর্থ গুরুত্বপূর্ণ উৎপাদিত সামগ্রী	<input type="text"/>	<input type="text"/>	টন
	<input type="text"/>	<input type="text"/>	সংখ্যা
21.5	<input type="text"/>	<input type="text"/>	টন
	<input type="text"/>	<input type="text"/>	সংখ্যা
21.6	<input type="text"/>	<input type="text"/>	টন
	<input type="text"/>	<input type="text"/>	সংখ্যা
22. গত দুই বছরে প্রকৃত বিক্রি (রাজস্ব)	২০০৭-২০০৮	২০০৮-২০০৯	
22.1 প্রধান উৎপাদিত সামগ্রী	<input type="text"/>	<input type="text"/>	টাকা
22.2 দ্বিতীয় গুরুত্বপূর্ণ উৎপাদিত সামগ্রী	<input type="text"/>	<input type="text"/>	টাকা
22.3 তৃতীয় গুরুত্বপূর্ণ উৎপাদিত সামগ্রী	<input type="text"/>	<input type="text"/>	টাকা
22.4 চতুর্থ গুরুত্বপূর্ণ উৎপাদিত সামগ্রী	<input type="text"/>	<input type="text"/>	টাকা
22.5	<input type="text"/>	<input type="text"/>	
22.6	<input type="text"/>	<input type="text"/>	
23. অবিক্রিত উৎপাদিত সামগ্রীর মোট মূল্য কত?	<input type="text"/>	<input type="text"/>	টাকা
24. কর্মসংস্থান বিষয়ক তথ্য :	পুরুষ	মহিলা	
24.1 মোট কর্মচারী	<input type="text"/>	<input type="text"/>	সংখ্যা লিখুন

24.2	ম্যানেজমেন্ট স্টাফ	<input type="checkbox"/>	<input type="checkbox"/>	
24.3	দক্ষ টেকনিসিয়ান	<input type="checkbox"/>	<input type="checkbox"/>	
24.4	দক্ষ শ্রমিক/কর্মচারী	<input type="checkbox"/>	<input type="checkbox"/>	
24.5	কম দক্ষ শ্রমিক/কর্মচারী	<input type="checkbox"/>	<input type="checkbox"/>	
24.6	অদক্ষ শ্রমিক/কর্মচারী	<input type="checkbox"/>	<input type="checkbox"/>	
24.7	১৫ বছরের কম বয়সী কর্মচারী	<input type="checkbox"/>	<input type="checkbox"/>	
25.	এই প্রতিষ্ঠানের কর্মচারী ও কর্মকর্তাদের মাসিক বেতন কত?		<input type="checkbox"/>	টাকা
		২০০৭-২০০৮	২০০৮-২০০৯	
26.	গত দুই বছরে কত দিন ইউনিট চালু ছিল?	<input type="checkbox"/>	<input type="checkbox"/>	দিন
27.	ইউনিট চালু না থাকার কারণঃ			
27.1	বৈদ্যুতিক গোলযোগ		<input type="checkbox"/>	1= হ্যাঁ, 2= না
27.2	জ্বালানির সমস্যা		<input type="checkbox"/>	1= হ্যাঁ, 2= না
27.3	গ্যাসের অভাব		<input type="checkbox"/>	1= হ্যাঁ, 2= না
27.4	পরিবহন সমস্যা		<input type="checkbox"/>	1= হ্যাঁ, 2= না
27.5	অন্যান্য		<input type="checkbox"/>	1= হ্যাঁ, 2= না
28.	ইন্ডাস্ট্রিয়াল ইউনিটটি বাহিরের এলাকায় না হয়ে ভিতরে হওয়ায় কি কি সুবিধা হয়েছে?			
28.1	যোগাযোগ খরচ কমেছে		<input type="checkbox"/>	1= হ্যাঁ, 2= না
28.2	শ্রমিক পাওয়া যায়		<input type="checkbox"/>	1= হ্যাঁ, 2= না
28.3	নিরাপত্তা ব্যবস্থা ভাল		<input type="checkbox"/>	1= হ্যাঁ, 2= না
28.4	সহজে কাঁচা মাল পাওয়া যায়		<input type="checkbox"/>	1= হ্যাঁ, 2= না
28.5	সহজে উৎপাদিত পণ্য বিক্রয় করা যায়		<input type="checkbox"/>	1= হ্যাঁ, 2= না
28.6	সম্মিলিত ভাবে সমস্যা সমাধান করা যায়		<input type="checkbox"/>	1= হ্যাঁ, 2= না
28.7	অন্যান্য		<input type="checkbox"/>	1= হ্যাঁ, 2= না
29.	ইন্ডাস্ট্রিয়াল ইউনিটটি ভিতরে হওয়ায় কি কি অসুবিধা হয়েছে?			
29.1	শ্রমিক আন্দোলন প্রবণতা বেশী		<input type="checkbox"/>	1= হ্যাঁ, 2= না

29.2	কাঁচা মালের বাজার দূরে	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
29.3	উৎপাদিত পণ্যের বাজার দূরে	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
29.4	শ্রমিকদের দর কষাকষির ক্ষমতা বেড়েছে?	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
29.5	অন্যান্য	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
30.	ইন্ডাস্ট্রিয়াল ইউনিট দারিদ্র বিমোচন ও কর্মস্থানে সহায়ক কি?	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
31.	কর্মরত জনশক্তির আর্থ-সামাজিক উন্নয়ন ও কল্যাণ মূলক কাজের ব্যবস্থা আছে কি?	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
32.	উৎপাদন ও ব্যবসায়িক দৃষ্টিভঙ্গি ছাড়া অন্য কোন উদ্দেশ্য থাকলে তা উল্লেখ করুন			
33.	পরবর্তীতে ইন্ডাস্ট্রিয়াল ইউনিটের উন্নয়নের জন্য আপনার পরামর্শ কি?			
33.1	নিরাপত্তা ব্যবস্থার উন্নয়ন	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
33.2	কাঁচামাল সরবরাহ নিশ্চিতকরণ	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
33.3	শ্রমিক সম্বন্ধিত সহায়তাকরণ	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
33.4	উৎপাদিত পণ্য বিক্রয়ের জন্য নতুন নতুন বাজার আবিষ্কারকরণ	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
33.5	যোগাযোগ ব্যবস্থার উন্নয়ন	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
33.6	বিদ্যুৎ সরবরাহ নিশ্চিতকরণ	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
33.7	সংযোগ স্থাপন করা	<input type="checkbox"/>	1= হ্যাঁ, 2= না	
34.	গড় মজুরী, কর্ম ঘন্টা এবং শিফট :	১ম বর্ষ শুরুতে	বর্তমান	
34.1	দক্ষ কর্মীর গড় মাসিক মজুরী কত?	<input type="checkbox"/>	<input type="checkbox"/>	টাকা
34.2	অদক্ষ কর্মীর গড় মাসিক মজুরী কত?	<input type="checkbox"/>	<input type="checkbox"/>	টাকা
34.3	দক্ষ শ্রমিকের গড় মাসিক মজুরী কত?	<input type="checkbox"/>	<input type="checkbox"/>	টাকা
34.4	অদক্ষ শ্রমিকের গড় মাসিক মজুরী কত?	<input type="checkbox"/>	<input type="checkbox"/>	টাকা
34.5	গত দুই বছরের গড় দৈনিক কর্ম ঘন্টা কত?	<input type="checkbox"/>	<input type="checkbox"/>	ঘন্টা
34.6	ইউনিটের শিফটের সংখ্যা	<input type="checkbox"/>	<input type="checkbox"/>	সংখ্যা

35.	কর্মী/শ্রমিকের অন্যান্য সুবিধাদি:	২০০৭-২০০৮	২০০৮-২০০৯	
35.1	ইন্ডাস্ট্রিয়াল ইউনিট বোনাস প্রদান করে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না
35.2	ইন্ডাস্ট্রিয়াল ইউনিটে ওভারটাইম ব্যবস্থা আছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না
35.3	ইন্ডাস্ট্রিয়াল ইউনিট মহিলা কর্মীদের জন্য মাতৃত্বকালীন ছুটি প্রদান করে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না

