



BANGLADESH

INTEGRATED FOOD POLICY RESEARCH PROGRAM | WORKING PAPER 008

AUGUST 2021

Diagnostic study of the Food Planning and Monitoring Unit (FPMU) in Bangladesh

Current structure, output, and analytical capacity (human and logistical)

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ACRONYMS AND ABBREVIATIONS

FPMU	Food Planning and Monitoring Unit
ANGeL	Agriculture Nutrition and Gender Linkages
BADC	Bangladesh Agricultural Development Corporation
BARC	Bangladesh Agricultural Research Council
BAU	Bangladesh Agricultural University
BFPP)	Bangladesh Food Policy Project
BIDS	Bangladesh Institute of Development Studies
CIP	Country Investment Plan
CSD	Central Storage Depot
DAE	Department of Agricultural Extension
DAM	Department of Agricultural Marketing
DC Food	District Controller of Food
DG Food	Directorate General of Food
DoF	Directorate of Food
DP	Development Partners
FAO	Food and Agriculture Organization
FFPMS	Food and Fertilizer Planning and Monitoring Secretariat
FNS	Food and Nutrition Security Policy
FNSMU	Food and Nutrition Security Monitoring Unit
FPMC	Food Planning and Monitoring Committee
FPWG	Food Policy Working Group
FSNIS	Food Security and Nutrition Information System
GO	Government Order
GOB	Government of Bangladesh
HRD	Human Resource Development
IFPRI	International Food Policy Research Institute
IFPRP	Integrated Food Policy Research Program
IPH	Institute of Public Health
JV	IFPRI-BIDS-UIUC Joint Venture
LGD	Local Government Division

LSD	Local Storage Depot
MFSP	Modern Food Storage Facilities Project
MoA	Ministry of Agriculture
MoF	Ministry of Finance
MoFDM	Ministry of Food and Disaster Management
MoFood	Ministry of Food
MoPA	Ministry of Public Administration
MUCH	Meeting the Undernutrition Challenge
NFPCSP	National Food Policy Capacity Strengthening Programme
PFDS	Public Food Distribution System
PoA	Plan of Action
RC Food	Regional Controller of Food
TAP	Technical Assistance Projects
TC	Technical Committees
TRT	Technical Resource Teams
TT	Thematic Team
TWG	Technical Working Groups
UIUC	University of Illinois at Urbana-Champaign
USAID	United States Agency for International Development
WB	The World Bank
WFP	World Food Programme
WHO	World Health Organization
WTC	Water Transport Cell

EXECUTIVE SUMMARY

For almost fifty years, the Food Planning and Monitoring Unit (FPMU) of the Ministry of Food has played a role in policy analysis and planning related to the Public Foodgrain Distribution System (PFDS) and food policy in Bangladesh. Supported by a series of major donor-funded technical support projects, this small unit has had major positive impacts on food policy reforms, as well as policy decisions on timing of PFDS imports, domestic procurement and distribution. And in the last decade, the FPMU has played a lead role in formulation and monitoring of Country Investment Plans for Agriculture, Food Security and Nutrition. Thus, the FPMU provides support not only to the Ministry of Food, but nine other ministries, as well.

This expanded mandate and the increased complexity of food and nutrition policy in Bangladesh suggest the need for an in-depth examination of the FPMU's structure and performance. This diagnostic study, based on a review of documents, interviews of FPMU staff and other government officials, stakeholder consultations and synthesis of findings, assesses the organizational structure, management, technical performance (data management and direct support to food policy implementation) and capacity strengthening needs to provide insights on how to further enhance the FPMU's effectiveness.

Major Findings:

Historically, the FPMU has provided wide-ranging food policy analysis for the Ministry of Food, supplementing the information on the PFDS provided by DG Food with market analysis and consideration of major reforms in the system (e.g. elimination of inefficient distribution channels). These tasks remain very important, particularly **analyses of the tradeoffs involved in difficult policy choices** related to levels of domestic and international procurement, appropriate levels of stocks and opportunities for private sector imports to help stabilize prices.

In order to continue and enhance this advisory role, **it is essential that high level FPMU staff have adequate training and that these staff remain in place to gain experience and in-depth knowledge over time.** The upper level of FPMU staff needs sufficient training in economic analysis and a working knowledge of nutrition issues to perform these duties. A program of regular training through short courses, seminars and hands-on learning through working with outside experts is needed.

Selection for training both in-country and abroad should be streamlined with greater focus on FPMU personnel's job descriptions. In choosing trainees, priority should be given to permanent FPMU staff. **In filling these vacant positions, the recruitment rules should be strictly followed.**

FPMU's monitoring and dissemination through its web site are outstanding. Nonetheless, they could be improved through making available additional information on the **behavior of the private sector** such as data on Letters of Credit for imports and tariff rates for food grains, monitoring the various qualities of rice (coarse, medium and fine) and various other food items (such as onions, lentils, major vegetables, fish, meat, dairy products and vegetable oil) affecting nutrition of poor consumers.

Work on the Country Investment Plans and the National Food and Nutrition Policy has greatly expanded the workload of the FPMU, though at present, most of this work is done by consultants of the MUCH project. **If FPMU is to take on these tasks after the MUCH project ends, some provision needs to be made to hire more staff and provide financial resources to support the analysis, report writing, and meetings involved.**

Finally, given the new emphasis on nutrition security and related tasks, the government may consider providing FPMU with the status of a permanent attached office and a separate budget with a modest provision for surveys/studies. The new office could be called Food and Nutrition Security Monitoring Office.

CHAPTER 1. INTRODUCTION

For almost fifty years, the Food Planning and Monitoring Unit (FPMU) of the Ministry of Food has played a major role in policy analysis and planning related to the Public Foodgrain Distribution System (PFDS) and food and nutrition policy in Bangladesh. Supported by a series of major donor-funded technical support projects, this small unit has had major positive impacts on food policy reforms, as well as policy decisions on timing of PFDS imports, domestic procurement and distribution. And in the last decade, the FPMU has played a lead role in formulation and monitoring of Country Investment Plans for Agriculture, Food Security and Nutrition. Thus, the FPMU provides support not only to the Ministry of Food, but nine other ministries, as well.

This expanded mandate and the increased complexity of food and nutrition policy in Bangladesh (requiring analysis beyond the original focus on rice and wheat) suggest the need for an in-depth examination of the FPMU's structure and performance. In particular, three key issues need to be addressed:

- How consistent are the organizational structure, the mandates, and resource allocation (human and financial) of the FPMU?
- How robust is the incentive structure of the FPMU researchers relative to their peers and how does that affect its productivity and efficiency?
- What are gaps between FPMU's portfolio of works relative to other emerging economies? What needs to be done to align incentives, mandates, and analytical capacity to get FPMU ready to tackle the 21st century policy challenges?

This study takes an **Institutional Analysis approach**. That is, we investigate how the FPMU as an institution functions in practice, given the incentives of the actors involved, the structure of the FPMU, and social norms of Bangladesh. In implementing the study, we have undertaken three broad sets of activities: (a) a desk review of the available materials, (b) stakeholders' consultations, and (c) synthesis and triangulation. Interviews with staff of the FPMU and Ministry of Food, along with consultations with stakeholders took place in September and October, 2019. (See Annex 1 for a list of people interviewed and participants in a stakeholder consultation held on 11 September, 2019 at the FPMU office.)

This first chapter begins with an overview of the history of the FPMU and its mandate.

1.1 Genesis: The FPMU and Its Mission

The historical antecedents of the birth of Food Policy Monitoring Unit (FPMU) can be traced back to early seventies. At liberation in 1971, the war-ravaged economy needed action-based policies for rehabilitation. The worldwide food shortage in 1974 is well known. For Bangladesh, the harrowing experiences of 1974 famine led to increased awareness to achieve food security. Thereafter, in 1979, a World Bank Report (Report no BGD 2261) recommended creation of Food Policy and Monitoring Unit. Action on this issue was said to be a precondition for credit approval.

As a result, the Food and Fertilizer Planning and Monitoring Secretariat (FFPMS), the precursor of FPMU, was established in 1980 as part of the Planning Commission (see Box 1.1). In the early years, USAID supported the non-permanent organization and following radical reorganization of Planning Commission, the FFPMS moved to the Ministry of Food (MoFood) in 1983 where it was renamed the Food Planning and Monitoring Unit. The task of monitoring fertilizer was given to the

Ministry of Agriculture (MOA) which already had a monitoring unit for fertilizer and other inputs as part of the Bangladesh Agricultural Development Corporation (BADC).

The period 1989-1994 can be considered as a turning point in the history of FPMU. During this period Bangladesh Food Policy Project (BFPP) financed by USAID with technical collaboration of International Food Policy Research Institute (IFPRI) was implemented. The major objective of the project was to generate research-based knowledge to address important issues of Food Security. In the last year of the project, the Monthly Food Situation Report, a review of developments in the PFDS and foodgrain markets, was launched. This report has been published almost continuously since that time with almost no support from donor-supported projects.

After a gap of three years, a second USAID- funded technical assistance project, the IFPRI-BIDS Food Management and Research Support Project (FMRSP), began in 1997 and continued until mid-2001. Following an unexpected monsoon season (aman) production shortfall in December 1997 and a sharp increase in the price of rice, the Secretary of Food proposed an expansion of the FPMU's mandate, as well as staff, to 18 full-time staff. Although the proposal was approved, the additional positions were not endorsed by the Ministry of Establishment at that time. As a result, these positions were filled by temporary officers seconded from other parts of the Ministry of Food. Several years later, in 2005, as part of the conditionality for a new large European Commission (EC) project implemented by FAO, (the National Food Policy Capacity Strengthening Programme, NFPCSP, 2005-2014), these new positions were filled with permanent staff.

The new National Food Policy was also adopted in 2006 specifying a significant expansion in the roles of the Ministry of Food (and the FPMU) to include support to implementation of policies and investments related to agriculture, food and nutrition, particularly the Agricultural Investment Plan. In January 2009, the new Awami League government adopted the National Food Policy Plan of Action (2008-2014). And following the May 2010 Country Investment Forum, the FPMU helped to coordinate donor support for the National Food Policy Plan of Action and Country Investment Plan, beginning in 2013. FPMU also provided support to the National Nutrition Policy adopted in 2015. Finally, in 2016, a new FAO project, Meeting the Undernutrition Challenge (MUCH), providing technical backstopping to FPMU's policy analysis and support to Country Investment Plans.

1.1.1 Administrative Structure: The Food Planning and Monitoring Committee (FPMC)

In the late 1980s, a ministerial level committee in the Ministry of Food, the Food Planning and Monitoring Committee (FPMC), became the apex body to monitor country's food situation. In its formative phase, the Minister for Finance was the chairman of FPMC. Later in 1991, the Minister of Food replaced him as chairman. The committee also includes secretaries of the relevant ministries such as Agriculture, Finance and Relief. The Director General (DG) FPMU acts as Member Secretary to the committee.

The current membership of FPMC is nineteen (Box 1.2). The expansion was due to larger emphasis on nutrition security than before. Its terms of reference are to:

- Monitor the overall food situation;
- Review food grain production statistics, assess demand for food grains, the stock situation, the overall state of food and nutrition security management, including all related aspects, and advise the government to take appropriate decisions; and
- Review the actual state of food related matters and advise the government in order to ensure food and nutrition security.

The FPMU provides secretarial support to the FPMC. This is the principal mandate of FPMU.¹

1.1.2 The Mandate of FPMU

Thus, the mandate and main activities of the FPMU can be summarized as:

- Provides secretarial support to the Food Planning and Monitoring Committee (FPMC).
- Provides technical support to the policy makers regarding food security issues as on required.
- Acts as the National Focal Point of food security investments and coordinates all the food security stakeholders including DPs.
- Prepare food policy, Plan and Action and investment planning on food and nutrition security.
- Monitor food and nutrition security situation of the country.
- Collecting, storing and making available all information/data relevant for food security analysis and for policy formulation and implementation.
- Enhancing inter-ministerial collaboration for implementation of the National Food Policy and its Plan of Action.

Publish Daily, Fortnightly and Quarterly Food situation Report and Annual NFP-Plan of Action and Country Investment Plan (CIP) Monitoring Report².

1.1.3 Structure of the Report

The rest of this report is structured as follows. Chapter 2 describes the FPMU's analytical support to the Ministry of Food and the Public Food-grain Distribution System, the heart of FPMU's original mandate. Chapter 3 covers FPMU support to the Broader National Food Policy and Country Investment Plan, the main work of the FPMU since 2008. Chapter 4 covers administrative and management issues, including staffing and finances. The final chapter presents the Summary and Conclusions, including recommendations.

¹ Source: Government Notification No. 04.00.0000.611.06.001.19.55 dated February 25, 2019

² Hajiqul Islam power point presentation, August 5, 2019.

CHAPTER 2. FPMU POLICY SUPPORT: DATA MANAGEMENT, FOOD POLICY ANALYSIS AND SUPPORT TO THE FPMC

A major part of the work of the FPMU is food policy support to the Secretary of Food and other Ministry of Food senior officials, including serving as the Secretariat to the Food Planning and Monitoring Committee. In this role, the FPMU prepares background documents and minutes of FPMC meetings, as well as direct analytical support to the Secretary of Food and others in the form of occasional memos and papers on key policy issues, and materials for conferences and other events. The FPMU also maintains a data base on key food policy variables, disseminates this data and basic analysis through various reports, and maintains a library and web page with a rich set of publications and government documents. In addition to the above work, which is described in this chapter, the FPMU supports the design and monitoring of the Country Investment Plans that help implement the National Food Policy (covered in the next chapter).

2.1 Analytical Support to the FPMC and the Ministry of Food

FPMU's role in providing analytical support to the FPMC and the Secretary of Food has enabled the FPMU, supported by technical experts hired through major foreign aid-support projects, to make major contributions to policy formulation and execution in Bangladesh. In the 1990s and early 2000s, the FPMU's technical policy analysis focused on support to the management of the Bangladesh Public Food Distribution System (PFDS) in decisions about levels and timing of domestic procurement, government imports and distribution of rice and wheat. The ultimate aim of these interventions is to enhance household food security, stabilize prices and guarantee adequate public stocks for future interventions.

Formally, FPMU's most important role is serving as the Secretariat to the FPMC. The FPMC meets at least two times per year, typically in the months just preceding the *aman* and *boro* harvests (which take place in about November-December and May-June, respectively). In these meetings, the FPMC decides on the quantity of paddy and rice procurement (and wheat procurement which takes place in the *boro* rice season only). The FPMU also provides input to special meetings of the FPMC called to address important policy issues arising from market price spikes or severe declines. The FPMU also provides input into the calculations of the food subsidy for annual budgets of the Ministry of Finance.

FPMU analysis typically uses the latest estimates of production from the Ministry of Agriculture (Department of Agricultural Extension) and takes into consideration information on market prices, PFDS stocks, planned imports, and world market conditions to produce a memo recommending levels of procurement or other government intervention. The DG Food also provides recommendations to the FPMC based on similar data. Historically, the analysis of the FPMU has complemented that of the DG Food by providing input that contained a more detailed analysis of international market conditions and private sector incentives (e.g. incentives for private sector imports).

Through this analysis for the FPMC and other similar analysis for the Secretary of Food, FPMU has had a major role in the implementation of food policy in Bangladesh (see Box 2.1). One major reason for this policy influence, particularly in the 1990s and early 2000s, was the presence of skilled national analysts who earned the trust of policy makers. The FPMU was also supported by a series of major food policy projects implemented by the International Food Policy Research Institute (1989-94 and 1997-2001) and the Food and Agriculture Organization (2005-2014 and 2016 – present).

These projects provided services of international experts who conducted policy-related research, analysis and training that significantly contributed to FPMU's work. These projects have been especially important in supporting household and market surveys that have enabled empirical analysis of food and nutrition interventions.³

Although the FPMU and the role its staff played in the policy analysis was seen as useful, the Unit had only a small number of technical staff (five to ten) until 1998. However, following an unexpected monsoon season (*aman*) production shortfall in December 1997 and a sharp increase in the price of rice, the Secretary of Food proposed an expansion of the FPMU's mandate, as well as staff, to 18 full-time staff. The proposal was approved, though the additional positions were filled by deputation of officers from other ministries/agencies. Ultimately, however, these positions were regularized as part of the conditionality for the FAO implemented National Food Policy Capacity Strengthening Programme (NFPCSP), which included two phases from 1st August 2005 to 30th September 2014 funded by USAID and the EU. The FPMU later expanded to 31 positions in 2009.⁴

2.2 Regular Reports and Memos

For providing empirical evidence to undertake decisions related to PFDS procurement, distribution and stocks and to accomplish related tasks, the FPMU produces several key documents including an overview of stocks and planned government interventions used for the annual government budgets; a "stock-flow" table specifying monthly distribution through the various programs of the PFDS, monthly procurement and the resulting monthly stock levels; and a Food Situation Report (which has been publicly distributed since the early 1990s) outlining an overview of recent PFDS operations, and basic analysis of rice and wheat availability, and market prices.

The annual summary of PFDS operations, produced together with DG Food, takes official forecasts of seasonal harvests (*aus*, *aman*, *boro* and wheat), along with planned levels of domestic and international procurement (including both food aid and public commercial imports) and projected private commercial imports to estimate total food availability. A standard part of this report has been the calculation of the so-called "food gap", the difference between availability of rice and wheat from domestic production and the target availability of 454 grams/person/day. From the 1980s to the early 2000s, the size of the food gap was an important aspect of the Ministry of Food's and donors' rationale for the annual quantity of food aid. Since 1998/99, however, net availability from domestic production has exceeded the target availability (i.e. the food gap has been filled), essentially eliminating the argument for food aid as a necessary supplement to supply, (though there remains a case for some food for targeted programs to alleviate poverty and undernutrition), (Annex Figure 1).

In addition to the estimates of total annual procurement and distribution, the FPMU and DG Food put together a table of **stock-flow estimates by month** that includes projected monthly procurement by source (domestic or international) and distribution by channel. This planning tool enables the government to project month-end stock levels throughout the year. By adjusting the timing and quantities of planned distribution and imports, the government is able to ensure that planned stocks exceed monthly minimum targets.⁵

Unlike, the other documents described above, the quarterly Bangladesh Food Situation Report was designed for public dissemination. In total, 118 Food Situation Reports have been published since the publication began in 1989. This quarterly report provides an overview of the overall foodgrain

³ Sustained donor support through these projects in the 1980s and 1990s in part reflected donor concern that large-scale food aid was well-targeted and did not result in major disincentives for domestic cereal production.

⁴ For further details, see the discussion in Chapter 4, Figures 4.1, 4.2, 4.3 and Tables 4.1, 4.2, 4.3.

⁵ This tool was also modified to produce estimates of the minimum size of old stocks (Dorosh and Farid, 2003) that were included in various memos to the Secretary of Food in the early 2000s.

situation in the country covering supply (domestic production and foodgrain imports), PFDS operations (domestic foodgrain procurement, public foodgrain distribution and public stocks of foodgrains), domestic market prices, and an international production and prices outlook (based on U.S. Department of Agriculture and Food and Agriculture Organization international data sets and assessments). In recent years, findings from various national surveys and other reports are included in a section on Food Consumption and Nutrition, as well. All of the Bangladesh actual (as opposed to projected) data used in the Foodgrain Situation Report originates from sources outside the FPMU: production data from the Department of Agriculture Extension (DAE), market price data from the Department of Agricultural Marketing (DAM), both of the Ministry of Agriculture, and PFDS data from the DG Food. FPMU staff process this data, generate tables and figures, and write the text of the report.

Since August 2008, the FPMU has also published the Fortnightly Foodgrain Outlook, a four-page bulletin covering 1) Domestic price: coarse rice and *atta*; 2) Domestic wholesale and international prices of rice and wheat expressed in US dollars per metric ton, as well as Chicago and Kansas Board of Trade wheat futures prices; 3) Global production and stocks of rice and wheat (from USDA); 4) Recent data and projections of quantities of global trade in rice and wheat (from USDA); 5) Quantities of Bangladesh rice and wheat imports from the DG Food Market Information System (MIS), along with letters of credit opened and settled; and Government interventions (quantities of procurement and distribution).

In addition, the FPMU produces a Daily Food Situation Report. It consists of data presented in 9 distinct tables for rice and wheat. Besides giving an overview of the same variables mentioned in the above paragraph on a daily basis, the report additionally gives a daily update on the grain position of the carrying vessels in private sector (based on data from Water Transport Cell (WTC), Chattogram), predicted import value of food grains (based on data from FAO; IGC & Private Importers, www.agrimarket.info (Daily report)) and LC situation (opened and settled) for importing food grains (based on data from Bangladesh Bank's temporary account). The principal secretary of the Prime Minister of Bangladesh, private secretaries of ministers from multiple ministries (MoFood, MoF, MoA, Local Government Division), private secretaries of the Senior Secretaries/ Secretaries/Additional Secretaries of multiple ministries (Cabinet division, Prime Minister's Office (PMO), MoFood, Finance Division at the Secretariat, DG Food, FPMU) receive a copy of the report in hard copy or electronic copy through the government cloud system E-Nothi.⁶

The MIS&M at DG Food, through communicating with their field officers at regional level, collects primary data and prepares one Daily Internal Procurement Report and one Daily Report. While the data on procurement (targeted and actual) can be availed from the former, the data on PFDS (national public stock of food grain and distribution), public import, private import, food grain position of the grain carrying vessels, sales data on PFDS operations, wholesale and retail market price for rice and wheat can be found in the latter. Officials from DG Food confirmed that FPMU, MoFood and Director-4 at PMO receive a copy of the Daily Report.

Based on their primary data, MIS&M also develops one Weekly National Foodgrain Situation Report. Besides having data on the variables included in their Daily Internal Procurement Report, it caters data on stock position, internal and external procurement, port operation status, price status and grain loss for wheat and rice. This report is circulated to the honorable Minister, MoFood, Secretary and Joint Secretary at MoFood, DG and ADG at Directorate of Food, DG at FPMU, Deputy Secretary (Supply) and Deputy Secretary (Procurement), Ministry of Food and Director Operation (TCMC). FPMU uses the data from both reports published by MIS&M in their multiple publications.

⁶ See Table 2.1 for a list of the FPMU's regular reports on the PFDS.

2.3 Dissemination: Documentation Center, Online Library and the FPMU Website

2.3.1 Online Library and Documentation Centre

The FPMU Documentation Centre has a physical structure inside the FPMU office. The center, inaugurated in 2012, has an electronic repository which provides access to a collection of online resources related to food security and also contains the catalogue of the books available in the Documentation Centre.⁷ The simple search and advanced search buttons of the Online Library section in the webpage seem to be very user-friendly for finding the desired documents or books. If the list is being regularly updated with the newest documents entered into the center, the electronic repository will be even more purposeful.

2.3.2 FPMU Database

FPMU maintains a rich database (<http://fpmu.gov.bd/fpmu-database/MAIN.HTM>) on Food Situation with latest secondary data collected from several sources. Compiling this data and uploading this to the website daily/weekly/monthly/annually is a demanding task requiring constant effort on the part of the FPMU in this regard should be appreciated. See Table 2.2

2.3.3 Bangladesh Food Price Monitoring and Analysis (FPMA) Tool

This section of the website was implemented with the support of FAO-Bangladesh "Meeting the Undernutrition Challenge" (MUCH) Project and FAO Global Information and Early warning System with the funds from European Union and USAID. FPMA tool of FAO was initially developed in 2010 as part of FAO's initiatives to address the soaring food prices and implemented for Bangladesh later.⁸ It provides data with interactive infographics on some very important food situation variables such as updated wholesale and retail price for more than 50 commodities in 64 districts of Bangladesh (based on the data provided by FPMU), updated international market price, domestic prices of commodities of some countries around the world and international export prices of different commodities (based on directly linked datasets to the FAO global GIEWS). To be noted, this page has a bulletin section which is in demo stage and is not up to date. Moreover, FPMU officials have reported that they are not currently using this as they are not trained in using the FPMA tool.

2.3.4 FPMU Website

The FPMU website (www.fpmu.gov.bd), though not consistent with the interface of the other government websites, is an updated repository of the recent reports and other materials published by FPMU. The datasets and documents available on the website are not directly uploaded by the FPMU officials. Consultations with FPMU officials have confirmed that the website server is administered by the MUCH technical support. Responsible officers of the MIC division at FPMU store the data in a repository and a website-manager from MUCH technical assistance team uploads the documents and the datasets.

1. Reports and Publications:

FPMU's reports and publications named as Fortnightly Foodgrain Outlook, Bangladesh Food Situation Report, Monitoring Report of NFP PoA and CIP, Previous Research Briefs (under NFPCSP) and Policy Briefs and Fact Sheets can be availed from this section (Table 2.3). However, the Daily

⁷ Source: FPMU website (<http://fpmu.gov.bd/agridrupal/about-library>)

⁸ See more on FPMA tool: <http://www.fao.org/giews/food-prices/price-tool/en/>

Food Situation Report, though prepared by FPMU officials, is available only on the website of MoFood.

2. Food Security and Nutrition in Bangladesh

According to the website, the data portal was developed under NFPCSP in 2014. It is a gateway to a more complex Data Management System of a larger Food Security and Information System (FSNIS) that was developed in collaboration with HISP India, an international NGO with extensive experience in the design of software solutions and counting on technical assistance from FAO and financial support from EU and USAID⁹. It should be noted that the data portal of this page seems to be inaccessible.¹⁰

2.3.5 Recommendations on the website

- (i) The database option is one of the prime components of this website. Nevertheless, the presence of the button is not that prominent. Both buttons pertaining to the database- “FPMU Database” and “Bangladesh FPMA Tool” are located under very lightly focused “Useful Links” section which is not doing justice to the effort FPMU officials have been putting on. Placing the buttons under the header can be a good option.
- (ii) The database does not allow for downloading the data in Microsoft excel/.csv/.dta format. One may argue that the data tables can be copied and pasted on an excel sheet. In this regard, the backend codes of the tables’ data import mechanism have been inspected. It shows that all the tables are generated by Microsoft Excel’s “Publish as Web Page” wizard. The disadvantage of this feature is that if the values in the data in source excel sheets are rounded up because of the format of the excel sheet, the actual data value may not be imported to this table. This is a serious concern since some of the observations in each table were found missing because of this reason. In the figure 2.1, the line underlined with red color shows this evidence.
- (iii) The online database does not allow for downloading the data following a query system. For example, if any researcher/policymaker wants to fetch data on rice production for a specific year, the current process will be cumbersome. Preparing a query system on the website interface can solve this issue. Considering this, the database can follow the database of renowned database website such as World Bank Open Data, Harvard Dataverse as model pages.
- (iv) It would be helpful for policymakers and researchers if the database had division-wise/district-wise disaggregated data on production, price, stock, procurement, channel-wise distribution by year. Currently, the data on these variables are available in national level.
- (v) Although the database has data on number of variables collected from DG Food MIS&M, the food budget data is not available. Availability of this data would be immensely helpful. Moreover, DG food revises its data on procurement and distribution at the end of the year. Notwithstanding, the revised data on these variables cannot be obtained from FPMU database.
- (vi) Significant progress can be made in minimizing the page load time.
- (vii) Finally, more policy analysis tools can be programmed on this webpage using the available data following the FPMA tool page. The program can be used to produce graphs, pie chart

⁹ Source: FPMU website (<http://fpmu.gov.bd/agridrupal/food-security-and-nutrition-data-portal>).

¹⁰ Records of projects undertaken prior to 2005 are not available on the site. Providing access to public data/reports on previous projects would be useful.

and other infographics to understand the trends in the food situation variables that are not present on FPMA tool page.

It is hoped that the appointment of a database manager and a website manager (the requisition letter for these posts has been sent to the Public Service Commission (PSC)) would make the FPMU Database more user-friendly, given the technical skills they are supposed to have according to the recruitment rules.¹¹ After their joining, the website and data server management should be gradually handed over to these FPMU officers (currently it is administered by MUCH). It would also be useful for the FPMU to conduct an informal survey to determine the extent to which the contents of the site are used by the relevant ministries and to obtain suggestions for improvements.

¹¹ See MoFood, SRO No. 366-Law of December 18, 2018, published in Bangladesh Gazette on December 19, 2018, Page no. 26156

CHAPTER 3. SUPPORT TO THE BROADER NATIONAL FOOD POLICY AND COUNTRY INVESTMENT PLANS

3.1 Background

Country Investment Plans (CIP) are detailed profiles of on-going and pipeline public investment projects supporting food and nutrition security objectives specified in national policies – National Food Policy 2006 (NFP 2006) for the first CIP document, for example. The first CIP document, titled Bangladesh Country Investment Plan – A Road Map Towards Investment in Agriculture, Food Security and Nutrition, commonly known as CIP1, was published by FPMU in June 2011. The Bangladesh Second Country Investment Plan – Nutrition-Sensitive Food Systems (2016-2020) – known as CIP2, was published by FPMU in 2018. FPMU has also published seven monitoring reports associated with CIP1 and one monitoring report associated with CIP2. According to FPMU officials, during the year when the Five-Year Country Investment Plan is prepared, FPMU officials allocate between 60% and 80% of their time to it. FPMU officials also allocate 50% of their time to the preparation of the annual monitoring report between May and September.

CIPs came into being in response to the global food crisis (2007-08) and the devastation brought on by two powerful storms – cyclones Sidr (November 2007) and Aila (May 2008). Rice prices rose as a response to the food crisis by 73% between April and July of 2007. The local availability of cereals was also affected around the same time as Bangladesh had to contend with significant crop losses from the effects of floods and cyclone Sidr.

In the wake of the twin crises, it was felt that Bangladesh needed to be prepared for similar short-term emergencies. More importantly, the country also needed to address long-term food and nutrition security challenges posed by population growth, climate change, shrinking access to natural resources, and chronic malnutrition. Admittedly, the Plan of Action (PoA) for the National Food Policy of 2006 (NFP 2006) had promised such preparation by connecting the three broad objectives of NFP 2006 with intervention areas, priority actions, policy targets, and indicators for the monitoring of policy implementation, it had stopped short of specifying on-going projects under the programs.

The CIP is a menu of on-going and pipelined investment projects spread along sub-programs. It also contains resource needs, committed resources and the gap for each project. The CIP should be aligned to the policy perspectives and goals of the five-year plans of the government to help ensure that the projects in the CIP are not rejected by the Planning Commission.

Interestingly, the global food crisis that had initially exposed the lack of preparedness also facilitated the creation of the CIP as it prompted a flurry of activities and pledges from the global donor community on October 11, 2009 (GAFSP, 2010). The L'Aquila Food Security Initiative (July 2009) and the World Summit on Food Security (WSFS) in Rome in November 2009 ended with commitments from the global community; the United States, for example, pledged \$10.15 billion over a three-year period to initiatives that would focus on reducing hunger and poverty in developing countries in Sub-Saharan Africa and South East Asia. The WSFS had also specified the five guiding principles for food security interventions by developing countries, namely Country-led plans, Comprehensiveness, Coordination, Multilateral Systems, and Financing. In the creation of the PoA, Bangladesh had already followed some of those guiding principles – country-led, comprehensive, and coordinated. The completion of the CIP was the natural next step.

From the perspective of development partners (DPs), CIPs and corresponding monitoring reports constitute a menu of projects and their prices. Because on-going and pipeline projects are linked with policy goals, DPs can select to finance projects to their liking. By the same token, DPs can also avoid duplication of investment by looking at the array of on-going, financed projects. For planners and policy makers in Bangladesh, CIPs show the interconnectedness among ministries with respect to the fulfillment of specific goals.

3.2 The Structure of CIP Preparation: FPMC, NC, FPWG and TWG

3.2.1 Food Policy Monitoring Committee (FPMC)

The FPMC is a committee headed by the Minister of Food. The ministers for Finance, Commerce, Agriculture, Local Government and Rural Development and Cooperatives, along with secretaries of a number of ministries are members of the FPMC.¹² The Director General of FPMU is the Member Secretary of the FPMC.

According to the published terms of reference, FPMC has the following responsibilities¹³:

- Committee will monitor overall food security situation on a continuous basis.
- Committee will advise the government to take appropriate decisions for action based on food production, stock, demand information and issues relating to all other aspects of food security including overall food management and "food and nutrition security."

In its role as the provider of overall leadership and oversight in the formulation of food security and nutrition policies, the FPMC holds at least two annual meetings to address food procurement issues (rice and paddy procurement quantities and prices), and guides the preparation of the CIPs. In all its function, the FPMC draws on the expertise of the FPMU, using the latter as its secretariat. As such, the involvement of the FPMU in preparing CIPs owes directly to its role as the secretariat for the FPMC.

3.2.2 The National Committee (NC)

The National Committee oversees the CIP implementation and monitoring processes. The NC is also the platform where government and non-government entities including development partners interact. The NC, also chaired by the Food Minister, comprises of the secretaries from the MoF (Finance and Economic Relations Divisions), Ministry of Health and Family Welfare, Ministry of Agriculture, Ministry of Fisheries and Livestock, Ministry of Water Resources, Ministry of Disaster Management and Relief, Ministry of Food, Implementation Monitoring & Evaluation Division of the Ministry of Planning, members from the Planning Commission (General Economics Division and Agriculture, Water Resources and Rural Institutions Division); and the Vice Chancellor of BAU, the Executive Chairman of BARC, the President of the Federation of Bangladesh Chambers of Commerce and Industry, the Mission Director of USAID, the FAO Representative in Bangladesh, the Director General of the Bangladesh Institute of Development Studies (BIDS), the Country Director of the World Bank, and the Chief of Party of IFPRI.

¹² Secretaries: Cabinet Secretary, Internal Resource Division, Finance Division, Statistics and Informatics Division, Secretary, Ministry of Food, Ministry of Women and Children Affairs, Ministry of Disaster Management and Relief, Ministry of Health and Family Welfare, Ministry of Agriculture, Ministry of Fisheries and Livestock.

¹³ Cited in <http://fpmu.gov.bd/agridrupal/food-planning-and-monitoring-committee>. Downloaded on November 11, 2019

3.2.3 The Food Policy Working Group (FPWG)

The Food Policy Working Group (FPWG) is an inter-ministerial committee that provides support to the FPMC. The FPWG is chaired by the Secretary of the Ministry of Food and includes representations from ministries connected to the intervention areas, actions, programs, and the projects. The FPWG typically works by breaking itself into smaller teams called Thematic Teams. Usually, each thematic team considers a particular aspect of the policy under consideration. The five Thematic Teams monitor the progress towards the objectives of the national policy, assess the effectiveness of ongoing policies and strategic actions against a common results framework and sectoral/cross sectoral targets where appropriate, contribute to the formulation of new programs and/or expansion of existing ones, contribute to develop and maintain continuous dialogues between FNS stakeholders, and promote effective coordination among ministries/divisions/agencies/stakeholders in the implementation of inclusive investment actions for ensuring nutrition-sensitive food systems (FPMU, : CIP2).

FPWG had the following Thematic Teams for CIP2:

Thematic Team A: Diversified and Sustainable Agriculture, Fisheries and Livestock

Thematic Team B: Efficient and Nutrition-Sensitive Post-Harvest Transformation and Value Chain

Thematic Team C: Improved Dietary Diversity, Consumption and Nutrition

Thematic Team D: Enhanced Access to Social Protection, Safety Nets and Increased Resilience

Thematic Team E: Cross Cutting Issues of Nutrition-Sensitive Food System and Strategies.

Thematic Teams are convened by the Director General of FPMU, and an FPMU research official serves as the member secretary of the group. The following, for example, is the composition of Thematic Team A: Diversified and Sustainable Agriculture, Fisheries and Livestock (reference: CIP2)

Convener: FPMU Director General

Members: Ministry of Agriculture, Ministry of Fisheries and Livestock, Ministry of Industries, Ministry of Water Resources, Department of Agriculture Extension, Department of Fisheries, Department of Livestock Services, Bangladesh Chemical Industries Corporation.

Member secretary: Senior research official from the FPMU

3.3 Services in Support of CIPs

The preparation of the CIPs and the Monitoring Reports requires the following tasks and inputs:

- Overall responsibility, from conceptualization to report writing.
- Coordination among different ministries, agencies – government and non-government
- Technical support, for the conceptualization of the link between national policies and relevant individual projects.

3.3.1 Overall Responsibility

The Food and Agricultural Organization (FAO) of the United Nations is in charge of the organization of the CIP preparation. For the Monitoring Reports, the responsibility is initially with FAO, and then

gradually shifting to the FPMU. FAO is currently funded through the Meeting the Undernutrition Challenge (MUCH) project, funded by the European Union and the United States Agency for International Development. The same two development partners had funded FAO during the preparation of CIP1 through the project called National Food Policy Capacity Strengthening Program (NFPCSP).

3.3.2 Coordination

Coordination activities typically entails the convening and holding of meetings, obtaining and presenting background information from different ministries and agencies, and arranging consultation meetings involving the private sector, the academia, Non-government organizations, and development partners. FPMU does the majority of coordination work.

3.3.3 Technical Support

Technical support for CIP preparation requires translating national policy documents into broad policy goals, identifying intervention areas and priority actions, consolidating areas and actions into specific programs and sub-programs. For the Monitoring Reports, technical support is needed for identifying relevant proxy variables for tracking results. The preparation of the CIPs and the Monitoring Reports has traditionally relied on external experts, both national and international, for technical support. For the PoA, technical support had come from the Technical Resource Teams (TRT) while Technical Committees (TC) provided technical support to the formation of CIP1. For CIP2, technical support came from the Technical Working Groups (TWG).