35.4	ইন্ডাস্ট্রিয়াল ইউনিটে কর্মীদের জন্য চিকিৎসা সুবিধা আছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না
35.5	ইন্ডাস্ট্রিয়াল ইউনিটে কর্মীদের প্রাথমিক চিকিৎসা সুবিধা আছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না
35.6	ইন্ডাস্ট্রিয়াল ইউনিটে জরুরী অগ্নি নির্বাপক যন্ত্র আছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না
36.	গত দুই বছরে ইউনিটে লাভ ও ক্ষতি :	২০০৭-২০০৮	২০০৮-২০০৯	
	লাভ	<input type="checkbox"/>	<input type="checkbox"/>	টাকা
	ক্ষতি	<input type="checkbox"/>	<input type="checkbox"/>	টাকা
37.	ইন্ডাস্ট্রিয়াল ইউনিটের নিয়মিত কর ও চার্জ প্রদান :	২০০৭-২০০৮	২০০৮-২০০৯	
37.1	ইন্ডাস্ট্রিয়াল ইউনিট গত দুই অর্থ বছরে আয়কর প্রদান করেছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1=হ্যাঁ, 2= না, 3=প্রয়োজ্য নয়
37.2	ইন্ডাস্ট্রিয়াল ইউনিট গত দুই অর্থ বছরে ভ্যাট প্রদান করেছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1=হ্যাঁ, 2= না, 3=প্রয়োজ্য নয়
37.3	ইন্ডাস্ট্রিয়াল ইউনিট গত দুই অর্থ বছরে পৌর কর প্রদান করেছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1=হ্যাঁ, 2= না, 3=প্রয়োজ্য নয়
37.4	ইন্ডাস্ট্রিয়াল ইউনিট গত দুই অর্থ বছরে বৈদ্যুতিক বিল প্রদান করেছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1=হ্যাঁ, 2= না, 3=প্রয়োজ্য নয়
37.5	ইন্ডাস্ট্রিয়াল ইউনিট গত দুই অর্থ বছরে পানির বিল প্রদান করেছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1=হ্যাঁ, 2= না, 3=প্রয়োজ্য নয়
37.6	ইন্ডাস্ট্রিয়াল ইউনিট গত দুই অর্থ বছরে গ্যাস বিল প্রদান করেছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1=হ্যাঁ, 2= না, 3=প্রয়োজ্য নয়
37.7	ইন্ডাস্ট্রিয়াল ইউনিট গত দুই অর্থ বছরে বিসিকের যাবতীয় ল্যাভ প্রিমিয়াম ও সার্ভিস চার্জ প্রদান করেছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1=হ্যাঁ, 2= না, 3=প্রয়োজ্য নয়
38.	ইন্ডাস্ট্রিয়াল ইউনিটের উৎপাদিত সামগ্রী বিক্রয় করেছেঃ			
38.1	স্থানীয় ভাবে	<input type="checkbox"/>	<input type="checkbox"/>	1=হ্যাঁ, 2= না
38.2	দেশের অভ্যন্তরে	<input type="checkbox"/>	<input type="checkbox"/>	1=হ্যাঁ, 2= না
38.3	বিদেশে রপ্তানী	<input type="checkbox"/>	<input type="checkbox"/>	1=হ্যাঁ, 2= না

তথ্যসংগ্রহকারীর স্বাক্ষর
তারিখ

উত্তরদাতার নাম ও স্বাক্ষর
তারিখ

সুপারভাইজারের স্বাক্ষর
তারিখ

ইউসুফ এন্ড এসোসিয়েটস্

ক্ষুদ্র ও কুটির শিল্পের জন্য জেলাভিত্তিক ২৪টি শিল্প নগরী কর্মসূচির মূল্যায়ন প্রকল্প
তালিকা ৪ : সুবিধাদিভোগী কর্মীদের আর্থসামাজিক বিষয়ে তথ্য সংগ্রহ ফরম
(স্থায়ী কর্মীদের নিকট থেকে)

বাংলাদেশ ক্ষুদ্র ও কুটির শিল্প কর্পোরেশন (বিসিক) ১৯৮৭- ২০০৭ সাল পর্যন্ত বাংলাদেশের বিভিন্ন এলাকায় ১৮টি শিল্প নগরী তৈরী করেছে। প্রতিষ্ঠিত শিল্প প্রতিষ্ঠানগুলি নানা ধরনের পণ্য সামগ্রী উৎপাদন করে আসছে। পরিকল্পনা মন্ত্রণালয়ের আইএমইডি (IMED) প্রতিষ্ঠিত শিল্পগুলির বর্তমান অবস্থা, এর মাধ্যমে অর্জিত আর্থ-সামাজিক অবস্থা, দারিদ্র বিমোচন, কর্মসংস্থান ও সমাজে এর প্রভাব কেমন পড়ছে তা জানার জন্যে ইউসুফ এন্ড এসোসিয়েটস্ (কনসাল্টিং ফার্ম) কে নিয়োগ করেছে। ইউসুফ এন্ড এসোসিয়েটস্ এর পক্ষ থেকে আমরা ১৮টি শিল্প প্রতিষ্ঠানের মাঠ পর্যায়ে মূল্যায়ন জরিপের কাজ করছি। এ প্রসঙ্গে আপনি অনুগ্রহপূর্বক আপনার মূল্যবান তথ্য দিয়ে এ কাজে অবদান রাখতে পারেন। আপনার মতামত শুধুমাত্র এই গবেষণার কাজে ব্যবহৃত হবে এবং আপনার নাম ও প্রদেয় তথ্য সম্পূর্ণ গোপন রাখা হবে।

সিডিউল নং

সুবিধাদিভোগী উত্তরদাতার নাম :

পদবী : [প্রফেশনাল, টেকনিক্যাল=1, প্রশাসনিক, ব্যবস্থাপনা=2, কারনিক শ্রমিক=3, বিক্রয় শ্রমিক=4, সেবা শ্রমিক=5, অন্যান্য=6]

লিঙ্গ [1= পুরুষ, 2= মহিলা] বৈবাহিক অবস্থা [1= বিবাহিত, 2= অবিবাহিত, 3=বিধবা/বিপত্তীক, 4=তালিকাপ্রাপ্ত]

শিক্ষাগত যোগ্যতা [0=অশিক্ষিত, 1-9=১ম শ্রেণী থেকে নবম শ্রেণী পর্যন্ত, 10=এসএসসি, 11=এইচএসসি, 12=ভাতক, 13=ভাতকোত্তর]

ইন্ডাস্ট্রিয়াল ইন্সটিটিউটের নাম :

তথ্য সংগ্রহকৃত ইন্ডাস্ট্রিয়াল ইউনিটের নাম :

ইন্ডাস্ট্রিয়াল ইউনিটের ধরণ :

উপজেলা : জেলা :

মোবাইল নং : টিএন্ডটি :

- | | | |
|---|--------------------------|--|
| 1. বর্তমান চাকুরীর পূর্বে আপনি কোন প্রশিক্ষণ গ্রহণ করেছেন কি? | <input type="checkbox"/> | 1= হ্যাঁ, 2= না |
| 2. বর্তমান চাকুরীর উপর কোন প্রশিক্ষণ পেয়েছেন কি? | <input type="checkbox"/> | 1= হ্যাঁ, 2= না |
| 3. পরিবারে শিশুসহ আপনার উপর নির্ভরশীল কতজন? | <input type="text"/> | সংখ্যা লিখুন |
| 4. পরিবারে আপনি কি একমাত্র উপার্জনক্ষম ব্যক্তি? | <input type="checkbox"/> | 1= হ্যাঁ, 2= না |
| 5. যদি পরিবারে আপনি একমাত্র উপার্জনক্ষম ব্যক্তি না হয়ে থাকেন তবে সংসারের মাসিক খরচের মোট কত শতাংশ ব্যয় আপনি নির্বাহ করেন? | <input type="checkbox"/> | শতকরা |
| 6. বর্তমান চাকুরীতে যোগদান করার পূর্বে আপনার পরিবারের আর্থসামাজিক অবস্থা কেমন ছিল? | <input type="checkbox"/> | 1=ধনী
2=মধ্যবিত্ত
3=দরিদ্র
4=হতদরিদ্র |
| 7. বর্তমানে আপনার পরিবারের আর্থসামাজিক অবস্থান কেমন? | <input type="checkbox"/> | 1=ধনী
2=মধ্যবিত্ত
3=দরিদ্র
4=হতদরিদ্র |
| 8. বর্তমান কর্মসংস্থান থেকে বৎসরে আপনি কত টাকা আয় করেন? | <input type="text"/> | টাকা |
| 8.1 এই আয় থেকে আপনার বাৎসরিক খরচ নির্বাহ করা যায় কি না? | <input type="checkbox"/> | 1= হ্যাঁ, 2= না |

8.2 না গেলে বাড়তি খরচ কিভাবে নির্বাহ করেন?

- | | | |
|---|--|---|
| 9. অন্যান্য উৎস থেকে আপনার বর্তমান বাৎসরিক আয় কত? (যদি থাকে) | <input type="text"/> | টাকা |
| 10. আপনার পরিবারের অন্যান্য সদস্যদের বাৎসরিক মোট আয় কত? | <input type="text"/> | টাকা |
| 11. বর্তমান চাকুরীতে যোগদান করার সময় আপনার পরিবারের মোট বাৎসরিক আয় কত ছিল? | <input type="text"/> | টাকা |
| 12. চাকুরীতে যোগদান করার পূর্বে আপনার বাৎসরিক আয় কত ছিল? | <input type="text"/> | টাকা |
| 13. চাকুরীতে যোগদান করার পূর্বে অন্যান্য উৎস থেকে আপনার বাৎসরিক মোট আয় কত ছিল? | <input type="text"/> | টাকা |
| 14. বর্তমানে আপনার পরিবারের বাৎসরিক খরচ কত? | <input type="text"/> | টাকা |
| 15. চাকুরীতে যোগদান করার পূর্বে আপনার পরিবারে বাৎসরিক খরচ কত ছিল? | <input type="text"/> | টাকা |
| 16. গত এক বছরে আপনার পরিবারে প্রকৃত সঞ্চয় কত? | <input type="text"/> | টাকা |
| 17. গত এক বছরে মালিক পক্ষের কাছ থেকে কি ধরনের অন্যান্য সুবিধাদি আপনি গ্রহণ করেছেন? | <input type="text"/>
<input type="text"/>
<input type="text"/>
<input type="text"/>
<input type="text"/> | 1=প্রভিডেন্ট ফান্ড
2=বোনাস
3=চিকিৎসা
4=ওভারটাইম
5=মাতৃত্বকালীন ছুটি
6=সশ্রদ্ধার শিক্ষা
7=অন্যান্য |
| 18. আপনার অনুরোধে আপনার পরিবারের অন্যান্য সদস্য বা আত্মীয় এই ইউনিটে চাকুরী পেয়েছে কি? | <input type="text"/> | 1= হ্যাঁ, 2= না |
| 19. আপনি কি মনে করেন বর্তমানে চাকুরীতে যোগদান করার পর আপনি প্রয়োজনীয় দক্ষতা অর্জন করেছেন? | <input type="text"/> | 1= হ্যাঁ, 2=মোটামুটি, 3= না |
| 20. আপনি কি মনে করেন বর্তমান চাকুরীর অভিজ্ঞতা আরও বেশী ভাল চাকুরী পেতে এবং উপার্জন করতে সহায়ক হবে? | <input type="text"/> | 1= হ্যাঁ, 2= না |
| 21. আপনি কি মনে করেন এই ইন্ডাস্ট্রি নির্মিত না হলে আপনি কোন চাকুরী পেতেন না? | <input type="text"/> | 1= হ্যাঁ, 2= না, 3= জানি না |
| 22. এই ইন্ডাস্ট্রিয়াল ইউনিট উন্নয়নে আপনার পরামর্শ কি? | | |

তথ্যসংগ্রহকারীর স্বাক্ষর
তারিখ

উত্তরদাতার নাম ও স্বাক্ষর
তারিখ

সুপারভাইজারের স্বাক্ষর
তারিখ

ইউসুফ এন্ড এসোসিয়েটস্
ক্ষুদ্র ও কুটির শিল্পের জন্য জেলাভিত্তিক ২৪টি শিল্প নগরী কর্মসূচির মূল্যায়ন প্রকল্প
তালিকা ৫ : শিল্প নগরীর ব্যক্তিবর্গের তথ্য সংগ্রহ ফরম
(শিল্প নগরীর আশে পাশের ব্যক্তিবর্গের নিকট থেকে)

বাংলাদেশ ক্ষুদ্র ও কুটির শিল্প কর্পোরেশন (বিসিক) ১৯৮৭- ২০০৭ সাল পর্যন্ত বাংলাদেশের বিভিন্ন এলাকায় ১৮টি শিল্প নগরী তৈরী করেছে। প্রতিষ্ঠিত শিল্প প্রতিষ্ঠানগুলি নানা ধরনের পণ্য সামগ্রী উৎপাদন করে আসছে। পরিকল্পনা মন্ত্রণালয়ের আইএমইডি (IMED) প্রতিষ্ঠিত শিল্পগুলির বর্তমান অবস্থা, এর মাধ্যমে অর্জিত আর্থ-সামাজিক অবস্থা, দারিদ্র বিমোচন, কর্মসংস্থান ও সমাজে এর প্রভাব কেমন পড়ছে তা জানার জন্যে ইউসুফ এন্ড এসোসিয়েটস্ (কনসাল্টিং ফার্ম) কে নিয়োগ করেছে। ইউসুফ এন্ড এসোসিয়েটস্ এর পক্ষ থেকে আমরা ১৮টি শিল্প প্রতিষ্ঠানের মাঠ পর্যায়ে মূল্যায়ন জরিপের কাজ করছি। এ প্রসঙ্গে আপনি অনুগ্রহপূর্বক আপনার মূল্যবান তথ্য দিয়ে এ কাজে অবদান রাখতে পারেন। আপনার মতামত শুধুমাত্র এই গবেষণার কাজে ব্যবহৃত হবে এবং আপনার নাম ও প্রদেয় তথ্য সম্পূর্ণ গোপন রাখা হবে।

সিডিউল নং

উত্তরদাতার নাম :

..... লিঙ্গ

[1= পুরুষ, 2= মহিলা]

পদবী :

.....

স্থানের নাম :

.....

উপজেলা :

..... জেলা :

মোবাইল নং :

..... টিএন্ডটি :

1. আর্থ-সামাজিক ও পারিবারিক তথ্য

ক্রমিক নং	পরিবার প্রধানের সাথে সম্পর্ক	লিঙ্গ 1=পুরুষ 2=মহিলা	বয়স (বছর)	শিক্ষাগত যোগ্যতা (বৎসর)	বৈবাহিক অবস্থা	cÖK±ii Av±M			cÖK±ii c±i		
						পেশা		বাৎসরিক মোট আয়	পেশা		বাৎসরিক মোট আয়
						প্রধান	সহযোগী		প্রধান	সহযোগী	
১											
২											
৩											
৪											
৫											
৬											
৭											
৮											
৯											
১০											

সম্পর্ক কোড :

প্রধান =1, স্বামী =2, স্ত্রী =3, ছেলে/পুত্র বধু =4, মেয়ে =5, ভাই =6, বোন =7, পিতা =8, মাতা =9, শ্বশুর =10, শাশুড়ি =11, শ্যালক/দেবর =12, ননদ/শালিকা =13, নাতী =14, নাতনী =15, অন্যান্য =16

বৈবাহিক অবস্থার কোড :

বিবাহিত =1, অবিবাহিত =2, আলাদা থাকে =3, বিধবা=4, বিপত্নীক =5, তালাকপ্রাপ্ত =6

পেশা কোড :

কৃষি=1, প্রস্তুতকারক (ক্ষুদ্র ও কুটির)=2, ব্যবসা=3, চাকরী (সরকারি/বেসরকারি)=4, নির্মাণ/মেরামত=5, শ্রমিক (কৃষি এবং অকৃষি)=6, অবসরপ্রাপ্ত=7, ছাত্র =8, গৃহকর্ম =9, বেকার =10, প্রযোজ্য নয়=11, অন্যান্য=12

	পূর্বে	বর্তমান	
2. আপনার পরিবারে উপার্জনশীল সদস্যের সংখ্যা কত?	<input type="checkbox"/>	<input type="checkbox"/>	সংখ্যা লিখুন
3. আপনার মোট জমির পরিমাণ কত?	<input type="checkbox"/>	<input type="checkbox"/>	শতাংশ
4. এই শিল্প নগরীর ভূমি অধিগ্রহণকালে আপনার কোন জমি নিয়েছে কি?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না
5. যদি হ্যাঁ হয়, তাহলে তার পরিমাণ কত?	<input type="checkbox"/>	<input type="checkbox"/>	শতাংশ
6. আপনার প্রদানকৃত জমির মূল্য পেয়েছেন কি?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না
7. অন্য যে সকল ব্যক্তি এই শিল্প নগরীতে জমি প্রদান করেছেন তারা সকলে ন্যায্য মূল্য পেয়েছেন কি?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না
8. শিল্প নগরীর জন্য অধিগ্রহণকৃত জমির মূল্য পেতে কোন সমস্যা হয়েছিল কি?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না
9. যদি হ্যাঁ হয়, তাহলে কি ধরনের সমস্যা হয়েছিল?	<input type="checkbox"/>	<input type="checkbox"/>	1=দালাল চক্রের প্রভাব বিস্তার
	<input type="checkbox"/>	<input type="checkbox"/>	2=ন্যায্য মূল্য না দেওয়া
	<input type="checkbox"/>	<input type="checkbox"/>	3=মূল্য পরিশোধে দীর্ঘ মেয়াদ
	<input type="checkbox"/>	<input type="checkbox"/>	4=নির্ধারিত মূল্য থেকে কম প্রদান
	<input type="checkbox"/>	<input type="checkbox"/>	5=অন্যান্য
10. আপনার মতে এই এলাকায় শিল্প নগরী প্রতিষ্ঠা হওয়ার ফলে কি সুবিধা হয়েছে?	<input type="checkbox"/>	<input type="checkbox"/>	1=যোগাযোগ ব্যবস্থার উন্নয়ন
	<input type="checkbox"/>	<input type="checkbox"/>	2=ব্যবসা বাণিজ্যের উন্নয়ন
	<input type="checkbox"/>	<input type="checkbox"/>	3=কর্মসংস্থান বৃদ্ধি পেয়েছে
	<input type="checkbox"/>	<input type="checkbox"/>	4=জীবন যাত্রার মান বৃদ্ধি পেয়েছে
	<input type="checkbox"/>	<input type="checkbox"/>	5=শিক্ষার সুযোগ বৃদ্ধি পেয়েছে
	<input type="checkbox"/>	<input type="checkbox"/>	6=আত্মসচেতনতা বৃদ্ধি পেয়েছে
	<input type="checkbox"/>	<input type="checkbox"/>	7=জমির মূল্য বৃদ্ধি পেয়েছে
	<input type="checkbox"/>	<input type="checkbox"/>	8=অন্যান্য
11. আপনার মতে এই এলাকায় শিল্প নগরী প্রতিষ্ঠা হওয়ার ফলে কি অসুবিধা হয়েছে?	<input type="checkbox"/>	<input type="checkbox"/>	1=জনসংখ্যার চাপ বৃদ্ধি পেয়েছে
	<input type="checkbox"/>	<input type="checkbox"/>	2=পরিবেশ দূষণ বেড়েছে
	<input type="checkbox"/>	<input type="checkbox"/>	3=স্যানিটেশন ব্যবস্থার অবনতি
	<input type="checkbox"/>	<input type="checkbox"/>	4=দূর্ঘটনা বৃদ্ধি পেয়েছে
	<input type="checkbox"/>	<input type="checkbox"/>	5=সাধারণ কাজে শমিক স্বল্পতা
	<input type="checkbox"/>	<input type="checkbox"/>	6=সামাজিক নিরাপত্তা বিঘ্নিত হচ্ছে
	<input type="checkbox"/>	<input type="checkbox"/>	7=যানজট বৃদ্ধি পেয়েছে
	<input type="checkbox"/>	<input type="checkbox"/>	8=অন্যান্য
12. আপনি কি মনে করেন বর্তমান শিল্প নগরীর কর্মক্ষেত্রের পরিবেশ স্বাস্থ্যসম্মত?	<input type="checkbox"/>	<input type="checkbox"/>	1= হ্যাঁ, 2= না
13. আপনার মতে শিল্প এলাকার পরিবেশ উন্নয়নে কি ধরনের পদক্ষেপ গ্রহণ করা উচিত?	<input type="checkbox"/>	<input type="checkbox"/>	1=সঠিকভাবে বর্জ্য অপসারণ
	<input type="checkbox"/>	<input type="checkbox"/>	2=স্যানিটেশন ব্যবস্থার উন্নয়ন
	<input type="checkbox"/>	<input type="checkbox"/>	3=রাপ্তা ঘাটের উন্নয়ন
	<input type="checkbox"/>	<input type="checkbox"/>	4=খালি স্থানে বৃক্ষরোপন
	<input type="checkbox"/>	<input type="checkbox"/>	5=অগ্নি নির্বাপন ব্যবস্থার উন্নয়ন
	<input type="checkbox"/>	<input type="checkbox"/>	6=কর্মক্ষেত্রে ধূমপান মুক্তকরণ
	<input type="checkbox"/>	<input type="checkbox"/>	7=পরিষ্কৃত ড্রেন ব্যবস্থা
	<input type="checkbox"/>	<input type="checkbox"/>	8=অন্যান্য