TWGs have played a substantial role in the preparation of the CIP2. Each of the eight TWGs met four times during a six-month period, resulting in a total set of 32 meetings; those meetings led to the agreement on a broad set of objectives for CIP2.¹⁴ While CIP1 had considered the three broad objectives – availability, access, and utilization – from the National Food Policy of 2006, CIP2 expanded its purview to priority nutrition-sensitive investment programs for each stage of the food value chain – from production to plate’ - as well as emerging challenges to the food systems. Specifically, CIP2 considered the following goals:

1. Diversified and sustainable agriculture, fisheries and livestock for healthy diets
2. Post-harvest transformation, value addition, nutrition and supply
3. Improved dietary diversity, consumption and utilization
4. Enhanced access to social protection and safety nets and increased resilience
5. Strengthened enabling environment for achieving food and nutrition security and cross-sectoral issues.

3.4 Summary and Recommendations

A new CIP report is expected to be produced every five years. FAO begins the process by creating technical working groups where FPMU is involved mostly in a coordination role. FAO brings in external experts, national and international, for providing technical support. Subsequent steps involve representatives from the ministries, departments under ministries, and even later the development partners, the academia, non-government organizations, and other elements of the civil society. Both FPMU and FAO play important coordination roles in the setup. FAO remains in charge of the preparation while FPMU convenes and holds the meetings involving a large number of entities. Once the

¹⁴ See Annex 3.1 for a detailed description of the steps involved in preparation of the CIPs.

five-year CIP plan is prepared, monitoring reports are prepared annually with FPMU once again playing a coordination role, at least in the beginning.

The preparation of the CIP report and the accompanying monitoring reports take up the lion's share of the time of FPMU officials; they allocate 60%-80% of their time to the CIP report during the year it is prepared, and half of their time to the annual monitoring report between the months of September and May. The importance of the monitoring reports has been elevated in recent years; starting from 2019, the approval of the annual monitoring report by the month of June has been included as a requirement for the ministry of food in its Annual Performance Agreement with the Cabinet Division.

FPMU's future role in the CIP and the monitoring reports depends on answers to two key questions:

Question 1: Should the FPMU Continue to Work on Annual Monitoring Reports?

Although the work on annual monitoring reports is important, it is not research or technical work; coordination among the agencies is the most important skill necessary for the work. FPMU officials themselves believe that the annual production of the monitoring report is essentially a replication of the previous year's work. Given the above, it is conceivable that the preparation of the CIP and the monitoring reports can be delegated to any appropriately trained group of government officials.

Recommendation 1: If the FPMU takes full responsibility for Annual Monitoring Reports, the number of staff will need to be increased.

If government decides to maintain FPMU's current role in CIP and Monitoring Reports, it is necessary to consider an expansion of the FPMU workforce. The existing size of the FPMU workforce was determined prior to its involvement in the preparation of the CIP and the Monitoring Reports. A simple back of the envelope calculation using only the Monitoring Reports suggests that the number of research officials need to be increased from 23 to at least 31.¹⁵

Question 2: Should the FPMU Continue to Work on CIP Reports?

Should the current set up in which FAO is in charge of the overall work and FPMU carries out the coordination task be maintained? In the current setup, both FAO and FPMU provide essentially coordination support. While FAO remains in charge of the overall projects – preparation of CIP and Monitoring Reports – FPMU works with specific components of the two projects. FAO also brings in technical support in the form of national and international experts.

The advantages of the current set up is that FAO is an international organization with substantial expertise and a long history in this work. It has the institutional memory, a very rich repertoire of relevant materials books and reports, and necessary connections, both national and international, to engage external experts, and producing the reports. Along with the advantages of FAO in its current role, FPMU in its current state does not have the skill and the experience of doing what FAO accomplishes.

However, FAO prepares the CIP and the Monitoring Reports in a top-down approach in which it makes decisions regarding the content and the selection of experts; such arrangements may sidetrack the interests of the host country. In the absence of specially designed programs to impart development project management skills for FPMU, the current role of FAO or any other similar organization would be perpetuated. Moreover, FAO charges a substantial fee for providing its service.

¹⁵ The calculation is as follows: if 23 FPMU research officials allocate 50% of their time to the monitoring report for nine months, then 11.5 of the FPMU officials allocate 100% of their time for nine months, or 8.7 officials allocate 100% of their time for 12 months. The additional eight individuals would allow the pool of FPMU officials to perform tasks they are mandated to do.

Recommendation 2: Additional skill training is needed if the FPMU takes on added responsibilities.

If the government is satisfied with the current set of arrangements, the status-quo can be maintained. However, if the government takes a long-term view, and chooses to prepare FPMU for the overall execution of CIP and Monitoring Report preparation, FPMU officials need to acquire **technical skills** in appropriate disciplines (Masters or Ph.D. level training); and **additional management skills** (theoretical and hands-on development project management training, including procedures in hiring national and international consultants).

Many of the current staff have a master's degree from abroad earned after joining the FPMU, and it is common among the current staff. However, these graduate/professional degrees were funded by NFPCSP. FAO-MUCH is also following the same procedures. If the government intends to build a self-reliant FPMU, a steady flow of funds should be allocated to the capacity building of the FPMU officials. FPMU may also consider providing for Ph.D. training for a selected few officials. Given the high cost of this training, the field of study (public policy, agricultural economics, nutrition, food security, etc.), the quality of the Ph.D. program and the incentives for the staff person involved should be very carefully considered.

Management skills could be acquired following the standard training modules maintained by renowned development organizations¹⁶. The modules should include the preparation of project proposals, monitoring and managing (in organizing and financing sense) programs and writing project reports on the issues FPMU is concerned with. In this process, they will be able to equip themselves with the latest developments in practice. FPMU officials should also be trained in the basic concepts related to food and nutrition security. Finally, since hiring consultants for research works will be a task to be done on a regular basis, FPMU must get connected to a large network of consultants - both at the national and international levels and acquire a working knowledge of their work.

¹⁶ Development organizations such as BRAC, Swisscontact have in-house project management skill development training. Through consultations and training arrangements, FPMU can also enhance the capacity of its employees.

CHAPTER 4. ADMINISTRATION, INSTITUTIONAL STRUCTURE AND STAFF INCENTIVES

4.1 Organizational structure and Charter of Duties

The organizational structure of FPMU has evolved over time. As discussed in chapter 1, prior to 1991, FPMU had 24 permanent positions, but many of these were unfilled by the mid-1990s. In 1998, following rapid spike in domestic rice prices, the size of the FPMU was increased to 30 officers and supporting staff (government order (GO) of March 4, 1998). Of these 17 were research staff (Class 1) and one research investigator plus twelve supporting staff (Figure 2.1). However, these positions were not immediately filled. Later, in April 2009, the FPMU again expanded, reaching a size of 32 staff (Figure 2.2), but there was no substantive change in structure.¹⁷

An organogram is a description of the organizational structure of an enterprise; it describes relationships among departments, and between superiors and subordinates. How well an organogram serves the purpose of an enterprise depends on key features including simplicity, flexibility, line of authority, and the apportionment of ultimate authority.

Simplicity of the organogram implies that organizations carry out their mandated activities under the simplest possible framework in an economical and efficient way. Simplicity also requires that every person in an organization is clear about with whom she has to consult in a particular matter. Flexibility of the organogram emphasizes that although the structure is based in the present, it must be readily amenable to adapting with changing times. Having a clear line of authority requires each employee to be clear about what she is expected to achieve and contribute, and to whom she is accountable. Finally, the apportionment of ultimate authority means that although superior managers assign subordinates specific duties, the superior managers are ultimately responsible for the completion of the total work. It ensures that every person carries dual responsibilities – responsibility for her own work and that for her subordinates' work.

FPMU organogram has a clear and simple structure. Under the leadership of the Director General, the organization has four different sections, each headed by a Research Director with a clearly defined responsibility. Associate Research Directors work under Research Directors, and supervise Research Officers. Research Directors, Associate Research Directors, and Research Officers have clearly defined work responsibilities, and lines of authority. The organogram is also amenable to change – by vertical or horizontal addition – within each section or outside.

The features of FPMU's organogram can be grasped from the details of the four sections – Food Access (FAC), Food Availability (FAV), Food Utilization and Nutrition (FUN), and Management Information and Communication (MIC). For FAV, two Associate Research Directors serve under the Research Director, one responsible for Domestic Production (DP) and the other for Early Warning and Agricultural Sustainability (EWAS). One Research Officer is assigned to each of the Associate Research Directors.

¹⁷ Three vacant Research Officer positions and one newly created post of documentation officer are expected to be filled soon. The Public Service Commission is understood to have finalized the selection. However, the posts of Website Manager and Database Manager remain unfilled; the Ministry of Food has, however, sent a requirement letter to PSC.

Similar to FAV, Food Access (FAC) also has two Associate Research Director positions – one responsible for Physical and Economic Access (PEA) and the other for Social Access (SA). Two Research Officers serve under the Associate Research Director for PEA; one of them is responsible for Domestic Market and Macroeconomic Watch (DMMW) while the other for International Markets (IM). Under Associate Research Director for Social Access (SA), there is a single Research Officer, responsible for the Public Food Distribution System (PFDS).

The examples show that the FPMU organogram is simple, flexible, has a clear line of authority, and delineation of responsibility. The organogram also makes the final responsibility for each position in each section clear. Given the above, the organogram is well suited to doing FPMU's mandated work.

In spite of the healthy organizational structure, FPMU suffers from the failure of the authorities to fill all designated positions in the organogram. Out of the 23 first class officer positions in the organogram, the government has filled only 18. The most notable consequence of the unfilled positions is felt in the Management Information and Communication (MIC) section; the section is headed by a Research Director, and an Associate Research Director serves under the Director. However, while one Research Officer is tasked with Coordination and Implementation (CI), three key positions under the Associate Research Director – Website Manager, Database Manager, and Documentation Officer – are vacant. It is not surprising that FPMU's website is currently managed entirely by FAO under technical assistance from the MUCH project.

4.1.1 Status of the FPMU Within the Ministry of Food

Since its inception until April 2019, the administrative status of FPMU was supposed to be that of a government directorate attached to the Ministry of Food. However, its status as an attached office in the shape of a Directorate was never notified. Instead, it was known as a specialized policy support and monitoring unit under the Ministry of Food.¹⁸ This changed in early January 2019 when, with the consent of the Ministry of Public Administration (MOPA), the government decided to change the status of the FPMU from an attached office to that of **a wing of the Ministry of Food**.¹⁹ The reasons for this change are not clear. According to one source, the officers and staff had felt that their jobs were not secure in the pre-2019 administrative structure and they felt that they would have more job security if they were integrated with the Ministry. Such a line of reasoning does not appear to be valid, however, because all positions of FPMU are borne in the revenue budget. In terms of pay and pension benefits, they stand on the same footing as those who work in the secretariat, except that their promotion prospects are limited within the sanctioned posts of FPMC.

Whether or not it is appropriate for FPMU to be a wing of the Ministry of Food continues to be debated. The Rules of Business read with Secretariat Instructions²⁰ state that a section is the basic working unit of a Ministry, and is led by an Assistant or Senior Assistant Secretary. A branch is the next higher unit, led by a Deputy Secretary. Above the branch is a wing, led by a Joint or Additional Secretary. They are all cadre officers. The Secretary is responsible for allocating functions to the above units. Under Rules 3(a) of the Rules of Business it is laid down if a unit does not conform to a section, it may be organized otherwise than as a section. An example in this regard is the position of Director General (Monitoring) in the Local Government Division (LGD). That, however, is a cadre post with a separate name.

¹⁸ Based on discussions with FPMU

¹⁹ Ministry of Food, Office order bearing no. 13.00.0000.013.04.001.12.204 dated April 20, 2019.

²⁰ Rules of Business are the rules that govern transaction of business in all ministries. Secretariat instructions further elaborates in methods and modalities of doing business in a Ministry.

A more recent example of creation of a unit will further clarify the point. The Ministry of Public Administration (MOPA) has recently issued a circular that creates a Reform Policy Management and Policy Research (RM & PR) unit in each ministry.²¹ Under this circular, the Ministry of Food is categorized as a group 'B' ministry along with 29 other ministries. Such ministries have been asked to initiate action on the creation of the posts of one Additional Secretary, one Joint and one Deputy Secretary. Note that it is designated as a unit, and personnel are collectively designated as parts of the RM and PR teams. The substantive point here is that a wing consists of a few branches and a branch consists of a few sections. In the newly created wing, there are no branches or sections. Moreover, since it has been made a wing, the position of Director General is more likely to be filled up by a Joint or Additional Secretary.²² This will reduce top level promotion opportunities to FPMU staff, as is discussed below.

4.1.2 Charter of Duties

FPMU's charter of duties appear consistent with its mandate -- providing support to the formulation and implementation of government policies related to food and nutrition security (Box 4.1).

Many of these activities are not peculiar to FPMU. For instance, input to five-year plan, is given by other involved ministries, as well. Nonetheless, the charter of duties indicates a significant expansion of FPMU's workload from its original mandate. New elements include preparation of the country investment plan (CIP) and monitoring of Bangladesh Food and Nutrition Programme Security in twelve districts. There has also been a major expansion of the work on nutrition since improved nutrition was included in the objectives of the National Food Policy 2006²³.

A more substantive and unresolved issue in this regard is that **nutrition is not included among the functions officially given to the Ministry of Food**; it is under the mandate of the Ministry of Health (MoH). In the past, the National Nutrition Policy and Plan of Action were implemented by the Ministry of Health. Nonetheless, FPMU is now involved in formulating a new Food and Nutrition Security Policy (FNS) and helping to coordinate food and nutrition security public investments. The Ministry of Food's involvement in design and actual implementation of programmes of nutrition security could be limited to food-based nutrition, such as food supplementation and fortification. There is also scope for additional efforts in monitoring relevant policy elements of Food Policy 2006, including the state of nutrition education, trends in dietary diversification, food supplementation and fortification, and biofortification.

One possible first step could be for the FPMU and the MUCH project to call for proposals on the above topics and assist in the development of appropriate projects by the relevant ministries. One example of this type of project is the Ministry of Agriculture (MOA) nutrition project through the Department of Agriculture Extension (DAE): Agriculture Nutrition and Gender Linkages (ANGeL).

4.2 Research and Policy Analysis

Research is not part of the actual mandate of FPMU, though the word "research" was used for Thematic Teams established under NFPCSP:

- Thematic Research Team: Food Availability (FA)

²¹ MOPA, Circular no: 05.00.0000.151.06.023.17.-151 dated July 16, 2019.

²² Note that the Ministry of Law (MoL) has a drafting wing that is now manned by non-cadre officials. With the separation of judiciary from executive in 2008, the BCS judicial cadre ceased to exist as a cadre service. It was rechristened as judicial service under the superintendence and control of the supreme court. Prior to the abolition of the BCS cadre, the drafting wing was largely manned by the members of this cadre. Hence, this example is not relevant in the present context.

²³ National Food Policy 2006 circulated under notification no. food policy-2/2006/15 dated June 21, 2006.

- Thematic Research Team: Physical and Social Access (PS)
- Thematic Research Team: Economic Access to Food (EA)
- Thematic Research Team: Utilization of Food for Nutrition (UFN)²⁴

In practice, FPMU does not have the personnel to conduct research work alone. Instead, research has been outsourced (and to some extent done together with FPMU staff), and funded through projects. This approach was used for the NFPCSP under which sixty-seven studies were completed. For all the studies, FPMU was involved in examining research proposals submitted. The current MUCH project has plans for ten studies.

At present, however, there is no system to track how these studies are used in subsequent policy. Further efforts to ensure that the results of the work are effectively communicated to FPMU analysts (and to some extent other Ministry of Food and other relevant staff of the ministries which are members of the thematic groups). To some extent, studies produced through FPMU projects have contributed to the shift in emphasis from mere consumption of food grains to issues like food safety and nutrition as described in NFP 2006 and operationalized in the multi-sectoral approach of the CIP II.

Policy analysis of FPMU related to the PFDS has been discussed in Chapter 2 and that related to the broader Nutrition and Food Policy and the Country Investment Programs is included in Chapter 3. This “policy analysis” might be better termed “analysis in support of policy implementation” given that this work does not generally involve changes in formal government policies. Again, much of this work has been done with support of technical assistance project staff or consultants.

4.3 Time Allocation and Staff Incentives

4.3.1 Time Allocation and Workload

As discussed above, a substantial amount of the work done in formulation of NFP and Plan of Action and CIP-2 and National Plan of Action on Nutrition is actually done by the technical assistance team. During two phases of NFPCSP (2006-2015), FPMU officials provided drafts and data for formulating the National Food Policy Capacity Strengthening Programme (NFPCSP) and the Country Investment Plan (CIP). Currently, the MUCH project is responsible for the preparation of the CIP-2, the Food and Nutrition Security Policy (FNS), the Plan of Action of FNS and ten studies (through outsourcing).

Figures 4.6 and 4.7 show the time allocation in 2009 and 2019 by activity (periodical and non-periodical).²⁵ As shown, the time allocation across broad categories is similar in the two years, though the specific tasks have changed (i.e. work related to preparing the CIP II project document, monitoring CIP II implementation and monitoring nutrition-related activities in twelve districts).

The institutional assessment report 2009 concluded that there was: a) little time (only 18% the total) for research or policy advisory activities; b) virtually no time left for new skills abilities application on the job; and c) a mismatch between output and human resources results in very little time for output preparation of a given output.

It should be noted, though, that the various tasks of the FPMU are not evenly spread out throughout the year. There are typically peak periods for the work of policy analysis, plans of action and support to the Country Investment Plan (CIP) and other periods of little work. Other tasks, e.g. monitoring of

²⁴ Institutional Assessment Report, 2009, P.14

²⁵ The term periodical refers to routine tasks; non-periodical refers to *ad hoc* activities. For details, see Romano et al. (2009), Table 2, p. 11.

markets are day to day work (that for many FPMU staff take up most of their time). The Romano and Ahmad (2009) report found strong evidence that FPMU officials sometimes work beyond the call of duty, but without any additional incentives, especially during an emergency or crisis situation.

As a remedy to the work overload, the 2009 report recommended a reduction in the number of reports and frequency²⁶, while broadening the food security coverage by inclusion of consumption, nutrition data, price data and an increase in the analytical content of outputs.

Among all these tasks, top priority is given to policy analysis for the Ministry of Food, drafting answers to parliamentary questions, working papers and draft minutes for the FPMC, TRT and FPWG meetings, as well as preparation of daily, monthly, weekly and yearly reports. These are of routine nature but nevertheless need to be completed in a time bound frame. The next in importance is the work relating to CIP II preparation and meetings/workshops needed to finalize the document. Third priority is given to the consultation process including collection of information/ data for preparation of NFP 2019 and its Plan of Action.