তথ্যসংগ্রহকারীর স্বাক্ষর
তারিখ

উত্তরদাতার নাম ও স্বাক্ষর
তারিখ

সুপারভাইজারের স্বাক্ষর
তারিখ

ইউসুফ এন্ড এসোসিয়েটস্

ক্ষুদ্র ও কুটির শিল্পের জন্য জেলাভিত্তিক ২৪টি শিল্প নগরী কর্মসূচির মূল্যায়ন প্রকল্প
তালিকা ৬ : শিল্প নগরী প্রতিষ্ঠার ফলে ক্ষতিগ্রস্ত ব্যক্তিবর্গের তথ্য সংগ্রহ ফরম

বাংলাদেশ ক্ষুদ্র ও কুটির শিল্প কর্পোরেশন (বিসিক) ১৯৮৭- ২০০৭ সাল পর্যন্ত বাংলাদেশের বিভিন্ন এলাকায় ১৮টি শিল্প নগরী তৈরী করেছে। প্রতিষ্ঠিত শিল্প প্রতিষ্ঠানগুলি নানা ধরনের পণ্য সামগ্রী উৎপাদন করে আসছে। পরিকল্পনা মন্ত্রণালয়ের আইএমইডি (IMED) প্রতিষ্ঠিত শিল্পগুলির বর্তমান অবস্থা, এর মাধ্যমে অর্জিত আর্থ-সামাজিক অবস্থা, দারিদ্র বিমোচন, কর্মসংস্থান ও সমাজে এর প্রভাব কেমন পড়ছে তা জানার জন্যে ইউসুফ এন্ড এসোসিয়েটস্ (কনসাল্টিং ফার্ম) কে নিয়োগ করেছে। ইউসুফ এন্ড এসোসিয়েটস্ এর পক্ষ থেকে আমরা ১৮টি শিল্প প্রতিষ্ঠানের মাঠ পর্যায়ে মূল্যায়ন জরিপের কাজ করছি। এ প্রসঙ্গে আপনি অনুগ্রহপূর্বক আপনার মূল্যবান তথ্য দিয়ে এ কাজে অবদান রাখতে পারেন। আপনার মতামত শুধুমাত্র এই গবেষণার কাজে ব্যবহৃত হবে এবং আপনার নাম ও প্রদেয় তথ্য সম্পূর্ণ গোপন রাখা হবে।

সিডিউল নং

উত্তরদাতার নাম :

..... লিঙ্গ

[1= পুরুষ, 2= মহিলা]

পদবী :

.....

স্থানের নাম :

.....

উপজেলা :

..... জেলা :

মোবাইল নং :

..... টিএন্ডটি :

1. আর্থ-সামাজিক ও পারিবারিক তথ্য

ক্রমিক নং	পরিবার প্রধানের সাথে সম্পর্ক	লিঙ্গ 1=পুরুষ 2=মহিলা	বয়স (বছর)	শিক্ষাগত যোগ্যতা (বৎসর)	বৈবাহিক অবস্থা	cÖK±ii Av±M			cÖK±ii c±i		
						পেশা		ব্যাংসরিক মোট আয়	পেশা		ব্যাংসরিক মোট আয়
						প্রধান	সহযোগী		প্রধান	সহযোগী	
১											
২											
৩											
৪											
৫											
৬											
৭											
৮											
৯											
১০											

সম্পর্ক কোড :

প্রধান =1, স্বামী =2, স্ত্রী =3, ছেলে =4, মেয়ে/পুত্র বধু =5, ভাই =6, বোন =7, পিতা =8, মাতা =9, শ্বশুর =10, শাশুড়ি =11, শ্যালক/দেবর =12, ননদ/শালিকা =13, নাতী =14, নাতনী =15, অন্যান্য =16

বৈবাহিক অবস্থার কোড :

বিবাহিত =1, অবিবাহিত =2, আলাদা থাকে =3, বিধবা=4, বিপত্তীক =5, তালাকপ্রাপ্ত =6

পেশা কোড :

কৃষি=1, প্রস্তুতকারক (ক্ষুদ্র ও কুটির)=2, ব্যবসা=3, চাকরী (সরকারি/বেসরকারি)=4, নির্মাণ/মেরামত=5, শ্রমিক (কৃষি এবং অকৃষি)=6, অবসরপ্রাপ্ত=7, ছাত্র =8, গৃহকর্ম =9, বেকার =10, প্রযোজ্য নয়=11, অন্যান্য=12

	পূর্বে	বর্তমান	
2. আপনার পরিবারে উপার্জনশীল সদস্যের সংখ্যা কত?	<input type="text"/>	<input type="text"/>	সংখ্যা লিখুন
3. আপনার মোট জমির পরিমাণ কত?	<input type="text"/>	<input type="text"/>	শতাংশ
4. এই শিল্প নগরীর ভূমি অধিগ্রহণকালে আপনার কতটুকু জমি নিয়েছে?		<input type="text"/>	শতাংশ
5. আপনার প্রদানকৃত জমির মূল্য পেয়েছেন কি?		<input type="text"/>	1= হ্যাঁ, 2= না
6. ঐ মূল্য দ্বারা সমপরিমাণ সম্পদ অর্জন করতে পেরেছেন কি?		<input type="text"/>	1= হ্যাঁ, 2= না
7. যদি না হয়, তবে কতপরিমাণ সম্পদ অর্জন করতে পেরেছেন		<input type="text"/>	শতাংশ
8. শিল্প নগরীর জন্য অধিগ্রহণকৃত জমির মূল্য পেতে কোন সমস্যা হয়েছিল কি?		<input type="text"/>	1= হ্যাঁ, 2= না
9. যদি হ্যাঁ হয়, তাহলে কি ধরনের সমস্যা হয়েছিল?		<input type="text"/>	1=দালাল চক্রের প্রভাব বিস্তার
		<input type="text"/>	2=ন্যায্য মূল্য না দেওয়া
		<input type="text"/>	3=মূল্য পরিশোধে দীর্ঘ মেয়াদ
		<input type="text"/>	4=নির্ধারিত মূল্য থেকে কম প্রদান
		<input type="text"/>	5=অন্যান্য
10. শিল্প নগরী ক্ষতিগ্রস্ত ব্যক্তিবর্গের জন্য কোন সুযোগ প্রদান করেছে কি?		<input type="text"/>	1= হ্যাঁ, 2= না
11. যদি হ্যাঁ হয়, তবে আপনি সে সুযোগ পেয়েছেন কি?		<input type="text"/>	1= হ্যাঁ, 2= না
12. যদি হ্যাঁ হয়, তবে কি ধরনের সুযোগ পেয়েছেন?			
13. যদি না হয়, তবে কেন পাননি?			
14. আপনার মতে এই এলাকায় শিল্প নগরী প্রতিষ্ঠা হওয়ার ফলে কি সুবিধা হয়েছে?		<input type="text"/>	1=যোগাযোগ ব্যবস্থার উন্নয়ন
		<input type="text"/>	2=ব্যবসা বাণিজ্যের উন্নয়ন
		<input type="text"/>	3=কর্মসংস্থান বৃদ্ধি পেয়েছে
		<input type="text"/>	4=জীবন যাত্রার মান বৃদ্ধি পেয়েছে
		<input type="text"/>	5=শিক্ষার সুযোগ বৃদ্ধি পেয়েছে
		<input type="text"/>	6=আত্মসচেতনতা বৃদ্ধি পেয়েছে
		<input type="text"/>	7=জমির মূল্য বৃদ্ধি পেয়েছে
		<input type="text"/>	8=অন্যান্য