4.3.2 Staff Incentives

In any organization, public or private, opportunities for promotion or career advancement and salary level constitute important elements for staff incentives. Opportunities for long- and short-term training abroad as part of human resource development also provides an especially important non-salary incentive.

In general, however, public sector employees receive salaries that are lower than that of the private sector, despite periodic increases in pay, including an adjustment in 2015.²⁷ They also often lack fringe benefits such as housing and public sector employees below grade 3 do not get transport allowances. Nonetheless, there are other benefits. Permanent employees regardless of rank and status receive post-retirement pension benefits equal to ninety percent of their last salary. And, in case of death of the employee, the surviving spouse is entitled to pension benefits. Government employees are also eligible for government loans for housing or purchase of vehicles. They also enjoy the prestige, authority and security associated with government jobs.²⁸

Finally, the introduction of unified grades of pay in 1973, has totally eliminated disparity in pay scales across public sector. Since then all public sector employees are placed in grades of pay according to established ranks. No distinction is made between a cadre and a non-cadre officer.

There are, however, some disincentives mentioned by FPMU officers during discussions. First, FPMU officers have relatively fewer opportunities for training abroad and in country than do cadre officers in the Ministry of Food, even though these officers are subject to transfers to other positions totally unrelated to their job requirements in the ministry. Second, FPMU personnel have less opportunities for promotion (given the small size of the FPMU) than cadre officials have. Third, in an effort to follow the government policy of providing equal opportunities in its selection of personnel for training abroad, Ministry of Food officials may be selected for specialized short term training that would be more appropriate for FPMU officials working on specific food policy related tasks.²⁹ **It is therefore, of utmost importance that some exceptions are made for FPMU personnel** because as non-cadre officials of the government, their job is not transferable outside the organization. Enabling

²⁶ It was reported in Romano and Ahmad. (2009) that the FPMU officials were supposed to produce 25 periodical outputs or 977 issues per year which demonstrated a mismatch between the staffing and number of deliverables.

²⁷ Finance Division SRO no. 369-lab/2015 dated Dec 15, 2015

²⁸ It should be noted that the higher salary for the private sector compared to the public sector is not something peculiar to Bangladesh; it is common to many other countries, as well.

²⁹ In September 2019, MoFood sent Research Director to France to acquire some working knowledge on pre-shipment inspection, an area totally unrelated to this job.

these staff to get more specialized training will provide more benefits to the Ministry of Food and the overall government because these staff will remain in the FPMU utilizing these skills. The MUCH 2019 Organizational Capacity Assessment likewise notes that training of Ministry of Food staff (instead of FPMU staff) may impact negatively on the sustainability of the gains achieved by the project.³⁰

A similar issue identified by FPMU officials during discussions is that high level positions in the FPMU, including the position of the Director General, have often been filled up by deputation from cadre officers which, in effect, hinders career advancement of FPMU officers. Annex Table 4 presents a list of the eleven Director Generals of FPMU from February 2001 to the present. All of these DGs except one were cadre officers – one reason for the very high turnover (especially between 2001 and 2008).³¹ This high rate of turnover erodes organizational leadership, as well as acts as a disincentive for FPMU officers, such high turnover erodes organizational leadership.³² Similarly, the position of Research Director (Food Utilization and Nutrition) was also recently filled by deputation of a cadre officer though it is not clear how the higher authority justified the absence of a “qualified FPMU staff” person at that time. FPMU officials strongly feel that this was a violation of recruitment rules.

Lack of strict adherence to the recruitment rules of FPMU in these ways should be avoided. The recruitment rules for all positions except for the position of Research Officer provide for filling up positions by promotion. These positions may be filled up by deputation or secondment only if eligible candidates are not available in FPMU. In that case also the regulatory requirement is that the officer to be deputed must be of experience relevant to the position and must be of the same grade.

Adhering to the rules in order to broaden the scope for promotion would boost the morale of the permanent officers of FPMU and provide further incentives for their work. **Thus, in the future, posts should not be filled by deputation when there are qualified officers from within the FPMU.** There is adequate justification to initiate actions in the direction. The overwhelming logic behind this line of reasoning is that persons who come on deputation stay for a short period and move from ministry to ministry. This affects continuity in leadership besides eroding the institutional memory which are vital for organizational performance.

The course of action as outlined above has been suggested to mitigate the deep frustration that exists among FPMU staff as expressed in a meeting in late October.³³ They raised several issues, consistent with the problems discussed above:

- Lack of promotion opportunities arising from filling up of senior position from cadre officers (which is inconsistent with recruitment rules);
- Shrinking of opportunities for higher academic training following multisectoral approach in capacity building;
- Two positions of AO and one PO not yet filled up while all or most of the branches do not have the post of computer processor (typist);

³⁰ Organizational Capacity Assessment Report, MUCH, August 2019, p. 4. Note that the MUCH project currently provides for most of the training of FPMU staff.

³¹ The recruitment rule (2018) for DG's appointment is as follows: For promotions- minimum 5 years of experience as Research Director/Deputy Chief with 18 yrs. experience in grade-IX or above in government service. In case of transfer on deputation- among the equally ranked officers having the experience in relevant subjects. (See MoFood, SRO No. 366-Law of December 18, 2018, published in Bangladesh Gazette on December 19, 2018.)

³² The recent organizational change effected by the government under which the FPMU has been made a wing could, in principle, increase the likelihood that the position of Director General will be filled up by a Joint or Additional Secretary, however.

³³ The discussion was held with FPMU officials to gain further data/information on (i) structure, (ii) workload and prioritization, (iii) CIP-II and related issues, (iv) Database and website management.

- Temporary loan of officials to other agencies such as Food Safety Authority;
- Inadequate logistic support

4.4 Role of Technical Assistance Projects (TAP): NFPCSP and MUCH

The two phases of NFPCSP devoted substantial resources to capacity building to support food policy analysis and policy making.³⁴ These efforts (building to some extent on earlier efforts) have paid off to a large extent. The FPMU has developed capacity to produce numerous monitoring food security reports and to assist in the preparation of a draft food policy. Moreover, NFPCSP helped implement a broadening of the concept of food security as reflected in the National Food Policy of 2006. Capacity has also been built for the Country Investment Program's multisectoral investment portfolio: the yearly monitoring report of CIP is done by FPMU.

The government's evaluation of the NFPCSP indicated substantial success in transfer of technology and institution building.³⁵ The PCR notes many achievements in this regard:

- Technology transfer: FPMU officers have been equipped with computers, internet access etc.; knowledge was transferred through formal and on-the-job training
- Institution building: inter-ministerial coordination on the National Food Policy and its Plan of Action through four Thematic Research Teams and Food Policy Working Group continues; the visibility of FPMU was enhanced; the food security dialogue between GoB and Civil Society was actively and regularly promoted through workshops and seminars;
- Food Security and Nutrition Information System (FSNIS) was developed consisting of: a) the largest online repository in Bangladesh on Food Security, b) a physical documentation center with more than 1000 publications, (c) a food and nutrition security Data Management System (DMS) used by FPMU to collect and elaborate data and produce a daily and fortnightly report, (d) a revised FPMU website with Food security and Nutrition data are publicly accessible in the form of a data warehouse, and selected food prices are updated daily.

Overall, the NFPCSP was evaluated highly for other activities and achievements, as well:

- Trainees (FPMU/TT officials) evaluation of courses delivered indicate satisfaction, and performance assessments indicate knowledge improvements.
- A large research programme on food security was finalized, mobilizing a large group research institutions, universities and NGOs.
- Policy advice on food security issues delivered on demand for policy makers and Development Partners
- The FPMU was recognized as the central Government agency for multi-sectoral food and nutrition security policy coordination, monitoring and policy advice.
- National Food Policy/ food security issues got more prominence in the policy/political agenda

³⁴ NFPCSP was a standalone TAP in the sense that it was outside the government's Annual Development Programme (ADP). Resources were made available to FAO by the involved donor and spent by the TAP team appointed by FAO. FPMU did not have any role in allocation of resources. Although FPMU did not have direct control over expenditures, it directly benefited from human resource development and provision of office equipment.

³⁵ GoB, Ministry of Planning, Implementation Monitoring and Evaluation Division, Project Completion Report (PCR) IMED 04/2003 (Revised)

- Active participation of project in Food Security debates with Development Partners contributed to greater donor alignment
- Food security issues gained momentum in civil society institutions' research agenda.

NFPCSP came to an end in 2015 before the follow-on MUCH project could begin.³⁶ This gap in technical assistance may have contributed to problems in the handover of automatic data transfer equipment. This equipment is not functioning now and the FPMU again is using manual methods of collecting and processing data which takes an estimated 30% of FPMU's staff time.³⁷

The MUCH project, an ongoing Technical Assistance Project that began in 2015, differs from NFPCSP in that it focuses on on-field activities of five NGOs involved in advocacy and nutrition education (figure 4.5).³⁸ Since 2015, MUCH has organized 88 training/capacity building related meetings.³⁹

The project has also funded a program of long-term overseas training for selected officials in Master of Science and PhD courses. Following broadening of the scope of food policy, the capacity building program now also includes other ministries such as Health, Agriculture, Women and Children, Water Resources, Disaster Management, Education, Animal Resources and Social Welfare.

4.5 FPMU Finances and Other Administrative Issues

4.5.1 Budgets and financial arrangements with donors

FPMU never acquired the status of an attached office of the MoFood. Only two attached offices or organizations under the same Ministry are (a) the Directorate of Food headed by a Director General and (b) the Food Safety Authority, a statutory organization headed by a Chairman. The officials of FPMU maintained that there was no provision of a separate budget. Their budgetary needs were and still are being met from the budget of the Ministry of Food. The financial resource needs of FPMU, since its inception, has been met largely from technical assistance projects.

A recent assessment by MUCH flagged this issue, noting that the FPMU has limited autonomy in taking financial decisions⁴⁰. It further notes that while the current allocation of resources is adequate, in part due to the ongoing MUCH project, the access to and disbursement of funds are controlled by the Ministry. This is perceived by the employees of FPMU to be a threat to sustainability. If there are any funding gaps, in future, it will surely impede their capacity to deliver.

Generally, there are two streams of financial arrangements with the donors: project aid (PA) and technical assistance projects (TAP). With project aid, the agreed project cost is shared by the donor and the government; the project may also need a TAP. Donor funds are made available for the relevant Ministry and/or the agency. In the case of reimbursable project aid (RPA), the government has to incur the expenditure and then claim reimbursement from the relevant donor.

The FPMU has relied on TAP since its inception. In a TAP, both the donor and the government agree on the areas of expenditure. Such areas mostly state short- or long-term training and related benefits. The practice is to put in place a technical assistance team consisting of foreign and local

³⁶ Romano and Ahmad (2013), Institutional Support Consultancy Report, February 2013, p.14

³⁷ Based on discussion with FPMU officials.

³⁸ Like NFPCSP, MUCH is also a standalone TAP financed by USAID, UK AID and European Commission (EC). These funds also are made available to FAO which spends it according to needs. FPMU is not a direct recipient of funds.

³⁹ Thematic Team meetings (61) dominate the events, followed by consultations (12).

⁴⁰ Meeting the Undernutrition Challenge (MUCH), Organizational Capacity Assessment Report, August 2019

experts. Usually, a competent organization is selected by the donor in consultation with the government and funds are spent according to needs. Generally, the objective of a TAP is to build capacity of the recipient country's organization through human resource development (HRD) for upgrading skills, competencies.

It is worthwhile to note that research is mentioned in Ministry Budget Framework (MBF) but there is no budget allocation for research. For the last several years, research is being done by TA funds. There is no guarantee that such funds will continue for eternity or such funds will always be available. Since one of the main activities as shown in the approved budget of MoFood is research, there should be some modest allocation under this head. Such funds may be utilized by FPMU through outsourcing. Funds may also be used to update FNS maps when TA funds are not available, update published dietary guidelines etc.

4.5.2 Infrastructure, Vehicles and Equipment

FPMU is located in the building of the Directorate General of Food. The current space is shared by FPMU with the TA team. No complaint was voiced by FPMU officials about office accommodation. On the other hand, the activities of FPMU are expected to expand with the launching of FNS and its subsequent implementation.

The Directorate of Food (DoF) has plans to construct a 16-storied building in the vacant space adjacent to its present building. Unconfirmed information also indicates that the present building in which FPMU is now located may be demolished although nothing is decided yet. In the event it is decided to disperse with the present building, FPMU may need to be accommodated in the new building of DoF. The proposed new building is likely to be funded from the ongoing Modern Food Storage Facilities Project (MFSP) funded by the bank.

FPMU officials lamented the lack of vehicles. Existing government rules require that all vehicles after the completion of the project are to be transferred to the Central Transport Pool. This was complied with and hence, FPMU lost access to these vehicles. Note that unless vehicles are officially made part of the Table of Organization and Equipment (ToE), FPMU cannot have access to the vehicles even though need is there. The Ministry of Food, therefore, may examine the need because FPMU has to organize large number of workshops/seminars/policy dialogues some of which are outside Dhaka.

Office equipment such as the telephones, air conditioners and computers are in place. However, some of the air conditioners need replacement.

4.5.3 Coordination arrangements

Discussions with the officials indicate that coordination mechanism is weak. The institutional assessment report of 2009 refers to monthly coordination meetings which, according to the report, were not effective in terms of addressing internal problems faced by the branches of the FPMU.⁴¹ Some of the officers told the team in that no internal coordination meeting is now held. This is apparently due to the merger of FPMU with organizational structure of MoFood which changed FPMU's status to that of a wing headed by DG, FPMU. However, in the standard system of monthly coordination meetings for ministries within the government, heads of attached offices are present. Because FPMU is now a wing of MoFood, it cannot have a separate coordination meeting. Some staff suggested that an internal monthly coordination meeting organized by the DG FPMU could still be useful to resolve problems by its different branches.

⁴¹ P.36, Para 4.3.1.3

4.5.4 New names and titles?

The current name of FPMU does not adequately reflect the broad spectrum of responsibilities now being shouldered by the unit. The unit does not do much of planning. Instead, much of its work has involved monitoring of the food situation. Moreover, NFP (2006) placed a major emphasis on nutrition and the new National Food and Nutrition Security Programme (FNS) is due to be launched soon. In light of these changes, the Government of Bangladesh may wish to change FPMU's name "Food and Nutrition Security Monitoring Unit (FNSMU)". Likewise, the name of FPMC may also be changed to include the word "Nutrition" and so more accurately reflect its expected role arising from FNS.

The designations of FPMU officials could also be changed to better reflect their duties. The word "research" could be dropped from the titles of research officers and research directors. Discussions with FPMU officials suggest that they are not opposed to new designations such as Assistant Director, Deputy Director, and Director.

4.6 Emerging Challenges

Emerging challenges of FPMU are embedded in the NFP (2006) since the scope of the NFP (and the upcoming Food and Nutrition Security policy) go far beyond the PFDS and foodgrain markets. In particular, the food system approach of the NFP (2006) includes food availability, access to food and utilization of food. Moreover, investments in these areas (listed in the CIP-2) include projects in crop and non-crop agriculture; agricultural inputs and water management; value chains and markets; food consumption quality and diets; social protection and the PFDS; food safety quality, environmental and technical aspects of food; and early warning and IPC coordination involving state and non-state actors. Other areas mentioned in the NFP 2006 but not yet addressed by the FPMU include 1) monitoring of short- and long-term impact on health of genetically modified crops⁴² and the non-crop sector (particularly fish, part of the "Blue economy").⁴³

A further challenge is supporting private sector in food grain trade as expressed in NFP (2006). Given the right policies and actions, private stocks can stabilize market prices and supply.⁴⁴ Moreover, the NFP (2006) has emphasized the need for promoting establishment of scientific storage system for the private sector to strengthen food and nutrition security.⁴⁵

Finally, perhaps the most challenging task lies in monitoring the implementation of action plan on climate change -- the impact on agriculture, livestock, fisheries and health. It is understood that the involved ministries are responsible for the actual data collection. However, FPMU may compile relevant data in this regard as climate change has important implications for food security.

⁴² Very recently Bangladesh Agricultural Research Institute (BARI) in association with DAE with technical support from IFPRI, Dhaka office, evaluated the impact of cultivation of BT Brinjal on health of BT Brinjal farmers. The study did not address health of consumers or the impact on the environment. See Ahmed et al, (2019).

⁴³ See Rashid and Zhang (eds.), 2019.

⁴⁴ A more recent IFPRI study, Dorosh et.al (2019), estimated that total private stock averaged 8 million tons per month in 2016-17. Of these 60% or 4.8 million tons were household stocks.

⁴⁵ This was proved after 1998-99 floods. See Ali et al. (2008).

4.7 Cross-country comparison of FPMU-like institutions in other countries

The organizational arrangements of the Bangladesh government, involving the FPMU, Directorate General of Food, the Ministry of Food, and a separate Ministry of Agriculture, are unique. Food procurement and distribution institutions in India and Pakistan, which have the same historical origins in British India, now differ substantially from those in Bangladesh. One major factor is that in the federal systems of India and Pakistan, states (India) and provinces (Pakistan) play larger roles in the implementation of food policy. Moreover, Pakistan's institutions have also changed substantially since 2010, when the 18th amendment to the Pakistan Constitution directed greater devolution of governing authority to provincial and other sub-national governments. As a result, the federal Ministry of Agriculture was eliminated and responsibility for design and implementation of agricultural policy was devolved to provincial departments of agriculture. Policy differences are also large. While Bangladesh greatly reduced its domestic procurement of rice and wheat in the early 1990s, Pakistan has continued large-scale procurement of wheat (about 20 percent of production) and India continues to purchase large quantities of rice, wheat, pulses and other commodities (Table 4.7).

Below we provide an overview of the goals and instruments of food policy and food market interventions in these countries, along with the institutions involved in analysis and implementation of key policies.

4.7.1 India: Food Policy Institutions and Analysis

The Food Corporation of India is a statutory body under the Ministry of Consumer Affairs, Food and Public Distribution established in 1965 to implement the government's food policy. It is the single largest operator in the food grain market, employing about 42,000 people and over 100,000 direct contract laborers. The headquarters is based in New Delhi but it also has regional centers in the state capitals. The objectives of the FCI are: (1) effective price support operations for safeguarding the interests of the farmers; (2) distribution of food-grains throughout the country through the public distribution system; and (3) maintenance of a satisfactory level of operational and buffer stocks of food-grains to ensure national food security. The FCI plays a dominant role in procurement and distribution of agricultural commodities to meet these objectives.

To support farm prices, the government sets a Minimum Support Price (MSP) which is paid by the FCI (or state-level agencies) for procurement of wheat and rice. Procurement of grains at this MSP forms the basis for the stocks held and subsequently disbursed by the FCI and state agencies. The FCI typically accounts for around 50 percent of all marketed surplus but procurement can be as high as 60–80 percent in some states (Government of India, 2015).