	পূর্বে	বর্তমান	
15. আপনার মতে এই এলাকায় শিল্প নগরী প্রতিষ্ঠা হওয়ার ফলে কি অসুবিধা হয়েছে?		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	1=জনসংখ্যার চাপ বৃদ্ধি পেয়েছে 2=পরিবেশ দূষণ বেড়েছে 3=স্যানিটেশন ব্যবস্থার অবনতি 4=দুর্ঘটনা বৃদ্ধি পেয়েছে 5=সাধারণ কাজে শ্রমিক স্বল্পতা 6=সামাজিক নিরাপত্তা বিঘ্নিত হচ্ছে 7=যানজট বৃদ্ধি পেয়েছে 8=অন্যান্য
16. শিল্প নগরী আপনি বা আপনার পরিবারের কোন সদস্যকে চাকুরী দিয়েছে কি?		<input type="checkbox"/>	1= হ্যাঁ, 2= না
17. আপনার মতে শিল্প এলাকার পরিবেশ উন্নয়নে কি ধরনের পদক্ষেপ গ্রহণ করা উচিত?		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	1=সঠিকভাবে বর্জ্য অপসারণ 2=স্যানিটেশন ব্যবস্থার উন্নয়ন 3=রাশুড়া ঘাটের উন্নয়ন 4=খালি স্থানে বৃক্ষরোপন 5=অগ্নি নির্বাপন ব্যবস্থার উন্নয়ন 6=কর্মক্ষেত্র ধূমপান মুক্ত করণ 7=পরিকল্পিত ড্রেন ব্যবস্থা 8=অন্যান্য

তথ্যসংগ্রহকারীর স্বাক্ষর
তারিখ

উত্তরদাতার নাম ও স্বাক্ষর
তারিখ

সুপারভাইজারের স্বাক্ষর
তারিখ

ইউসুফ এন্ড এসোসিয়েটস্

ক্ষুদ্র ও কুটির শিল্পের জন্য জেলাভিত্তিক ২৪টি শিল্প নগরী কর্মসূচির মূল্যায়ন প্রকল্প
তালিকা ৭ : বিশিষ্ট ব্যক্তিবর্গের নিকট থেকে তথ্য সংগ্রহ ফরম

বাংলাদেশ ক্ষুদ্র ও কুটির শিল্প কর্পোরেশন (বিসিক) ১৯৮৭- ২০০৭ সাল পর্যন্ত বাংলাদেশের বিভিন্ন এলাকায় ১৮টি শিল্প নগরী তৈরী করেছে। প্রতিষ্ঠিত শিল্প প্রতিষ্ঠানগুলি নানা ধরনের পণ্য সামগ্রী উৎপাদন করে আসছে। পরিকল্পনা মন্ত্রণালয়ের আইএমইডি (IMED) প্রতিষ্ঠিত শিল্পগুলির বর্তমান অবস্থা, এর মাধ্যমে অর্জিত আর্থ-সামাজিক অবস্থা, দারিদ্র বিমোচন, কর্মসংস্থান ও সমাজে এর প্রভাব কেমন পড়ছে তা জানার জন্যে ইউসুফ এন্ড এসোসিয়েটস্ (কনসাল্টিং ফার্ম) কে নিয়োগ করেছে। ইউসুফ এন্ড এসোসিয়েটস্ এর পক্ষ থেকে আমরা ১৮টি শিল্প প্রতিষ্ঠানের মাঠ পর্যায়ে মূল্যায়ন জরিপের কাজ করছি। এ প্রসঙ্গে আপনি অনুগ্রহপূর্বক আপনার মূল্যবান তথ্য দিয়ে এ কাজে অবদান রাখতে পারেন। আপনার মতামত শুধুমাত্র এই গবেষণার কাজে ব্যবহৃত হবে এবং আপনার নাম ও প্রদেয় তথ্য সম্পূর্ণ গোপন রাখা হবে।

সিডিউল নং

উত্তরদাতার নাম :

.....

লিঙ্গ

[1= পুরুষ, 2= মহিলা]

পদবী :

.....

স্থানের নাম :

.....

উপজেলা :

.....

জেলা :

.....

মোবাইল নং :

.....

টিএন্ডটি :

.....

1. এই শিল্প নগরীর সাথে আপনার সংশ্লিষ্টতা কি?

- 1=সম্বয়
- 2=সুপারভিশন
- 3=নিরাপত্তা নিশ্চিত করণ
- 4=ব্যবস্থাপনা সংশ্লিষ্ট
- 5=শিল্প মালিক
- 6=মেম্বার শিল্প ও বণিক সমিতি
- 7=বিসিক নগরী সম্পর্কে জ্ঞানী
- 8=জেলার সংশ্লিষ্ট কর্মকর্তা
- 9=পণ্ডটের মালিক
- 10=ব্যবসা
- 11=অন্যান্য

2. বিসিক শিল্প নগরীর বাইরে এই এলাকায় শিল্প নগরীর অনুরূপ শিল্প কারখানা আছে কি?

1= হ্যাঁ, 2= না

3. যদি হ্যাঁ হয়, তবে এই ধরনের শিল্পের দ্বারা একে অপরকে লাভবান করেছে কি?

1= হ্যাঁ, 2= না

4. যদি লাভবান হয়, তবে কিভাবে?

5. যদি (২ নং প্রশ্ন) হ্যাঁ হয়, তবে এই ধরনের শিল্পের দ্বারা একে অপরকে ক্ষতিগ্রস্ত করেছে কি?

1= হ্যাঁ, 2= না

6. যদি ক্ষতি করে তবে কিভাবে?

7. যদি হ্যাঁ হয়, তবে এর প্রতিকারের উপায় কি?

| 1= হ্যাঁ, 2= না

7.1 বর্তমানে

7.2 ভবিষ্যতে

8. শিল্প নগরীর শিল্প উন্নয়নে কী কী অসুবিধা আছে বলে আপনি মনে করেন?

9. অসুবিধাগুলি দূর করার জন্য কী কী পদক্ষেপ গ্রহণ করা যেতে পারে?

10. শিল্প নগরীর শিল্প উন্নয়নে কী ধরণের সম্ভাবনা রয়েছে বলে মনে করেন?

11. সম্ভাবনাকে কাজে লাগাতে কী কী করা যেতে পারে?

12. জেলার শিল্প ও বাণিজ্যের সাথে আপনার ভূমিকা আছে কি?
যদি থাকে তাহলে কি ধরণের?

তথ্যসংগ্রহকারীর স্বাক্ষর
তারিখ

উত্তরদাতার নাম ও স্বাক্ষর
তারিখ

সুপারভাইজারের স্বাক্ষর
তারিখ

Appendix 4

Table 1: Summary of Financial Progress

(Amount in million Taka)

Year(s)	Fiscal Year(s)	Revised Budget	Amount Released	Amount Utilized	% Utilization
1	1887-1888	25.000	25.000	25.000	100
2	1888-1889	5.000	5.000	5.000	100
3	1889-1990	3.000	3.000	3.000	100
4	1990-1991	10.700	10.700	10.700	100
5	1991-1992	30.000	30.000	30.000	100
6	1993-1993	42.500	42.500	42.500	100
7	1993-1994	44.296	44.296	44.296	100
8	1994-1995	50.000	47.800	47.800	100
9	1995-1996	70.000	70.000	70.000	100
10	1996-1997	28.100	28.100	28.100	100
11	1997-1998	29.000	29.000	29.000	100
12	1998-1999	16.500	16.500	16.500	100
13	1999-2000	25.000	25.000	25.000	100
14	2001-2001	42.500	42.500	42.500	100
15	2001-2002	50.000	50.000	50.000	100
16	2002-2003	105.500	85.704	85.704	100
17	2003-2004	84.800	84.800	81.300	96
18	2004-2005	137.500	136.575	130.537	96
19	2005-2006	27.300	23.164	23.164	100
20	2006-2007	21.500	21.500	21.500	100
Total	20	848.196	821.139	811.601	99
% of Budget Allocation			96.8%	95.7%	




Table 2: Expenditure of District Based 24 Industrial Estate Programme for Small and Cottage Industries (2nd Revision 1987-2007)