The MSP is determined by the Commission on Agricultural Costs and Prices (CACP) and are announced for 23 commodities.⁴⁶ The CACP was established in 1965 as the Agricultural Prices Commission and was given its present name in 1985. It is an attached office of the Ministry of Agriculture & Farmers Welfare.

CACP submits its recommendations to the government in the form of price Policy Reports every year for Kharif crops, Rabi crops, Sugarcane, Raw Jute and Copra. These reports are based on inputs from state governments and national organizations such as FCI, the National Agricultural Cooperative Marketing Federation, the Cotton Corporation of India, and the Jute Corporation of India.

⁴⁶ CACP recommends MSPs for 23 commodities: 7 cereals (paddy, wheat, maize, sorghum, pearl millet, barley and millet), 5 pulses (gram, tur, moong, urad, lentil), 7 oilseeds (groundnut, rapeseed-mustard, soybean, sesame, sunflower, safflower, niger seed), and 4 commercial crops (copra, sugarcane, cotton and raw jute).

More empirical assessments are also incorporated based on spot visits at the state level with farmer groups, trade organizations, and processing organizations.

This said, CACP is supposed to balance a number of factors in setting MSPs ranging from the overall demand and supply of various commodities, domestic and international prices, the costs of production, intercrop price parity, terms of trade, and the likely implications of its recommendations on the cost of living of consumers (Gulati, Sharma and Kahkonen, 1996). There is no statistical formula, and no specific weights are assigned to any of these factors. It is left to the best judgment of the Commission to calibrate and give its recommendations, which are vetted through the system by various Ministries and finally approved (with modifications, if required) by the Cabinet Committee on Economic Affairs chaired by the Prime Minister.

The FCI and state agencies procure grain in surplus areas during harvest, with the MSP being paid directly to farmers in local markets where they sell their grain. Procurement by the FCI and state agencies leads to the accumulation of stocks which supply the Targeted Public Distribution System (TPDS) as well as the buffer stock used to support markets as necessary. The TPDS subsidizes the costs of grain for consumers that are below the poverty line and distributes them through a series of government-run 'Fair Price Shops' and, since 1978, through employment programs. The National Food Security Act of 2013 commits the government to distribute more than 61 MMT through TPDS and other welfare schemes, at highly subsidized prices.

To support the government's food grain distribution and price stabilization program, restrictions are imposed on private sector trade. These include controls on movement, storage, exports and imports, and access to trade credit and risk management instruments (futures contracts). Controls are enforced or lifted depending on the severity of supply shortfalls and price rises, thus reducing private sector incentives for spatial and temporal arbitrage. State governments also legislate Agricultural Produce Market Acts that established a network of quasi-government operated 'regulated' wholesale markets. States such as Punjab, Uttar Pradesh and Haryana make it illegal for farmers to sell their food grains through alternative channels (e.g. directly to mills). (Umali-Deininger and Deininger, 2001).

The cost of distributing subsidized food is considerable. Ganesh-Kumar et al. (2010) note that the marketing costs of private traders are around 70 percent of those of the FCI. The targeting of the TPDS system has also received criticism. Despite the widespread coverage of the TPDS, most of the poor still rely on the commercial market for purchasing staples (Jha et al., 2007). Moreover, operating the TPDS is costly which reflects both inefficiency and leakages. The High-Level Committee indicates leakage of round 47 per cent but it can rise to as high as 70–90 per cent in some states (Government of India, 2015). Additionally, while procurement has increased, distribution under the TPDS has increased by a lesser amount. Consequently, stocks held by the FCI have increased significantly and are well in excess of operational needs, amounting to around double the buffer stock norm (Government of India, 2015).

The FCI is also the principal mechanism for managing international trade. It maintains exclusive rights over exports and imports, thus sustaining a dominant role over all traded staple commodities. India has been a net importer of wheat but, with the increase in domestic production, it has become an occasional exporter to world markets. Despite the control over imports, government imports of wheat in the recent past have been approximately zero. With respect to private trade, the tariffs on wheat imports have been high (the bound tariff being 100%) though, in recent years, the applied tariff has been reduced to zero.

4.7.2 Pakistan: Food Policy Institutions and Analysis

Pakistan Wheat Policy

Government wheat policy in Pakistan attempts to balance competing interests of producers and consumers. On the production side, policy is aimed at increasing wheat productivity and output, as well as supporting farmer incomes. On the consumption side, the government has attempted to enhance household food security, by ensuring the availability of wheat flour at affordable prices and maintaining price stability.

To achieve these objectives, the federal and provincial governments have employed various instruments, including setting of domestic procurement and sales' prices and volumes, government imports, maintenance of security stocks and, at times, promotion of private sector international trade. Domestic procurement quantities and prices are the major instruments for spurring domestic production and improving wheat farmers' incomes. The national procurement price and procurement quantity targets are set at the federal level, in consultation with provincial governments, though the implementation of procurement policy is the responsibility of provincial governments and the Pakistan Agricultural Storage and Supplies Corporation (PASSCO).

Likewise, sales of government wheat, almost exclusively to flour mills on a quota basis are largely the responsibility of provincial governments. Provincial governments have generally set procurement targets aimed at securing enough grain for planned distribution and stock build-up. Lack of consistency between procurement prices, procurement quantity targets, and market conditions has at times led the government to impose severe restrictions on markets instead of adjusting either procurement levels or procurement prices, however. Restrictions on the transport of wheat were widely used until the mid-1990s to help ensure that district officials of the provincial Departments of Food were able to meet their procurement targets. Marketing of wheat has for the most part subsequently liberalized. Imports of wheat, undertaken by the federal government, have been used to supplement provincial food stocks and enable sufficient wheat sales to keep domestic price levels from rising too high.

There are major fiscal subsidies and economic rents involved in the sales of wheat to flour mills at below-market rates. The price of wheat sales to flour mills does not cover the full cost of procurement (domestic or imported), storage, and handling. The cost difference appears to accrue mainly to wheat millers who receive government wheat. Although there may be a stipulated sales price of flour, there is no effective enforcement mechanism. Since wheat flour produced from government wheat is not distinguishable from wheat flour produced from market wheat, their sales prices are the same. Profits from sales of wheat milled using government wheat are thus substantial. Farmers, particularly those with net sales, benefit from increases in procurement prices and quantities. Flour millers gain by purchasing wheat at low sale prices that are typically below open market prices. Low market prices for wheat and wheat flour benefit net consumers, who account for about 80 percent of Pakistan's population.

Food Policy Analysis: The Agriculture Policy Institute and other Research Institutions

The Government of Pakistan established Agriculture Price Commission (APCOM) in 1981 to provide evidence-based advisory services on price policies for wheat, rice, cotton, sugarcane, potato, oilseed, gram, onions and other commodities as specified by the government. In addition, it provided advisory services on non-price measures to improve agricultural productivity and remove inefficiencies in marketing, processing, and storage. APCOM worked in collaboration with institutions like Pakistan Institute of Development Economics (PIDE), Pakistan Agricultural Research Council, and the Punjab Economic Research Institute.

APCOM was restructured in 2006 and named the Agriculture Policy Institute (API) to become the policy research and data administration arm of the Ministry of National Food Security and Research.

API has a broad mandate. It is responsible for analyzing domestic commodity-specific policies, conducting studies on emerging policy issues in the crop and livestock sectors, and recommending measures to improve the export competitiveness of agricultural commodities. It also promotes coordination between national research organizations and international centers. API is organized across three divisions each with varying functions.

- The **Agricultural Policy Division** analyzes emerging policy issues and its impact (input/output costs, farm credit, taxes, subsidies, monopolies, etc) and suggests measures for sectoral improvement to enhance production and productivity to make agriculture profitable, competitive, and sustainable. This division also studies the terms of trade for agriculture vis-à-vis other sectors of the economy and undertakes farm economic analysis with a view to determining rational utilization of land, water and other farm resources.
- The **Agricultural Trade Division** researches bilateral, regional, and multilateral agricultural trade issues. This means researching WTO related matters and all other issues impacting on the trade of farm outputs and inputs in addition to regular assessments of the comparative advantage of agricultural commodities in world markets.
- The **Production Economics Division** analyzes micro-economic issues relating to the crop and livestock production, processing, and consumption. Its research activities are concerned with supporting farmers through annual field surveys in the main cotton, pulses, rice, sugarcane, tobacco, and wheat producing areas to determine the cost of production and the price supports necessary to assist farmers including fertilizer and wheat subsidies. Lastly it maintains a data bank and provides the required data to other Divisions of API.

After initial successes, API has struggled to fulfill its assigned mandate because of various factors. Included among these are a lack of permanent leadership and a shortage of qualified technical staff because of attrition and a prolonged hiring freeze. Currently only 10 technical staff are working against 30 sanctioned posts. These staff lack capacity enhancement activities and there are knowledge gaps about emerging national and international issues. With limited staff, government bodies have begun to turn to other institutions within Pakistan for assistance in policy formulation often in an adhoc manner.

In early 2019, the Prime Minister's Task Force on Institutional Reforms proposed that API be transformed into the Agriculture, Food, and Environment Policy Institute (AFEPI) broadening its mandate to food systems and environment policies. It reflects the federal government's resolve to reinvigorate the API as a center of evidence-based research on policy issues and advise the government on national and international issues relating to agriculture. Expanding API's mandate by including food and environment will require a new set of skills set and expertise. In the short-term, the government has prioritized the recruitment of several new staff to fill vacant positions within API while in the long term, the institute will undertake restructuring to better serve its expanded mandate.

CHAPTER 5. SUMMARY AND CONCLUSIONS

The FPMU plays an important role in supporting Bangladesh food and nutrition policy, especially through its analysis of the PFDS in support of the Food Grain Management Committee, its work on Country Investment Plans, and implementation of the National Food and Nutrition Policy.

Historically, the FPMU has provided wide-ranging food policy analysis for the Ministry of Food, supplementing the information on levels of stocks, storage losses, transport, and other logistics with market analysis and decision-making support related to major reforms in the system (e.g. elimination of inefficient distribution channels). These tasks remain very important. The FPMU is also well-situated to provide important perspectives on the tradeoffs related to levels of domestic and international procurement, appropriate levels of stocks, and opportunities for private sector imports to help stabilize prices. Still, some weaknesses remain.

The institution has many strengths, but faces many important constraints, as well. Below, we summarize the major findings related to the PFDS, the Country Investment Plans and other analyses, and administrative issues. The main conclusions are also summarized in Annex Table 3 in the form of a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis that provides a framework for thinking about the recommendations of the report.

SWOT – Strength, Weakness, Opportunities, and Threats – analysis is an increasingly used analytical tool, - mostly for business concerns, in understanding where the concern stands. It is used to assess the strengths, identify the weaknesses, and explore opportunities to overcome weaknesses and threats. Though mostly used in private sector managed companies, it is nevertheless a useful tool for understanding the four elements for any institution – private, public, or a mix of both.

SWOT analytical tool has, therefore, been used also for institutional assessment of FPMU. The result is shown at Annex table 2. In the figure, an attempt has been made to identify the strengths of FPMU, evaluate FPMU's weaknesses, capture opportunities to contain or overcome the weaknesses and resolve the perceived threats to sustainability.

Some key points in the SWOT table need to be mentioned. First, it has been shown that the administrative structure in FPMU is not consistent with the standard government structure [see 4.1.1]. This is a major weakness that is identified through this study. If organized as an attached office of MoFood with a separate budget, FPMU needs to be invested with the necessary delegation of administrative and financial powers as are available to other departments.

Second, since the start of the website and the data server, FPMU is completely depending on the TA team for operating these [see 2.3.4]. This has been considered as a threat to sustainability. A government-owned website, operated by FPMU officials, should have been in place by now. Coming out from this position under the auspices of one of the major agenda of the government of Bangladesh called “Digital Bangladesh” will be consistent with the vision.

Third, the study has identified a threat that there is an apprehension of losing key staffs of FPMU through transferring them to other government offices. Such a move should be avoided for the long-term sustainability of FPMU, and the retention of skilled staffs.

The issue of the weaknesses and threats remain external to FPMU. Weakness relating to a lack of capacity to autonomously deliver policy advice is something that rests with the government to decide. The other example is the frustration of the staff or the lack of opportunities has been addressed in the text [see 4.3.2]. For permanent site, a new multistoried building will be built by DG Food where FPMU will also be given space.

In order to continue and enhance FPMU's advisory role, **it is essential that FPMU staff have adequate training and that these staff remain in place to gain experience and in-depth knowledge over time.** There is apprehension of losing key FPMU staff to other government offices. These losses should be avoided as the retention of skilled staff can help maintain continuity and the long-term sustainability of FPMU. Support from donor-funded projects has been crucial in the past and can still contribute to analysis, but it is important that the upper cadres of FPMU staff have sufficient training in economic analysis and a working knowledge of nutrition issues. A program of regular training through short courses, seminars and hands-on learning by working with outside experts is needed. In the medium term, FPMU should aim to increase its capabilities through participation in policy analysis to supplement its work on data management. The government may also consider allocating an appropriate level of funding to competent FPMU officials for higher academic training abroad.

FPMU's monitoring and dissemination through its website are outstanding. Nonetheless, new information could be added and administration of the website could be improved. In particular, there is a need for more information on the behavior of the private sector because of its increasingly important influence on markets and its role in food safety and nutrition. Thus, the FPMU should consider gathering and disseminating additional data on Letters of Credit for imports and tariff rates for food grains and other major food commodities. Greater attention should be paid to monitoring the various qualities of rice (coarse, medium and fine) and import parity prices and policies of major trading countries. Information on relative prices of various food items (such as lentils, major vegetables, fish, meat, dairy products and vegetable oil) could help alert policy makers to major changes in supply, demand and consumer prices that may have significant effects on the nutrition of poor consumers. Administration of the website could also be improved. The FPMU has been dependent on the TA team for operating the website and the data server since their implementation [see 2.3.4]. Typically, a government-owned website would be operated by FPMU officials and their dependence on others for its operation threatens its sustainability.

Work on the Country Investment Plans and the National Food and Nutrition Policy has greatly expanded the workload of the FPMU, though at present, most of this work is done by consultants of the MUCH project. **If FPMU is to take on these tasks after the MUCH project ends, some provision needs to be made to hire more staff and provide financial resources to support the analysis, report writing, and meetings involved.** In filling these vacant positions, the recruitment rules should be strictly followed.

Given the new emphasis on nutrition security and related tasks, the government may consider providing FPMU with the status of a permanent attached office instead of keeping it as a wing of the Ministry of Food. If organized as an attached office of MoFood with a separate budget, FPMU needs to be vested with administrative and financial powers that are available to other departments [see 4.1.1]. The newly created office could be called Food and Nutrition Security Monitoring Office. Likewise, the name of the existing FPMC and its terms of reference may also be suitably changed to reflect its expanded role. As it stands now, the FPMU does not address some of the policy elements mentioned in the NFP-2006. These include (i) state of food supplementation and fortification, (ii) state of nutrition education, (iii) trend of dietary diversification, (iv) biofortification. An internal assessment should be made by the relevant Thematic Teams and findings and recommendations may be finalized by FPMC for further action.

Steps should be taken to ensure financial stability of the FPMU. If FPMU is declared as a separate office or a directorate, it could be allocated its own budget backed by delegation of authority to the DG FPMU. Although technical assistance can still usefully supplement and build up the FPMU's

analytical capacities, long term sustainability requires additional government resources when current major projects end. Selection for training both in-country and abroad should be streamlined with greater focus on FPMU personnel's job descriptions. In choosing trainees, priority should be given to permanent FPMU staff.

The FPMU has made major contributions to food security in Bangladesh in the past several decades. Its work on the Public Foodgrain Distribution System and rice and wheat markets in the 1980s and 1990s supported policy reforms that improved efficiency of the PFDS, as well as government response to major production shortfalls. Since 2000, the FPMU's role has expanded to include analysis of government policies and major investments in support of broader national food and nutrition policy, helping the country to achieve substantial progress in improving nutritional outcomes, especially for the poor. Going forward, the policies and issues related to improving food and nutrition outcomes in Bangladesh are likely to become even more complex. Provided that key administrative reforms are made and technical capacity is strengthened and maintained, the FPMU can continue to play an important role in supporting government policy actions to improve food and nutrition security in Bangladesh in future years, as well.

APPENDIX - A. SUPPLEMENTARY TABLES

ANNEX 3.1 STEPS IN THE PREPARATION OF CIPS

Step 1: The translation of national policies into broad objectives.

The first step of CIP preparation is undertaken by the TWGs. There were eight TWGs during the preparation of CIP2. Each of the TWGs, listed below, is concerned with specific aspects of the food and nutrition policy. The formation of the TWGs – i.e., the assignment of food-nutrition policy aspects to different TWGs – is done by FAO unilaterally without much interaction with FPMU officials.

The FPMU Director General is the ex officio convener of each TWG while an Associate Research Director or a Research Officer works as the de jure member secretary of the committee. FPMU also has a research director present in the committee. The Chief Technical Adviser of the FAO/MUCH project is a member of the TWGs; FAO also appoints international and national experts to the TWG. TWGs include representatives from concerned ministries and agencies.

We talked with FPMU officials and FAO/MUCH team members to understand the distribution of work within each group. Although it was established that coordination activities – the convening and holding of meetings, providing logistics, communicating with other members etc. – were done by FPMU officials, there were questions regarding who provided technical support. While FAO officials stated that all technical support was provided by them, some FPMU officials felt differently; they claimed to have performed preparatory work including obtaining and presenting summary background information from reviews of policies and papers to the TWG. A likely explanation of the contradictory views lies in the difference of perspectives. Specific tasks performed by FPMU officials, coordination plus technical, are likely viewed as of purely of a coordination nature by FAO officials. FAO officials also expressed the opinion that FPMU officials were capable of providing technical support but only if they have had previous experience of doing the same task under supervision.

As opposed to Step 1 – the translation of national policies into broad objectives – which is undertaken mostly by the TWGs, Step 2 through Step 10 represent collaborations between FPWGs – broken into five Thematic Teams, and the eight TWGs.

Step 2: Identifying intervention areas and selecting priority actions within intervention areas.

The dual tasks of identifying intervention areas as implied by the broad objectives from Step 1 and selecting priority actions within intervention areas are undertaken by representatives of relevant ministries and agencies. FPMU provides coordination services for this step.

Step 3: Consolidation of intervention areas and priority actions into programs and sub-programs.

The task of consolidating a large number of intervention areas and priority actions into a smaller set of programs and subprograms, respectively, is highly technical in nature. For both CIP1 and CIP2, this particular task was accomplished by the commissioning of technical papers to external experts. FPMU provided only coordination support in this step.

Step 4: Identifying responsible ministries and agencies related to the programs and sub-programs.

The task of identifying responsible ministries and government agencies related to the programs and the sub-programs is carried out by FPMU. Although the task could be of technical nature, FPMU officials who have worked in the preparation of both CIP1 and CIP2 felt that the task is mostly repetitive in nature, and do not require much technical skill.

Step 5: Identifying individual projects.

The most basic contribution of the CIP is the presentation of a menu of projects and corresponding costs and the extent of unmet need where each project is linked to a particular goal defined by an existing national policy. Step 5 represents the first part of the above – identification of the complete set of projects affiliated with a national policy. The task is accomplished by a collaboration between FPMU and relevant ministries. The information on the projects is obtained from the Annual Development Program (ADP). FPMU's role is mostly coordinating in nature; it obtains the list of ministries and the programs-subprograms identified in Step 4, and coordinates the convening and the holding of meetings with representatives from the different ministries.

Step 6: CIP budget, available resources, and the extent of unmet need for projects.

The task of obtaining the overall budget for the CIP is an important part of CIP preparation, and FPMU officials performs the task by obtaining the costs and the extent of unmet need for the entire set of projects. Once the list of projects is obtained from Step 5, FPMU obtains the cost information from the ADP. There are occasions when the ADP does not contain the full cost information for specific projects, prompting FPMU to obtain the information directly from the relevant ministries. In addition to obtaining the cost information for specific projects, FPMU also compiles individual cost elements for the CIP budget.

Step 7: Selection of expected outputs, expected outcomes, and proxy variables for monitoring reports.

The structure of the ensuing Monitoring Report is created during the preparation of the CIPs. Recent Monitoring Reports have provided information by reporting information on proxy (indicator) variables classified by Expected Outcomes (Policy Goals) and Expected Outputs (related to the programs and the subprograms). The classification of the expected outcomes and the expected outputs is done in previous steps, but the choice of the proxy variables is accomplished in Step 7. The choice of a large set of proxy variables requires sophisticated technical knowledge as such variables need to be valid as well as available; FAO provides the technical support in this regard.

Step 8: Collection of data annually for the monitoring reports.

During the production of the Monitoring Reports in the following years, the nature of the task gradually shifts to coordination; while FAO/MUCH claims to produce 100% of the first monitoring report, every year, FPMU has an additional 20% more responsibility. In its coordination role, FPMU writes to the relevant ministries and agencies, and provides them the prescribed format in paper and electronic versions for data submission.

The need for the gradual shifting of responsibilities from FAO/MUCH to FPMU in the production of the Monitoring Report is not very clear. Once the set of variables to track is clearly defined, as is done during the preparation of the CIP report, the production of the monitoring report is mostly coordination work, and carried out by FPMU. The 2016 and 2017 monitoring reports were produced by FPMU on its own. (FAO officials felt that FPMU is capable of producing the monitoring report on its own but only if it had similar work under supervision in previous periods.)

Step 9: Consultation with the private sector, NGOs, DPs, and UN agencies.

The consultation with stakeholders is a purely coordination activity, undertaken completely by FPMU.

Step 10: Writing the report.

FAO/MUCH provides the technical support for conceptualization, the need for tables, and most of the actual writing. The FPMU provides data, creates the tables, and some of the writing.

Box 1.1 History of the FPMU

1980	Creation of Food and Fertilizer Planning and Monitoring Secretariat (FFPMS) in the Planning Commission*
1983	FFPMC renamed Food Planning and Monitoring Unit and moved to the Ministry of Food
1989-94	USAID- funded IFPRI Bangladesh Food Policy Project (BFPP) analysis supports major policy reforms. ⁴⁷
1997-2001	USAID- funded IFPRI Food Management and Research Support Project (FMRSP)
1998	Major floods caused 25% loss of aman rice crop – nine months of intensive FPMU support to government and donor policy
2000	FPMU supports draft of National Comprehensive Food Security Policy
2005-14	FAO-supported National Food Policy Capacity Strengthening Program (NFPCSP)
2006	GoB adoption of the National Food Security Policy and expansion of FPMU by 12 staff (conditionalities of the NFPCSP).
2007-08	Caretaker government; India's restriction on rice exports during world food crisis leads to a surge in Bangladesh domestic rice prices
January 2009	New Awami League government adopts National Food Policy Plan of Action (2008-2014)
May 2010	Country Investment Forum; Initiation of USAID Feed the Future program
2013	FPMU work on the National Food Policy Plan of Action and Country Investment Plan begins
2013	Bangladesh Food Safety Act
2015	National Nutrition Policy adopted (supported by FPMU)
2015-	Government of Bangladesh adopts Results Based Monitoring approach requiring annual plans for all Ministries
2016	New FAO project: Meeting the Undernutrition Challenge (MUCH)
2017	Naser Farid, Director of FPMU, retires from government and is replaced by Badrul Arefin, DG, FPMU

Note: Hajjiqul Islam, Director, Policy and Communication, FPMU.

⁴⁷ Policy reforms included reduction of leakages through elimination of Rural Rationing channel and mill gate procurement, as well as liberalization of international rice and wheat trade enabling private sector imports.

Box 1.2 Composition of Food Planning and Monitoring Committee

The **Food Planning and Monitoring Committee (FPMC)** is a cabinet-level committee headed by the Minister of Food. Drawing on the work of the [Food Planning and Monitoring Unit](#), it provides overall leadership and oversight in the formulation of food security and nutrition policies.

A. Composition of the FPMC

1. Minister, Ministry of Food as Chairman
2. Minister, Ministry of Finance
3. Minister, Ministry of Commerce
4. Minister, Ministry of Agriculture
5. Minister, Ministry of Local Government, Rural Development and Cooperatives
6. Minister, Ministry of Disaster Management and Relief
7. Cabinet Secretary
8. Secretary, Internal Resource Division
9. Secretary, Finance Division
10. Secretary, Statistics and Informatics Division
11. Secretary, Ministry of Food
12. Secretary, Ministry of Women and Children Affairs
13. Secretary, Ministry of Disaster Management and Relief
14. Secretary, Ministry of Health and Family Welfare
15. Secretary, Ministry of Agriculture
16. Secretary, Ministry of Fisheries and Livestock
17. Director General, FPMU, Ministry of Food as Member Secretary

B. Terms of Reference (ToR):

1. Committee will monitor overall food security situation on a continuous basis.
2. Committee will advise the government to take appropriate decisions for action based on food production, stock, demand information and issues relating to all other aspects of food security including overall food management and "food and nutrition security."

Source: FPMU

Box 2.1 FPMU Policy Support: The 1998 Floods and Other Rice Market Crises

Known as the “flood of the century”, the 1998 flood in Bangladesh submerged two-thirds of the country and caused a loss of about 10.50% of target rice crop production (2.04 million tons). Because of the floods, 69 percent of *aus* production, 82 percent of deepwater (broadcast) *aman*, and 91 percent of transplanted *aman* was lost, representing 24 percent of the total value of anticipated agricultural production for the year (del Ninno et al. (2001). FPMU, with support from IFPRI, worked closely with the Secretary of Food in the subsequent months, providing regular memos and inputs on PFDS operations, market developments, private sector imports and options for price stabilization.

The FPMU also provided analysis of rice markets and PFDS options when, in the wake of world food crisis in 2007-08, the rice price in international markets skyrocketed and rice imports from India were significantly disrupted. Bangladesh domestic prices also surged during this period. Subsequent analysis by Dorosh and Rashid (2012) suggested that an additional 300 thousand tons of rice stock would have been sufficient to provide enough foodgrain to stabilize prices in the November 2007 to April 2008 period.

Analysis by the FPMU in response to a request by the then Food Minister provided input to the government response to a significant loss of *boro* crops due to a flash flood in haor wetlands in April 2017. Because of this crop loss, market prices rose sharply and the government could not meet procurement targets of food grain. The government subsequently lowered import tariffs on rice and increased its own imports, contributing to a stabilization of the rice market by August 2017.

Box 4.1 Charter of Duties

Apart from acting as a secretariat to FPMC, its duties or functions include the following:

- Input to formulation of five-year plan
- Indicators set up for SDG implementing monitoring
- Input to formulation of National Social Security Strategy
- Formulation National Food Policy and Its Plan of Action
- Formulation of Country Investment Plan (CIP1 and CIP2)for Agriculture, Food Security and Nutrition
- Formulation of National Nutrition Policy 2015
- Formulation of National Plan of Action of Nutrition
- Support to Food Safety Act-2013 and BFSA
- Formulation of Bengali Version of the NFP-PoA and CIP Monitoring Report 2016.....MR-19
- Currently Working for New Food and Nutrition Security Policy
- Monitoring of BFNSP in 12 Districts

Source(s): Ibid, Hajiquil, p.4

Table 2.1 Contents and Source of Data in FPMU Database

Serial and Title of Table	Data Source	Serial and Title of Table	Data Source
1 Food grain Availability & Requirement	BBS	35 Month-wise Public import Arrival of Wheat	MIS&M, DG Food
2 Availability of Rice & Wheat	BBS	36 Month-wise Public import Arrival of Grain	MIS&M, DG Food
3 Food grain Balance in Bangladesh	BBS and Ministry of Food & Disaster Management	37 Month-wise Private Sector Import of Grain	MIS&M, DG Food
4 Food grain Area, Production & Yield	BBS	38 GoB Commercial Import of Food grain	MIS&M, DG Food
5 World Cereal Production	Food Outlook-Biannual report on Global Food Markets	39 Donor-wise Food Aid Receipts	DG Food
6 Average Wholesale Coarse Rice	DAM	40 World Import of Rice and Wheat by Region	FAO
7 Average Wholesale Price of Wheat	DAM	41 Month-wise Public Closing Stock of Rice	MIS&M, DG Food
8 International Price of Rice & Wheat	FAO (Food Outlook)	42 Month-wise Public Closing Stock of Wheat	MIS&M, DG Food
9 Average International Price of Rice	FAO	43 Month-wise Public Closing Stock of Grain	MIS&M, DG Food
10 Government Ration Price for Rice	DG Food	44 District-wise Public Storage Capacity	MIS&M, DG Food
11 Government Ration Price for Wheat	DG Food (SDM)	45 Fiscal Subsidy on PFDS	SDM, DG Food
12 Government Open Market Sales Price	DG Food (SDM)	46 Economic Price of Public Food grain	BSCIC
13 Cost & Return of HYV Aman Paddy	MoA	47 Production and Import of Sugar	BSCIC
14 Cost & Return of HYV Aman Rice	MoA	48 Production and Availability of Salt	BBS
15 Cost & Return of HYV Boro Paddy	MoA, FPMU, BBS	49 Production of Potato, Maize, Oilseeds	BBS
16 Cost of Production of HYV Boro Rice	MoA, FPMU, BBS	50 Production of Pulses	Agriculture Statistics Wing, BBS
17 Cost & Return of Wheat Cultivation	MoA, FPMU, BBS	51 Production and Import of Fertilizer	MMIS, Ministry of Agriculture
18 Annual Domestic Aman Procurement	MoA, FPMU, BBS	52 Monthly Farm Level Fertilizer Prices	9.02

19	Annual Domestic Boro Procurement	MoFood	53	Monthly Rainfall Situation	1. BMD (Bangladesh Meteorological Department) 2. BBS (Statistical Bulletin)
20	Annual Domestic Wheat Procurement	DG Food	54	Average per Capita Food Intake	Household Expenditure Survey, 1995-96, HIES, 2000, 2005, 2010 of BBS
21	Month-wise Public Rice Procurement	MIS&M, DG Food	55	Food intake by Survey Years	HIES 2000, 2005, 2010 and 2016 by BBS
22	Month-wise Public Wheat Procurement	MIS&M, DG Food	56	Average per Capita Food Intake	HIES 2000 and 2005 by BBS
23	District-wise Public Aman Procurement	MIS&M, DG Food	57	Incidence of Poverty (Head Count Ratio)	BBS (HIES Report)
24	District-wise Public Boro Procurement	MIS&M, DG Food	58	Head Count Index (by different methods)	BBS
25	District-wise Public Wheat Procurement	MIS&M, DG Food	59	Trends in CBN Poverty Measures	BBS
26	Public Food grain Distribution (Commodity)	DG Food	60	Poverty Gap Estimate (CBN method)	BBS
27	Public Food grain Distribution (Beneficiary)	MIS&M, DG Food	61	Average per Capita Calorie Intake	BBS
28	Month-wise Public Distribution of Rice	MIS&M, DG Food	62	Average per Capita Protein Intake	BBS
29	Month-wise Public Distribution of Wheat	MIS&M, DG Food	63	Distribution of Income by Household	HIES, 2005 by BBS
30	Month-wise Public Distribution of Grain	MIS&M, DG Food	64	Food Expenditure (as Share of Income)	HIES, 2005 by BBS
31	Public Distribution in 2010/11 (by Channel)	MIS&M, DG Food	65	Household Income and Consumption	HIES, 1991, 2000, 2005 and 2010 by BBS
32	Public Distribution of by Channel (Annual)	MIS&M, DG Food	66	Annual Average Exchange Rates	Economic Trends, Various Issues, Bangladesh Bank
33	Food grain Imports in Bangladesh	MIS&M, DG Food	67	Yearly PFDS Offtake and Associated Fiscal Subsidy on Sales Channels	DG Food & Ministry of Finance
34	Month-wise Public Import Arrival of Rice	MIS&M, DG Food			

Source: FPMU

Table 2.2 Standard FPMU Reports

Name of the report	Frequency	Number of outputs
Daily Food Situation Report	Daily	60 reports / quarter / year
Fortnightly Foodgrain Outlook	Fortnightly	6 reports / quarter / year
Bangladesh Food Situation Report	Quarterly	1 report / quarter / year
CIP Monitoring Report	Yearly	1 report per year
Policy Briefs	<i>Not regularly published</i>	<i>Depends on the number of research outputs which are funded by external agencies.</i>

Source: FPMU

Table 2.3: Analytical Reports related to FPMU Support for the National Food Policy

Name of the report
Summary on Monitoring Report 2019 of CIP2
CIP2 Monitoring Report 2019
Monitoring Report 2017 (Bangla)
Annexes of Food Security Monitoring Report, 2017 (Bangla Version)
Monitoring Report 2016
Monitoring Report 2015
Monitoring Report 2014
Monitoring Report 2013
Monitoring Report 2012
National Food and Nutrition Security Policy (NFNSP) - Draft copy (Bangla)
National Food and Nutrition Security Policy (NFNSP) - Draft copy (English)
The National Food Policy 2006 (Bangla and English)
The National Food Policy Plan of Action
The Bangladesh Country Investment Plan
Roadmap for producing the CIP and NFP PoA Monitoring Report 2015
Roadmap for producing the CIP and NFP PoA Monitoring Report 2014
Roadmap for producing the CIP and NFP PoA Monitoring Report 2013

Source: FPMU Website

Table 3.1 The Composition of the Technical Working Group for Sustainable and Diversified Agriculture

Affiliation/Source	Specifics	Function
FPMU	Member secretary: Research Officer, Member: Research Director (Food Availability)	Coordination, background work, and potential technical service
FAO/MUCH	Chief Technical Adviser International Expert National Expert	Technical support
Representatives from concerned Ministries and Agencies	Ministry of Agriculture Department of Agricultural Extension (DAE) Bangladesh Agricultural Research Council (BARC) Bangladesh Agricultural Research Institute (BARI) Soil Resources Development Institute (SRDI)	Information on relevant program and projects

Source: FPMU

Table 3.2 Thematic Teams under the FPWG

1	2	3	4	5
Diversified and Sustainable Agriculture, Fisheries and Livestock	Efficient and Nutrition-Sensitive Post-Harvest Transformation and Value Chain	Improved Dietary Diversity, Consumption and Nutrition	Enhanced Access to Social Protection, Safety Nets and Increased Resilience	Cross Cutting Issues of Nutrition-Sensitive Food System and Strategies
FPMU	FPMU	FPMU	FPMU	FPMU
Ministry of Agriculture, Ministry of Fisheries and Livestock, Ministry of Industries, Ministry of Water Resources, Department of Agriculture Extension, Department of Fisheries, Department of Livestock Services, Bangladesh Chemical Industries Corporation.	Ministries of Industries, Ministry of Agriculture, Ministry of Fisheries and Livestock, Ministry of Environment Forest and Climate Change, Local Government Division Ministry of Local Government, Rural Development and Co-operatives Division, Bangladesh Standard and Testing Institute (BSTI) , Department of Agricultural Marketing (DAM).	Ministry of Food, Ministry of Primary and Mass Education, Ministry of Women & Children Affairs Health Services Division, MoHFW, Local Government Division, MoL-GRD&C Ministry of Local Government, Rural Development and Co-operatives Division Bangladesh National Nutrition Council (BNNC) Department of Public Health Engineering (DPHE)	Ministry of Food, Cabinet Division, Ministry of Women and Children Affairs, Finance Division of Ministry of Finance, Ministry of Disaster Management and Relief, Ministry of Primary and Mass Education, Ministry of Social Welfare, Local Government Division, MoL-GRD&C General Economic Division,	GED, Planning Commission Finance Division, Ministry of Finance ERD, Ministry of Finance Ministry of Environment, Forest and Climate Change Local Government Division, MoL-GRD&C Bangladesh Bureau of Statistics (BBS) Bangladesh Food Safety Authority (BFSA) Bangladesh Accreditation Board (BAB)

		Institute of Public Health and Nutrition (IPHN) INFS, University of Dhaka	Departments of Food, Bangladesh National Nutrition Council (BNNC) FPMU, Ministry of Food	Institute of Public Health (IPH) Department of Public Health Engineering
Ministry of Agriculture, Ministry of Fisheries and Livestock, Ministry of Industries, Ministry of Water Resources, Department of Agriculture Extension, Department of Fisheries, Department of Livestock Services, Bangladesh Chemical Industries Corporation.	Ministries of Industries, Ministry of Agriculture, Ministry of Fisheries and Livestock, Ministry of Environment Forest and Climate Change, Local Government Division Ministry of Local Government, Rural Development and Co-operatives Division, Bangladesh Standard and Testing Institute (BSTI) , Department of Agricultural Marketing (DAM).	Ministry of Food, Ministry of Primary and Mass Education, Ministry of Women & Children Affairs Health Services Division, MoHFW, Local Government Division, MoL-GRD&C Ministry of Local Government, Rural Development and Co-operatives Division Bangladesh National Nutrition Council (BNNC) Department of Public Health Engineering (DPHE) Institute of Public Health and Nutrition (IPHN) INFS, University of Dhaka	Ministry of Food, Cabinet Division, Ministry of Women and Children Affairs, Finance Division of Ministry of Finance, Ministry of Disaster Management and Relief, Ministry of Primary and Mass Education, Ministry of Social Welfare, Local Government Division, MoL-GRD&C General Economic Division, Departments of Food, Bangladesh National Nutrition Council (BNNC) FPMU, Ministry of Food	GED, Planning Commission Finance Division, Ministry of Finance ERD, Ministry of Finance Ministry of Environment, Forest and Climate Change Local Government Division, MoL-GRD&C Bangladesh Bureau of Statistics (BBS) Bangladesh Food Safety Authority (BFSA) Bangladesh Accreditation Board (BAB) Institute of Public Health (IPH) Department of Public Health Engineering