Sl. No.	Item	Narayan gonj	Noagaon	Bagerhat	Kishorganj	Joypurhat	Bhola	Munshigonj	Sherpur	C.Nobab gonj	Shariatpur	Laxmipur	Panchagar	Khagrachari	Rangamati	Sunamgonj	Meherpur	Netrokona	Dhaka	6 Estate	PD Office	Total
1	Preliminary	0.50	0.45	1.00	0.50	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	1.00	0.75	0.45	1.00	1.00	1.15	0.00	11.85
2	Land Acquisition	95.76	8.41	75.12	24.32	23.64	24.22	53.75	37.07	49.40	10.10	44.55	13.00	7.58	28.00	65.00	12.65	180.00	130.00	35.00	0.00	917.57
3	Land Development	250.62	119.76	85.95	108.27	49.68	36.06	123.00	62.33	50.48	82.00	107.36	96.64	60.97	200.11	187.16	107.04	202.05	553.40	1.00	0.00	2483.88
4	Administrative building and boundary wall	9.20	13.64	15.06	14.20	14.23	14.87	7.40	14.15	14.15	9.25	9.80	12.35	14.91	13.70	16.15	18.86	15.60	18.86	0.00	0.00	246.38
5	Estate officer quarter	8.20	6.50	7.00	7.20	6.77	7.00	7.40	7.40	6.60	13.55	8.00	7.52	8.00	8.00	8.00	10.50	8.00	10.50	0.00	0.00	146.14
6	Pump driver quarter and pump house	4.06	2.43	4.22	2.58	2.33	4.76	2.95	2.58	2.82	5.08	3.04	3.00	6.64	6.64	5.95	6.64	6.55	6.62	0.00	0.00	78.89
7	Road with carpeting	69.88	65.23	56.57	102.15	46.75	48.98	49.68	51.03	40.90	69.25	67.21	80.88	50.45	64.34	69.95	42.55	73.88	90.99	0.00	0.00	1140.67
8	Drain	30.10	17.91	17.67	29.80	19.79	28.32	19.32	17.47	25.00	25.54	28.74	22.66	33.30	40.76	37.45	21.36	27.90	58.00	0.00	0.00	501.09
9	Culvert/ cross drain	6.08	3.20	6.40	4.80	6.40	1.94	4.68	4.26	4.45	2.81	6.00	3.84	4.43	4.92	5.00	9.82	6.96	9.34	0.00	0.00	95.33
10	Bridge/pond digging/palasing box culvert retaining wall/ block sitting	0.00	2.86	35.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.50	6.00	25.43	28.03	22.17	0.00	10.00	143.00	0.00	0.00	275.24
11	Water tank	14.80	13.30	14.33	13.10	11.31	15.76	13.80	11.31	11.31	15.00	14.83	11.80	22.17	17.60	14.32	17.60	17.60	28.06	0.00	0.00	278.00
12	Deep tubewell/PHE line	10.66	6.00	3.45	24.90	4.58	7.30	27.49	16.11	9.00	8.00	19.84	8.00	17.56	12.50	10.40	12.50	12.07	11.89	0.00	0.00	222.25
13	Pipe line	7.65	4.54	8.84	6.68	4.88	6.39	6.25	3.50	4.10	4.00	5.15	6.75	5.58	6.51	6.60	4.93	6.51	11.77	0.00	0.00	110.63
14	Power supply	55.46	7.10	5.65	11.51	9.82	10.25	10.00	16.98	5.80	20.00	11.00	19.58	20.00	26.50	23.00	16.00	16.00	22.00	0.00	0.00	306.65
15	Transformer	29.00	0.00	0.00	0.00	0.00	14.00	14.00	0.00	0.00	0.00	10.36	7.00	7.00	10.00	10.00	9.74	14.00	3.50	0.00	0.00	128.60
16	Transformer of deed	10.94	0.99	8.83	2.85	5.91	6.06	11.85	4.35	9.65	1.18	5.36	1.53	0.82	3.29	7.75	1.52	0.00	13.75	0.00	0.00	96.63
17	Rent, rate& taxes	7.07	3.32	4.11	5.06	3.25	4.12	2.99	3.76	3.19	2.89	4.39	2.76	2.23	1.65	4.94	0.75	0.40	5.63	3.22	0.00	65.73
18	Office equipment	1.50	1.00	1.00	1.00	1.00	1.50	1.25	1.25	1.00	1.25	1.25	1.25	1.25	1.25	1.25	0.90	0.90	0.90	0.00	1.50	22.20
19	Establishment	65.15	53.40	58.10	55.35	53.25	54.06	64.53	55.76	61.45	34.77	46.37	37.67	18.50	17.93	26.03	6.37	5.57	10.68	9.10	0.00	734.04
20	Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.83	0.00	4.02	0.00	5.00	1.00	3.35	2.00	0.00	0.00	0.00	0.00	0.00	16.70
21	Price escalation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
22	VAT	11.28	2.25	1.49	4.22	1.52	1.41	2.83	1.40	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	27.90
23	Overhead charge	32.64	13.28	11.77	14.25	11.97	11.39	12.80	12.77	12.30	13.80	13.73	12.39	3.90	7.44	12.88	0.00	0.00	0.00	10.33	0.00	207.64
	Total	720.55	345.57	421.81	432.74	277.53	298.84	436.92	324.76	313.55	322.94	409.93	360.07	314.17	503.52	536.75	300.18	604.99	1129.89	59.80	1.50	8116.01

Appendix 5

Time Consumed for Major Civil Works – Plan and Actual

#	District(s)	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Dhaka Division																					
1	Narayangonj																				
2	Kishoregonj																				
3	Munshigonj																				
4	Sherpur																				
5	Shariatpur																				
6	Dhaka																				
7	Netrokona																				
Khulna Division																					
8	Bagerhat																				
9	Meherpur																				
Sylhet Division																					
10	Sunamgonj																				
Chittagong Div																					
11	Laxmipur																				
12	Rangamati																				
13	Khagrachari																				
Rajshahi Div																					
14	Nowgaon																				
15	Joypurhat																				
16	Panchagoar																				
17	Chapainowabgonj																				
Barisal Division																					
18	Bhola																				

Legend: Land acquisition  Civil Works  Time after construction 

Appendix 6

Category of 24 Program Districts by Potentials for Small and Cottage Industry

Location(s)	District(s)	Status of Estates	Year Established	Category of Districts
Dhaka Division				
1 Katchpur	Narayangonj	Established	1996	B
2 Kishoregonj	Kishoregonj	Established	196	B
3 Munshigonj	Munshigonj	Established	1995	C
4 Sherpur	Sherpur	Established	1996	C
5 Shariatpur	Shariatpur	Established	1999	C
6 Keranigonj	Dhaka	Established	2005	A
7 Netrokona	Netrokona	Established	2007	C
Khulna Division				
8 Bagerhat	Bagerhat	Established	1996	C
9 Meherpur	Meherpur	Established	2007	C
10 Chuadanga	Chuadanga	Dropped	-	C
11 Magura	Magura	Dropped	-	C
12 Narail	Narail	Dropped	-	C
Sylhet Division				
13 Sunamgonj	Sunamgonj	Established	2006	C
Chittagong Division				
14 Laxmipur	Laxmipur	Established	2007	C
15 Rangamati	Rangamati	Established	2007	B
16 Khagrachari	Khagrachari	Established	2007	C
17 Bandarbands	Bandarbans	Dropped	-	C
Rajshahi Division				
18 Nowgaon	Nowgaon	Established	2004	C
19 Joypurhat	Joypurhat	Established	2000	C
20 Panchagoar	Panchagoar	Established	2005	C
21 Chapainowabgonj	Chapainowabgonj	Established	2005	B
Barisal Division				
22 Bhola	Bhola	Established	1995	C
23 Barguna	Barguna	Dropped	-	C
24 Jhalakati	Jhalakati	Dropped	-	C

Profiles of 18 Industrial Estates – Program Data

	Particular(s)	Status of Establishment of Physical Facilities in the 18 Industrial Estates																	
		Narayangong	Kishoregonj	Munshigong	Sherpur	Shariatpur	Keraniganj	Netrokonaa	Bagerhat	Meherpur	Sunamganj	Laxmipur	Rangamati	Khagrachari	Nowgaon	Joypurhat	Panchagor	C-Nawabgonj	Bhola
1	Start of land acquisition	91-5	87-1	88-10	87-7	88-4	02-12	04-3	88-12	02-7	88-11	88-2	95-10	87-2	90-7	91-7	90-1	89-8	89-8
2	Time- land acquisition	1-0	1-0	0000	5-11	1-0	1-0	0-6	5-1	0	16-2	7-9	6-1	0	1-0	4-11	1-6	7-7	2-9
3	Start of civil works	92-8	91-5	92-1	91-7	97-2	03-6	05-7	92-6	03-12	97-3	02-6	01-11	99-1	00-1	92-2	98-3	91-10	92-6
4	Time for civil works	5-10	6-1	4-5	8-5	2-2	4-0	1-11	4-1	0-4?	1-3	1-6	5-7	8-6	0-6?	4-2	6-6	5-6	8-0
5	Cost of land paid	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
6	Total Plots Built	136	150	82	108	96	166	101	111	70	116	100	86	69	59	111	96	93	93
	Type A	24	65	54	70	50	47	6	60	41	76	43	34	38	18	47	64	45	9
	Type B	83	60	7	14	28	70	55	20	12	31	9	13	20	22	34	16	18	46
	Type C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10
	Type S	29	25	21	24	18	49	40	31	17	9	48	39	11	19	30	16	30	28
7	% Plots made ready	100	92	100	100	83	99	100	111	100	100	100	86	100	100	100	100	100	83
8	% Plots allocated	100	92	100	73	83	99	20	98	66	14	73	15	0	100	70	8	100	17
9	% Plots used	83	44	60	11	5	?	0	98	3	3	24	0	0	81	21	2	24	5
10	Land area (Acre)	25	20.6	13.23	15	13.81	25.4	15	19.3	10	16.15	16.07	12.5	10	15.14	15	15	11.1	14.45
11	Area developed (Acre)	25	20.60	13.23	15	13.81	25.30	15	19.30	10	16.15	16.07	12.50	10.00	15.14	15.00	15.00	11.10	14.45
12	Admin& services work	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes
13	Length of main road(m)	518	200	163	371	4	No	287	305	268	285	111	417	975	501	220	213	150	800
14	No. of internal roads	7	15	6	6	6	12	7	6	4	6	7	9	5	6	6	5	5	10
15	Type of internal roads	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C
16	Length of drains (km)	3.46	3.12	1.75	7.43	2.01	No	1.32	1.68	1.77	1.85	1.00	1.61	7.63	1.17	7.63	2.13	3.00	6.83
17	No. of cross drains	12	16	8	11	12	No	8	4	4	9	10	1	4	8	No	2	2	3
18	Capacity of tank ('000G)	25	25	25	25	25	50	25	25	25	30	25	20	25	25	25	25	25	25

	Particular(s)	Status of Establishment of Physical Facilities in the 18 Industrial Estates																	
		Narayangong	Kishoregonj	Munshigong	Sherpur	Shariatpur	Keraniganj	Netrokona	Bagerhat	Meherpur	Sunamganj	Laxmipur	Rangamati	Khagrachari	Nowgaon	Joypurhat	Panchagor	C-Nawabgonj	Bhola
19	Diameter of pipe (inch)	4	4	6	4	3	6	4	No	6	2	No	No	6	3	3	4	4	3
20	Length of pipe (km)	1.68	1.56	6.70	3.71	1.02	No	1.32	9.15	8.08	5.42	1.01	1.39	5.73	5	3.15	1.07	3.00	1.40
21	Tube well working	Yes	Yes	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
22	Water is adequate	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
23	Water quality suitable	Yes	No	No	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
24	Length of sewerage (m)	152	152	No	No	150	No	No	No	No	28	No	No	763	No	No	No	No	No
25	Solid waste disposal	No	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes	No	No	Yes	Yes	No	No	No	Yes
26	Liquid waste disposal	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	yes	Yes
27	Chemical waste disposal	No	No	No	Yes	Yes	No	No	No	No	No	No	No	Yes	No	Yes	No	No	No
28	Recycling system exists	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
29	Type of waste disposal	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
30	Plan for recycling wastes	No	No	No	No	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
31	Length-electric line (km)	1.76	1.77	No	No	9.83	No	1.30	1.34	9.14	8.27	No	1.32	9.75	1.17	4.40	1.07	2.64	3.42
32	No. of transformers	6	6	No	No	2	1	No	1	1	3	2	2	1	10	3	3	4	1
33	Access to telephones	Yes	No	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
34	Access to natural gas	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	Yes	No	No	No	No	No	No	No
35	Easy access to banks	Yes	No	Yes	Yes	Yes	No	No	Yes	No	No	No	No	No	No	No	No	No	No

Note: Item 6 (B=brick, cc=cement concrete, c=carpeting)

Appendix 8

Land Acquisition and Cost of Land

	Location(s)	District(s)	Status	Area Acquired (Acres)		Cost of Land (m)
				Total	Plots	
A	Dhaka Division			127.90	95.75	53.100
1	Katchpur	Narayangonj	Completed	25.00	18.75	9.576
2	Kishoregonj	Kishoregonj	Completed	20.60	15.45	2.432
3	Munshigonj	Munshigonj	Completed	13.23	9.92	5.375
4	Sherpur	Sherpur	Completed	15.00	11.25	3.707
5	Shariatpur	Shariatpur	Completed	13.67	10.25	1.010
6	Keranigonj	Dhaka	Completed	25.40	18.75	13.000
7	Netrokona	Netrokona	Completed	15.00	11.25	18.000
B	Khulna Division			29.20	21.90	8.812
8	Bagerhat	Bagerhat	Completed	19.20	14.40	7.512
9	Meherpur	Meherpur	Completed	10.00	7.50	1.300
10	<u>Chuadanga</u>	Chuadanga	Dropped	0.00	0.00	0.000
11	<u>Magura</u>	Magura	Dropped	0.00	0.00	0.000
12	Narail	Narail	Dropped	0.00	0.00	0.000
C	Sylhet Division			16.15	12.04	6.600
13	Sunamgonj	Sunamgonj	Completed	16.15	12.11	6.500
D	Chittagong Div			38.57	28.93	8.113
13	Laxmipur	Laxmipur	Completed	16.07	12.05	4.455
14	Rangamati	Rangamati	Completed	12.50	9.38	2.800
15	Khagrachari	Khagrachari	Completed	10.00	7.50	0.758
16	Bandarbans	Bandarbans	Dropped	0.00	0.00	0.000
E	Rajshahi Div			56.24	42.19	9.445
17	Nowgaon	Nowgaon	Completed	15.14	11.36	0.841
18	Joypurhat	Joypurhat	Completed	15.00	11.25	2.364
19	Panchagoar	Panchagoar	Completed	15.00	11.25	1.300
20	Chapainowabgonj	Chapainowabgonj	Completed	11.10	8.33	4.940
F	Barisal Division			14.45	10.84	2.422
22	Bhola	Bhola	Completed	14.45	10.84	2.422
23	<u>Barguna</u>	Barguna	Dropped	0.00	0.00	0.000
24	<u>Jhalakati</u>	Jhalakati	Dropped	0.00	0.00	0.000
	Total Area			282.51	211.59	88.492

Source: BSCIC

Appendix 9

Detailed Cost for Land Development

(Million Taka)

	Location(s)	District(s)	Status	Land Area (Acres)	Cost of Land Development
A	Dhaka Division			127.90	138.167
1	Katchpur	Narayangonj	Completed	25.00	25.062
2	Kishoregonj	Kishoregonj	Completed	20.60	10.827
3	Munshigonj	Munshigonj	Completed	13.23	12.300
4	Sherpur	Sherpur	Completed	15.00	6.233
5	Shariatpur	Shariatpur	Completed	13.67	8.200
6	Keranigonj	Dhaka	Completed	25.40	55.340
7	Netrokona	Netrokona	Completed	15.00	20.205
B	Khulna Division			29.20	19.299
8	Bagerhat	Bagerhat	Completed	19.20	8.595
9	Meherpur	Meherpur	Completed	10.00	10.704
C	Sylhet Division			16.15	18.716
10	Sunamgonj	Sunamgonj	Completed	16.15	18.716
D	Chittagong Div			38.57	36.844
11	Laxmipur	Laxmipur	Completed	16.07	10.736
12	Rangamati	Rangamati	Completed	12.50	20.011
13	Khagrachari	Khagrachari	Completed	10.00	6.097
E	Rajshahi Div			56.24	31.656
14	Nowgaon	Nowgaon	Completed	15.14	11.976
15	Joypurhat	Joypurhat	Completed	15.00	4.968
16	Panchagoar	Panchagoar	Completed	15.00	9.664
17	Chapainowabgonj	Chapainowabgonj	Completed	11.10	5.048
F	Barisal Division			14.45	31.656
18	Bhola	Bhola	Completed	14.45	3.606
G	6 Dropped Estate			0.90	0.100
	Total Area			282.51	248.388

Source: BSCIC

Table 1: Implementation of Physical Infrastructure Facilities

Sl.#	Particulars of Items of Civil Works	Unit(s)	Quantities		
			Project	BSCIC	Survey
1	Acquisition of lands	Acres	262.51	262.51	262.51
2	Development of plots	Plots	1,851	1,864	1,864
3	Administrative and service building	Sft	24,300	24,300	24,300
4	Road with bitumen carpeting	Sft	1,341,238	1,340,438	1,192,481
5	Surface drainage	Sft	153,482	153,215	148,241
6	Culverts/Cross Drains	No	211	211	211
7	Overhead Water Tanks (25,000 Gls)	No	18	18	18
8	Deep Tube-wells (6" Dia, PHE Line)	No	18	18	18
9	Water Supply Pipe Lines	Rft	64,998	69,006	73,729
10	Power Supply (LT Line)	Rft	72,722	72,722	78,412
11	Transformers	No	51	51	51
12	Estates with Boundary Walls/Fence	Full	0	0	0
13	Estates with Boundary Walls/Fence	Part	18	18	18

Appendix 11

Plots Allocated and Utilized

Location(s)		Number of Plots							
		Developed		Allocated		Used for Industry		Industry underway	
		2007	2009	2007	2009	2007	2009	2007	2009
A	Dhaka Division	835	835	452	643	48	290	56	63
1	Katchpur	136	136	107	136	17	136	17	0
2	Kishoregonj	150	150	100	138	12	66	20	0
3	Munshigonj	82	82	82	82	12	49	6	33
4	Sherpur	108	108	20	29	3	9	4	0
5	Shariatpur	96	96	18	80	1	3	1	0
6	Keranigonj	166	166	125	158	3	27	8	30
7	Netrokona	97	97	0	20	0	0	0	0
B	Khulna Division	175	177	8	159	3	1	1	0
8	Bagerhat	109	111	8	109	3	1	1	0
9	Meherpur	66	66	0	50	0	0	0	0
C	Sylhet Division	116	116	15	16	0	3	0	0
10	Sunamgonj	116	116	15	16	0	3	0	0
D	Chittagong Div	258	258	31	73	4	24	7	0
11	Laxmipur	100	100	31	73	4	24	5	0
12	Rangamati	89	89	0	0	0	0	2	0
13	Khagrachari	69	69	0	0	0	0	0	0
E	Rajshahi Division	376	382	187	255	15	101	14	0
14	Nowgaon	81	82	77	77	10	42	12	0
15	Joypurhat	111	111	24	78	3	35	1	0
16	Panchagor	96	96	0	12	0	2	0	0
17	Chapainowabgonj	88	93	86	88	2	22	1	0
F	Barisal Division	96	96	0	16	0	16	0	0
18	Bhola	96	96	0	16	0	16	0	0
	Program Total	1,856	1,864	693	1,162	70	435	78	63
	% progress	99	100	37	69	4	23	4	3