Source: FPMU

Table 3.3 Technical Working Groups (TWG)

Sustainable and Diversified Agriculture	CTP Costing & Information System
<p>Convener: DG FPMU, Ministry of Food</p> <ol style="list-style-type: none"> 1. Research Director (Food Availability), FPMU, Ministry of Food 2. Representative from Ministry of Agriculture, Bangladesh Secretariat, Dhaka 3. Representative from Department of Agricultural Extension (DAE), Dhaka 4. Representative from Bangladesh Agricultural Research Council (BARC), Dhaka 5. Representative from Bangladesh Agricultural Research Institute (BARI), Gazipur 6. Representative from Soil Resources Development Institute (SRDI), Dhaka 	<p>Convener: DG FPMU, Ministry of Food</p> <ol style="list-style-type: none"> 1. Research Director (Management, Information & Co-ordination), FPMU, Ministry of Food 2. Representative from Finance Division, Ministry of Finance, Bangladesh Secretariat 3. Representative from General Economics Division (GED), Planning Commission 4. Representative from Economic Relations Division (ERD), Ministry of Finance 5. Representative from Department of Agricultural Extension (DAE), Dhaka 6. Representative from Bangladesh Bureau of Statistics (BBS), Dhaka

<p>7. Chief Technical Advisor (CTA), MUCH-FAO</p> <p>8. National Expert, MUCH-FAO</p> <p>9. International Expert, MUCH-FAO</p> <p>Member Secretary: Research Officer, FPMU, Ministry of Food</p>	<p>7. Research Officer (MIC), FPMU, Ministry of Food</p> <p>8. Chief Technical Advisor (CTA), MUCH-FAO</p> <p>9. National Expert, MUCH-FAO</p> <p>10. International Expert, MUCH-FAO</p> <p>Member Secretary: Associate Research Director, FPMU, Ministry of Food</p>
<p>Fisheries & Livestock</p>	<p>Vulnerability & Social Security</p>
<p>Convener: DG FPMU, Ministry of Food</p> <p>1. Research Director (Food Availability), FPMU, Ministry of Food</p> <p>2. Representative from Ministry of Fisheries and Livestock (MoFL), Bangladesh Secretariat</p> <p>3. Representative from Department of Livestock Service (DoLS), Dhaka</p> <p>4. Representative from Department of Fisheries (DoF), Dhaka</p> <p>5. Representative from Bangladesh Livestock Research Institute (BLRI), Savar, Dhaka</p> <p>6. Chief Technical Advisor (CTA), MUCH-FAO</p> <p>7. National Expert, MUCH-FAO</p> <p>8. International Expert, MUCH-FAO</p> <p>Member Secretary: Research Officer, FPMU, Ministry of Food</p>	<p>Convener: DG FPMU, Ministry of Food</p> <p>1. Research Director (Food Access), FPMU, Ministry of Food</p> <p>2. Representative from Ministry of Social Welfare, Bangladesh Secretariat</p> <p>3. Representative from Ministry of Women and Children Affairs, Bangladesh Secretariat</p> <p>4. Representative from Department of Disaster Management (DDM), Dhaka</p> <p>5. Chief Technical Advisor (CTA), MUCH-FAO</p> <p>6. National Expert, MUCH-FAO</p> <p>7. International Expert, MUCH-FAO</p> <p>Member Secretary: Associate Research Director, FPMU, Ministry of Food</p>
<p>Agricultural Inputs and Water Resources</p>	<p>Nutrition-Sensitive Programme</p>
<p>Convener: DG FPMU, Ministry of Food</p> <p>1. Research Director (Food Availability), FPMU, Ministry of Food</p> <p>2. Representative from Bangladesh Agricultural Development Corporation (BADC), Dhaka</p> <p>3. Representative from Bangladesh Water Development Board (BWDB), Dhaka</p> <p>4. Representative from Bangladesh Chemical Industries Corporation (BCIC), Dhaka</p> <p>5. Chief Technical Advisor (CTA), MUCH-FAO</p> <p>6. National Expert, MUCH-FAO</p> <p>7. International Expert, MUCH-FAO</p> <p>Member Secretary: Associate Research Director, FPMU, Ministry of Food</p>	<p>Convener: DG FPMU, Ministry of Food</p> <p>1. Research Director (Food Utilisation & Nutrition), FPMU, Ministry of Food</p> <p>2. Representative from Ministry of Health and Family Welfare, Bangladesh Secretariat</p> <p>3. Representative from BARC, Dhaka</p> <p>4. Representative from BIRTAN, Dhaka</p> <p>5. Representative from Institute of Public Health Nutrition (IPHN), Dhaka</p> <p>6. Representative from Department of Livestock Service (DLS), Dhaka</p> <p>7. Representative from NNC, Dhaka</p> <p>8. Chief Technical Advisor (CTA), MUCH-FAO</p> <p>9. National Expert, MUCH-FAO</p> <p>10. International Expert, MUCH-FAO</p> <p>Member Secretary: Associate Research Director, FPMU, Ministry of Food</p>
<p>Access to Market and Value Chain Development</p>	<p>Food Safety & Quality Improvement</p>
<p>Convener: DG FPMU, Ministry of Food</p> <p>1. Research Director (Food Access), FPMU, Ministry of Food</p> <p>2. Representative from LGD, MoLGRD&C, Bangladesh Secretariat, Dhaka</p>	<p>Convener: DG FPMU, Ministry of Food</p> <p>1. Research Director (Food Availability), FPMU, Ministry of Food</p> <p>2. Representative from LGD, MoLGRD&C, Bangladesh Secretariat, Dhaka</p>

3. Representative from RDCD, MoLGRD&C, Bangladesh Secretariat, Dhaka	3. Representative from Bangladesh Food Safety Authority (BFSA)
4. Representative from Department of Agricultural Extension (DAE), Dhaka	4. Representative from Bangladesh Standard and Testing Institute (BSTI)
5. Representative from Department of Livestock Service (DLS), Dhaka	5. Representative from Bangladesh Accreditation Board (BAB), Dhaka
6. Representative from Department of Agricultural Marketing (DAM), Dhaka	6. Representative from INFS, Dhaka University, Dhaka
7. Chief Technical Advisor (CTA), MUCH-FAO	7. Representative from Institute of Public Health Nutrition (IPHN), Dhaka
8. National Expert, MUCH-FAO	8. Chief Technical Advisor (CTA), MUCH-FAO
9. International Expert, MUCH-FAO	9. National Expert, MUCH-FAO
Member Secretary: Associate Research Director, FPMU, Ministry of Food	10. International Expert, MUCH-FAO
	Member Secretary: Associate Research Director, FPMU, Ministry of Food

Source: FPMU

Table 4.1 The Manpower of FPMU in 1998

Officer (Class 1)		Officer (Class 2)		Staff		Grand Total	
Director General	1	Res. Investigator	1	Steno typists	3	Officers (Class1)	17
Res. Directors	3	AO	2	Off. Assistant cum typist	1	Officers (Class 2)	4
Res. Directors	3	PO	1	Driver	1	Staff	9
Dep. Chief	1			MLSS	4		
Add. Directors	4						
Ass. Chiefs	2						
Res. Officers	6						
Total	17	Total	4	Total	9	Total	30

Source: Technical Report on Institutional Assessment of FPMU,2009, Annex 9, page 84

Table 4.2 The Manpower of FPMU in 2009

Officer (Class 1)		Officer (Class 2)		Staff		Grand Total	
Director General	1	Res. Investigator	1	Steno typists	3	Officers (Class1)	18
Res. Directors	4	AO	2	Off. Assistant cum typist	1	Officers (Class 2)	4
Dep. Chief	1	PO	1	Driver	1	Staff	9
Add. Directors	4			MLSS	4		
Ass. Chiefs	2						
Res. Officers	6						
Total	18	Total	4	Total	9	Total	31

Source: Technical Report on Institutional Assessment of FPMU,2009, Annex 10, page 84 (It's referred to as Donato and Ahbab report after the names of its consultants).

Table 4.3 The Manpower (Class 1) of FPMU in 2012

Officer (Class 1)	
Director General	1
Research Directors	4
Associate Research Directors	6
Research Officers	8
Database Manager	1
Website Manager	1
Documentation officer	1
Total (Class-I)	22

Source: Institutional Support Consultancy Report (2013)

Table 4.4 Number of events organized by MUCH

Category	No. of Events
Consultations	12
TT Meetings/ Workshops	61
Training abroad	7
In-country training	8

Source: FPMU

Table 4.5 Composition of FPMC

Composition of FPMC
1. Minister, Ministry of Food as Chairman
2. Minister, Ministry of Finance
3. Minister, Ministry of Commerce
4. Minister, Ministry of Agriculture
5. Minister, Ministry of Local Government, Rural Development and Cooperatives
6. Minister, Ministry of Disaster Management and Relief
7. Cabinet Secretary
8. Secretary, Internal Resource Division
9. Secretary, Finance Division
10. Secretary, Statistics and Informatics Division
11. Secretary, Ministry of Food
12. Secretary, Ministry of Women and Children Affairs
13. Secretary, Ministry of Disaster Management and Relief
14. Secretary, Ministry of Health and Family Welfare
15. Secretary, Ministry of Agriculture
16. Secretary, Ministry of Fisheries and Livestock
17. Director General, FPMU, Ministry of Food as Member Secretary

Terms of reference:

1. Committee will monitor overall food security situation on a continuous basis.
2. Committee will advise the government to take appropriate decisions for action based on food production, stock, demand information and issues relating to all other aspects of food security including overall food management and "food and nutrition security."

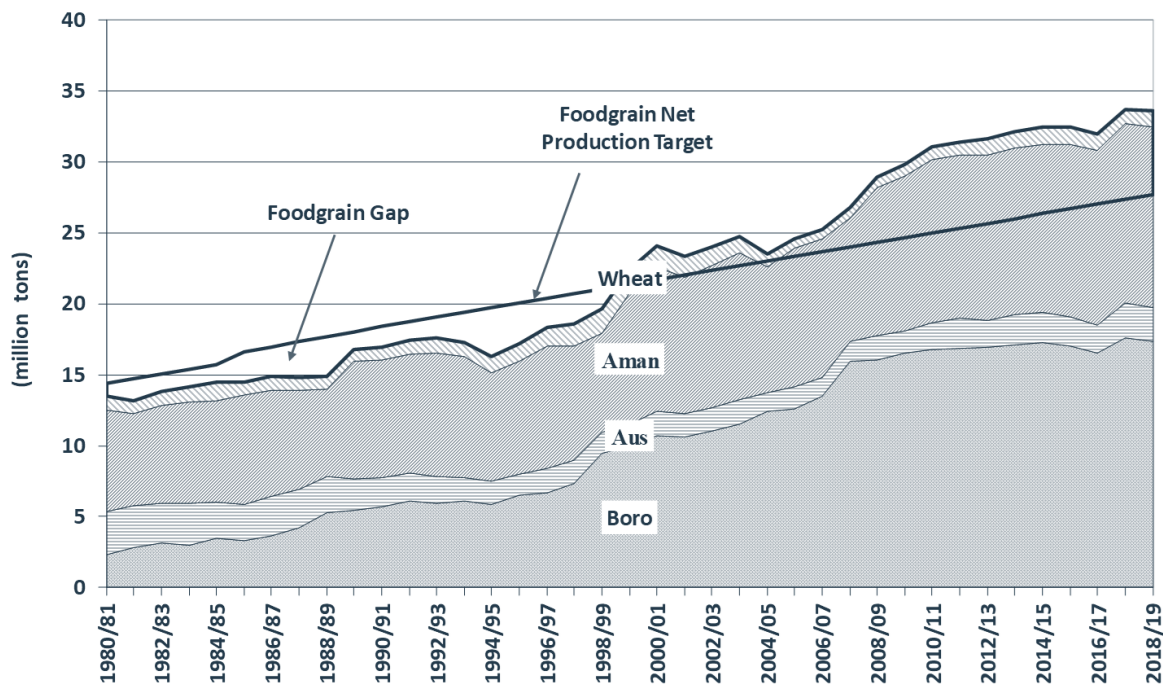
Source: FPMU Website

Table 4.7: Summary of Price Stabilization Policies by Country

	India	Bangladesh	Pakistan
History of stabilization policy	Public Distribution System begun in 1960s with large-scale parastatal procurement, rationed sales and public stocks	Public Food grain Distribution System with large food aid inflows, government procurement and distribution programs	Large-scale parastatal procurement, rationed sales and public stocks. Federal imports of wheat used to supplement provincial food stocks.
Recent policy Instruments	Large public stocks; domestic procurement at fixed prices; sales through ration shops	Liberalized private trade; small public stocks; minimal local procurement; targeted distribution programs	Domestic procurement at fixed prices, large public stocks. Sales to flour mills.
Role of parastatal agencies	Food Corporation of India holds national stocks; large-scale public sector procurement, sales	Maintain national security stocks; channel food aid and procured grain through targeted programs	The Pakistan Agricultural Storage and Services Corporation (PASSCO) procures wheat at the Federal level and through the Punjab Food Department at the provincial level.
Link with international markets	Private export trade partially liberalized in mid-1990s	Trade liberalized in early 1990s; government imports and food aid has not prevented private imports	Private imports and exports of wheat allowed but often not profitable
Implications for price stabilization at producer and consumer levels	High level of price stability for producers and consumers	Private trade a major stabilizing force following production shortfalls	High level of price stability for producers and consumers.
Welfare implications (efficiency gains, etc.)	Ration shops provide subsidies to consumers at substantial fiscal cost	Private imports prevented price spikes following production shortfalls, benefiting consumers.	Public distribution through open market sales is sold at market prices; little or no price subsidy to consumers

Source: Adapted from Dorosh 2008.

Figure 1.1 Bangladesh Food Gap, 1980/81 – 2018/19



Source: Bangladesh Ministry of Food (FPMU) data. [Bang PFDS Stock Mkt Data July 1 2019 v1f.xlsx]

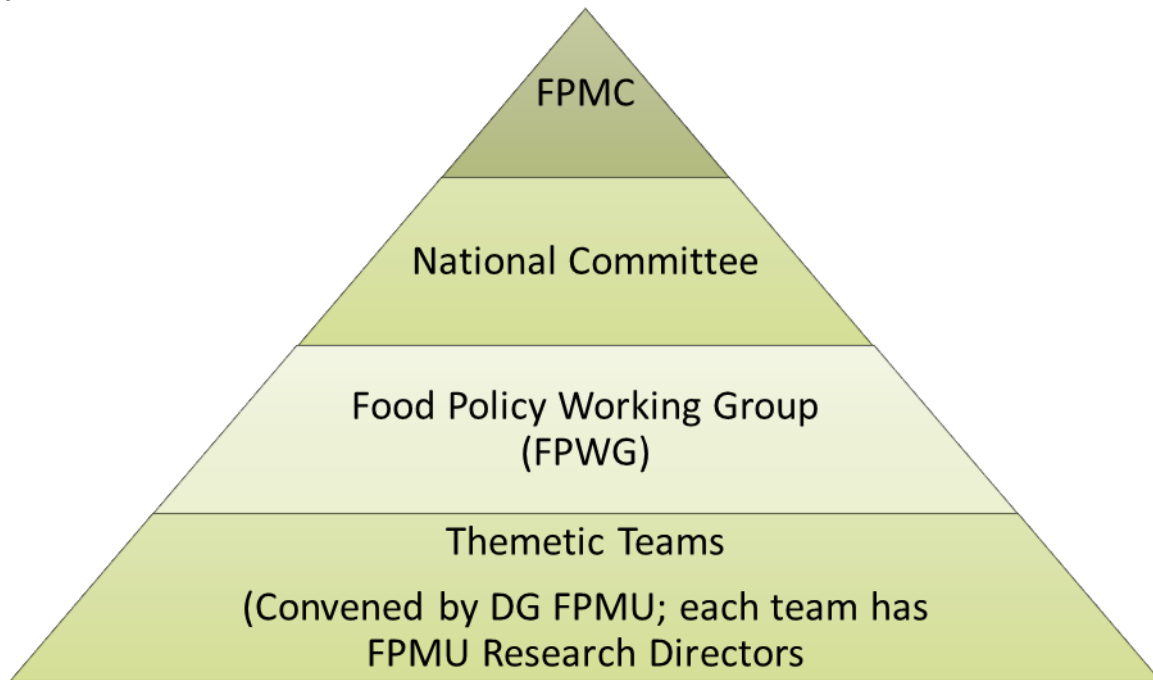
Figure 2.1 Inspected HTML codes of the database page

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microsoft-com:office:excel" xmlns="http://www.w3.org/TR/REC-html40">
  <head>...</head>
  <body>
    <!--[if !excel]>&nbsp;&nbsp;&nbsp;<![endif]-->
    <!--The following information was generated by Microsoft Excel's Publish as
    Web
    Page wizard.-->
    <!--If the same item is republished from Excel, all information between the
    DIV
    tags will be replaced.-->
    <!--START OF OUTPUT FROM EXCEL PUBLISH AS WEB PAGE WIZARD -->
    <!--START OF OUTPUT FROM EXCEL PUBLISH AS WEB PAGE WIZARD -->
    <div id="0502_10727" align="center" x:publishsource="Excel">
      <!--The following information was generated by Microsoft Office Excel's
      Publish
      as Web Page wizard.-->
      <!--If the same item is republished from Excel, all information between
      the DIV
      tags will be replaced.-->
      <!--START OF OUTPUT FROM EXCEL PUBLISH AS WEB PAGE WIZARD -->
    </div>
  </body>
</html>
  