Appendix 12

Types of Industries in the Estates

Sl.#	Industry Type	No of Industries	%	Weight
1	Food processing	88	21.83	1
2	Engineering	68	16.87	2
3	Chemical	56	13.89	3
4	Textile	56	13.89	3
5	Knitting/Weaving	26	6.45	4
6	Garments	22	5.45	5
7	Printing and packaging	19	4.71	6
8	Plastic products	18	4.43	7
9	Electrical goods	7	1.73	8
10	Hosiery	5	1.20	9
11	Rubber products	4	1.00	10
12	Ceramic products	4	1.00	10
13	Others (poultry, cattle feed, leather product, melamine, etc.)	30	7.55	11
	Total Industries	403	100	

**Rapporteur's Report in the Local Level Workshop on the
Impact Evaluation Study of "24 District Based Industrial Estates Program for Small
and Cottage Industries (2nd Revision)" held on the 10th December 2009 in the Meeting
Room of the Bagerhat Circuit House, Bagerhat**

1. Mr.Md.Abdul Maleque, Secretary, IMED Ministry of Planning was supposed to be the Chief Guest but due to his emergency preoccupation in state work he could not attend the workshop. The workshop was conducted with his kind blessings. Mr. Muazzam Hossain, Deputy Commissioner, Bagerhat was the Chief Guest while Mr.Md.Abdul Quiyum, Director, IMED, chaired the workshop.
2. The workshop started with the address of welcome by Mr.Md. Awlad Hossain, Vice President, Eusuf and Associates, Consultant for impact evaluation of 24 District Based Industrial Estates Program for Small and Cottage Industries (2nd Revision).
3. Dr.Mohammed Eusuf Ali, Team Leader of the Impact Evaluation of 24 District Based Industrial Estates Program for Small and Cottage Industries (2nd Revision) while explaining the background of the evaluation study informed that IMED undertakes many projects for evaluation every year and some of these projects are evaluated through outsourcing. 24 District Based Industrial Estates Program for Small and Cottage Industries (2nd Revision) is one of those projects where engaged Eusuf and Associates was engaged as consulting firm for impact evaluation of 24 District Based Industrial Estates Program for Small and Cottage Industries (2nd Revision). Dr.Ali explained the objectives of the evaluation study in the field level workshop and requested the participants to provide their free and frank opinions. He also informed that the outcome of the workshop would be communicated to the Secretary and used in finalizing the report where applicable.
4. Dr. Ali gave the background of the Project, sources of financing, components of Projects, provision of poverty alleviation in the project and creation of activities for unemployed youths, availability of skilled manpower, and increase of opportunities of work for skilled and semi-skilled workforce. He stressed on the benefits enjoying and problems faced by the stakeholders of the project should be evaluated.
5. The Team Leader of the study presented initial findings of the Impact Evaluation study. He presented the different aspects of the study such as; program goals and objectives, project location, duration of the program, objectives and scope of impact evaluation study, physical of financial progress, causes of delay in program implementation, conclusions and recommendations. He said to the audiences please do not be influenced by our information and give actual pictures of the field. Details of the presentation of the Team Leader are presented hereunder:
6. **Goals:** The goal of the program was to provide basic infrastructure facilities in industrially least developed districts of the country.
7. **Purpose:** The purpose of the program was to stimulate industrial growth and contribute to enhance the contribution of the industrial sector to Gross Domestic Product (GDP), create employment opportunities to increase income and thereby improve the socioeconomic condition of the workers.
8. **Objectives:** The objectives of the program were to: (i) provide basic infrastructure facilities like; developed plots, electricity, water connection, drainage facility, internal roads etc. to small entrepreneurs in a compact area for establishment of small and cottage industries and to create employment opportunities.

9. **Scope:** The scope of the program was to establish 24 industrial estates, one in each district where no such estate existed with necessary basic industrial infrastructure facilities. Review of implementation status of the program (establishment of estates at all sites, establishment of all components in each site, condition of all estates including all enterprises, assessment of impact of the program; impact assessment included contribution of the program to GDP, employment creation and increase of income and improvement of the living standards; share tentative findings in one of the estates and in National Workshop in Dhaka with the stakeholders and seek suggestions for future.

10. Dr.Ali mentioned the names of the districts where it was planned to establish industrial estates. He also mentioned the name of the districts where industrial estates could not be established.

11. The project was planned to implement during 1987-1995 with an estimated cost of Taka 648.00 million for 24 estates while the project was closed in June 2007 establishing 18 estates with an amount of Taka 811.601 million.

13. Dr. Ali presented the objective and scope of the evaluation to assess the implementation status of the program, present status of operation of all the estates and its enterprises and program impact. Review of implementation status of the program, impact assessment included contribution of the program to GDP, employment creation and increase of income and improvement of the living standards, share tentative findings in one of the estates and in National Workshop at Dhaka with the stakeholders and seek suggestions for future.

13. The consultants have adopted combination of both quantitative and qualitative methods of data collection using semi-structured questionnaires, checklists, data collection schedule, focused group discussion, and hot spots discussion.

14. 1,200 workers proportionally drawn from all 18 estates (survey purposively selected industries from each estate covering all major industry typologies). Basic indicators of the study are implementation performance of program implementation, operating performance of entities – estates as well as industrial units, efficiency, cost effectiveness and efficacy, environmental safety, and sustainability.

15. Dr.Ali presented the picture of the physical progress of the project implementation and it was 75% of the targeted industrial estates within 250% of the targeted time. Out of these established industrial estates 99% plots could be developed, 38% plots could be allocated and only 4% plots could be utilized for industries up to the study time.

16. Fund utilization had a relationship with the fund release. Maximum Tk.130.537 million was utilized during 2004-2005 while minimum was Tk.3 million during 1989-1990. The financial progress was 95.7% at the end of project completion.

17. Demand for the plot has been changing as bigger the plots higher is the demand and also high demand for more than one plot for one industry. It is seen from the data of all estates number of industries have been established on several plots together. There are many applicants for number of plots together to establish one industry and the existing entrepreneurs applied for expansion.

18. About 83% of the land of the industrial estates was used as agriculture purpose before the acquisition. Major types of industries established in the estates are Food processing, Engineering, Chemical, Textile, Knitting/Weaving, Garments, Printing and packaging, Plastic products, Electrical goods, Hosiery, Rubber products, Ceramic products, and others (poultry, cattle feed, leather product, melamine, etc.).

19. The consultant team identified the causes of delays for the project implementation as lack of electricity and gas, land development, lots of formalities involved, approval of program, land acquisition, civil works, legal complications, and other causes.

20. The entrepreneurs have been enjoying the benefits like necessary estate offices, internal roads, water supply including overhead tank, electricity supply facilities, gas connections, access to telephone system.

21. Educational qualifications of the majority workers are below SSC while about four percent having HSC and higher educational qualification. Similarly financial status of the workers is poor and middleclass. Financial condition of the employees is improving gradually.

22. The owners of the lands have a number of difficulties such as harassment by agents, right price of land was not paid, paid less than what was due, delayed payment of compensation, and problems in getting compensation.

23. The entrepreneurs of the estates are facing difficulties like frequent load shedding, lack of access to gas supply, inadequate internal infrastructure facilities, inadequate boundary walls and lack of security, lack of necessary good entrepreneurs and capital, lack of loans from the banks, scarcity of necessary raw materials, absence of waste management system, high transportation cost, scarcity of adequate soft water, complexities getting permission from Department of Environment.

24. After the presentation of the Team Leader, the chair invited the audience to participate in the open discussion. Among the participants President of District Chamber and Commerce, President BSCIC Industrial Estates, President Owner's Association, President District Light Industry Association, Owner's of Industrial estates, Local Journalist took part in the discussion. They have raised some problems and suggestions. These were frequent load shedding, internal infrastructure facilities are not adequate, inadequate boundary walls and lack of security, absence of waste disposal system, lack of adequate soft water. They suggested government should not encourage allotment of several plots to one entrepreneur. Authority should plan and implement waste management system and has to motivate the entrepreneurs and provide technical services for establishing the facilities. The small entrepreneurs should get priority and uninterrupted supply of electricity and special fund for bank loan. They also suggested expanding the BSCIC area in Bagherhat district.

25. Mr. Muazzam Hossain, Deputy Commissioner of Bagerhat district and Special Guest of the workshop informed the audience that the problems of the industrial estates are known to him. He will bring the problems to the higher authority for possible solution. He also assured the entrepreneurs that as the chairman of the district industrial estate he would try to solve some problems which are related to him.

26. Mr. Md. Abdul Quiyum, Director of IMED and Chainman of the Workshop informed the audience that he served in Bagerhat district and was related to the BSCIC Industrial Estate. The problems of the Estate are known to him, although there are some problems but there are potentials also. He assured to communicate the problems to the concerned authority for proper solutions. He thanked the audience for patience hearing and providing valuable comments for improvement of the existing industrial estates and similar projects to be undertaken in future. The workshop concluded with the vote of thanks from the chair.



Eusuf And Associates

[a consulting firm of the professionals]

South Avenue Tower (4th Floor, Block A), 7 Gulshan Avenue, Gulshan 1, Dhaka-1212, Bangladesh
Telephone: 883-2149, 883-2169, Fax: 988-6431, E-mail < eusuf@connectbd.com >