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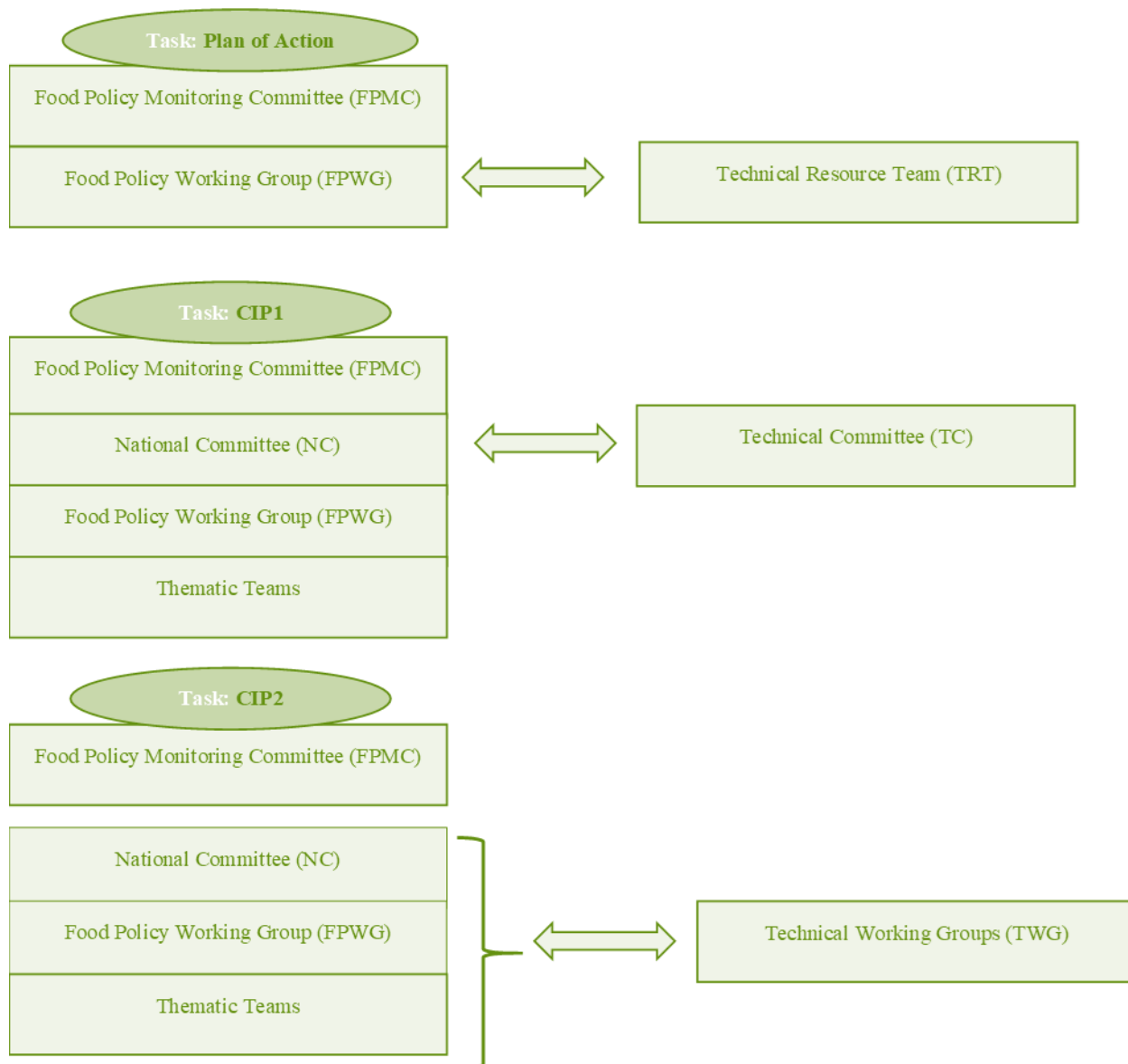
Source: Inspection of HTML codes from FPMU Website

Figure 3.1 Institutions Involved in the Preparation of the Country Investment Plan (CIP)



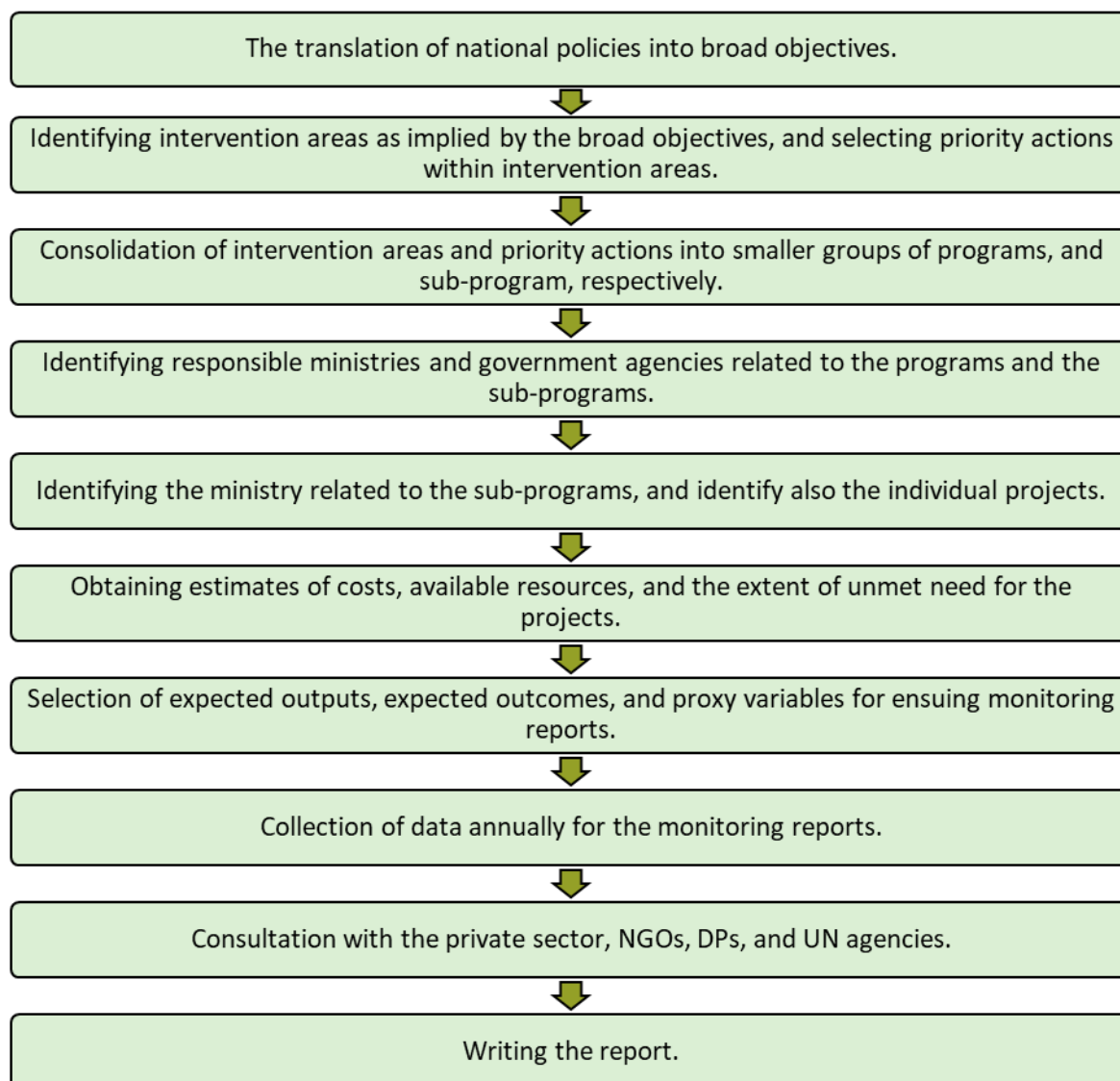
Source: CIP Monitoring Reports

Figure 3.2 CIP Preparation Groups and Forms of Assistance



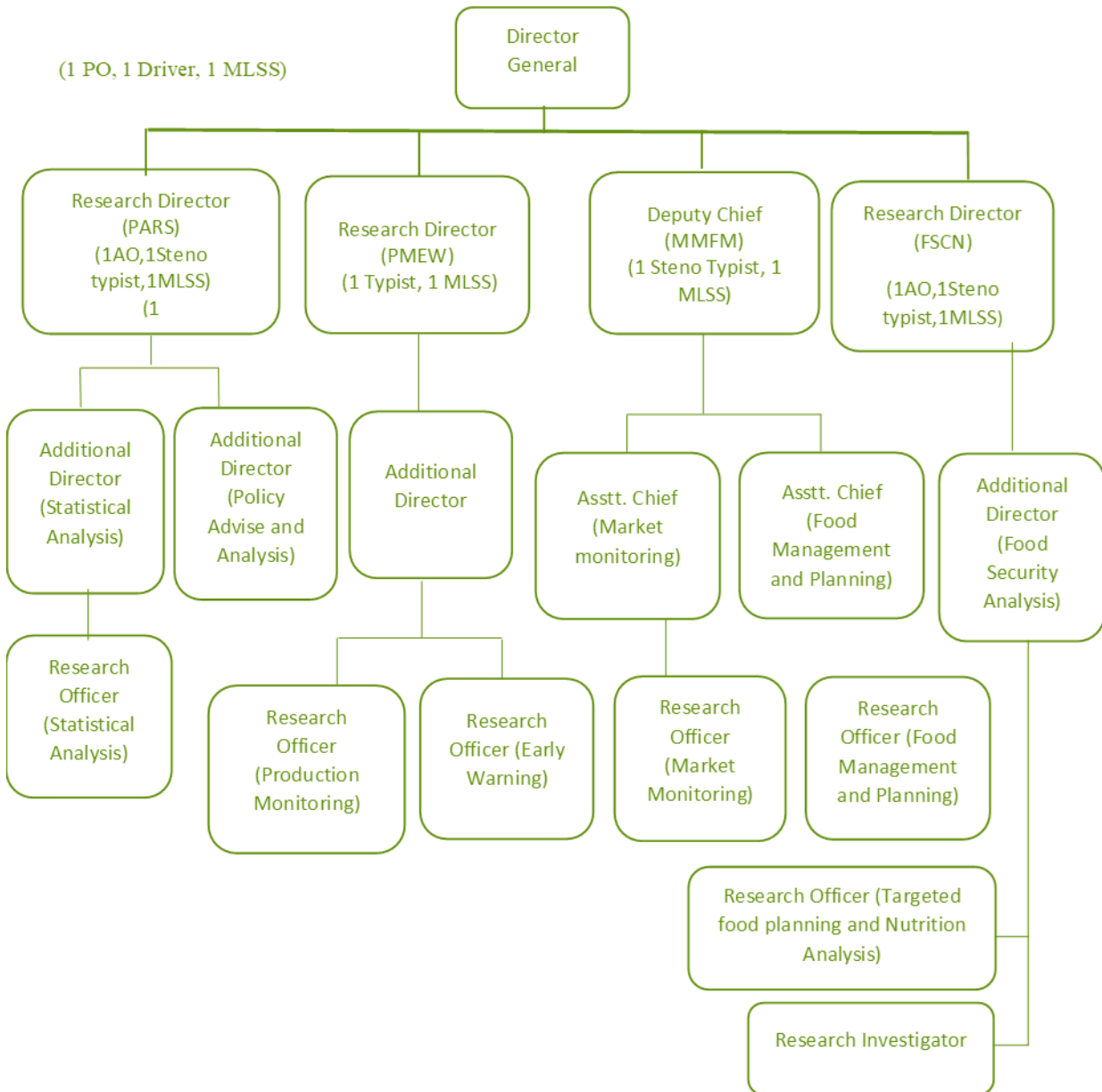
Source: CIP Monitoring Reports and multiple consultations with FPMU officials

Figure 3.3 Steps in the Preparation of CIPS



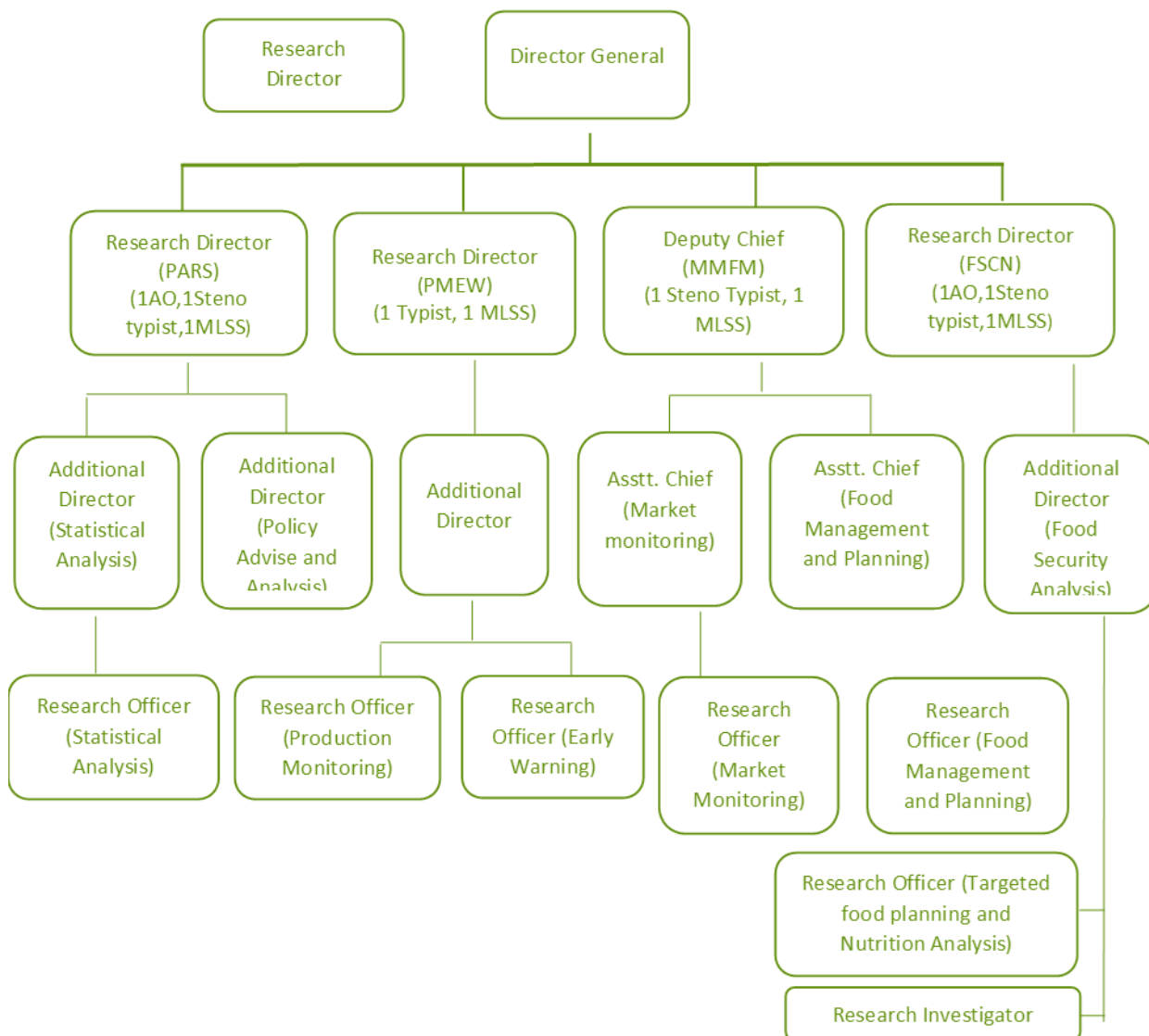
Source: CIP Monitoring Reports and multiple consultations with FPMU officials

Figure 4.1 The Structure of FPMU in 1998



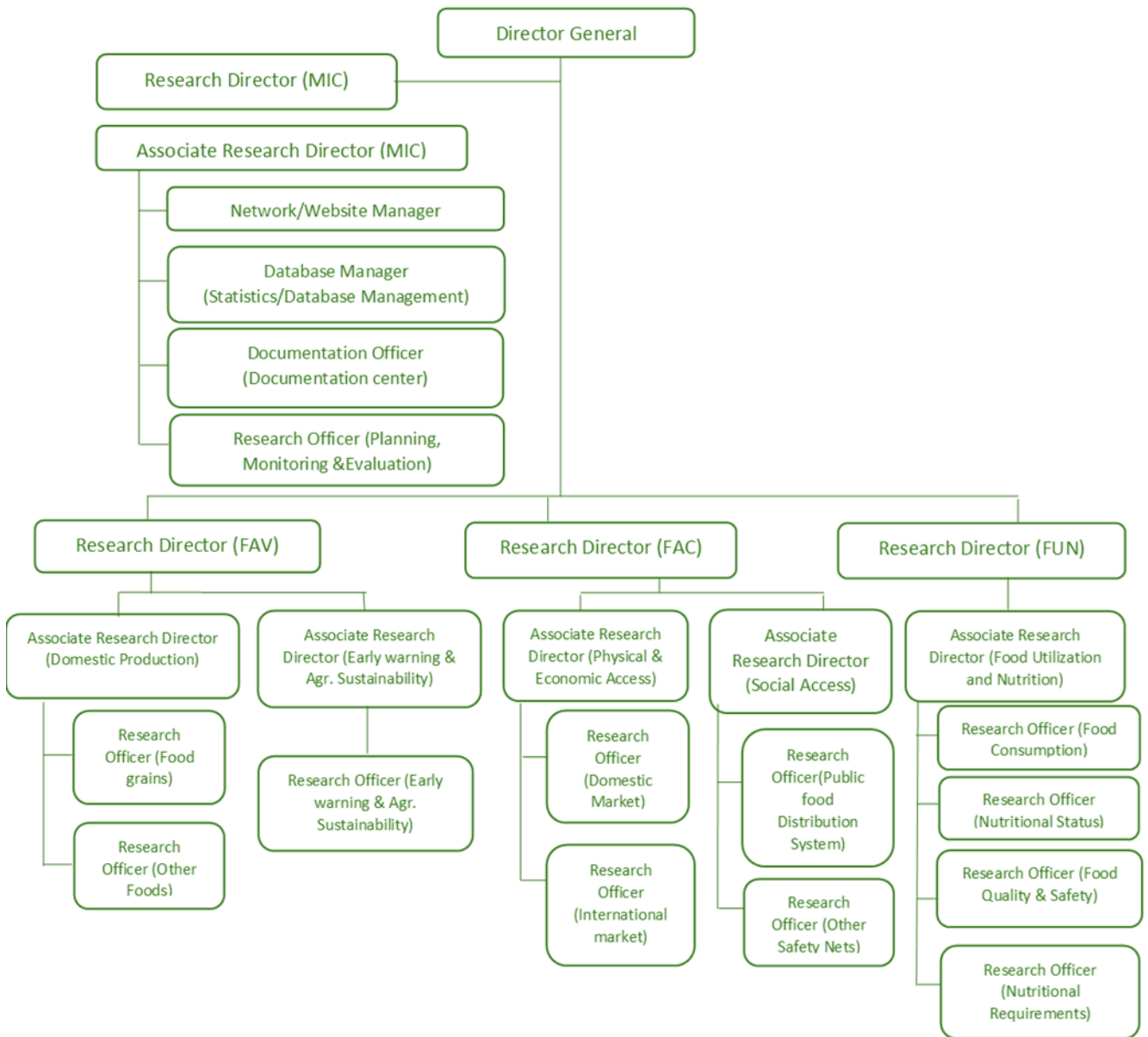
Source: Institutional Assessment Report (2009).

Figure 4.2 The Structure of FPMU in 2009



Source: Institutional Assessment Report (2009).

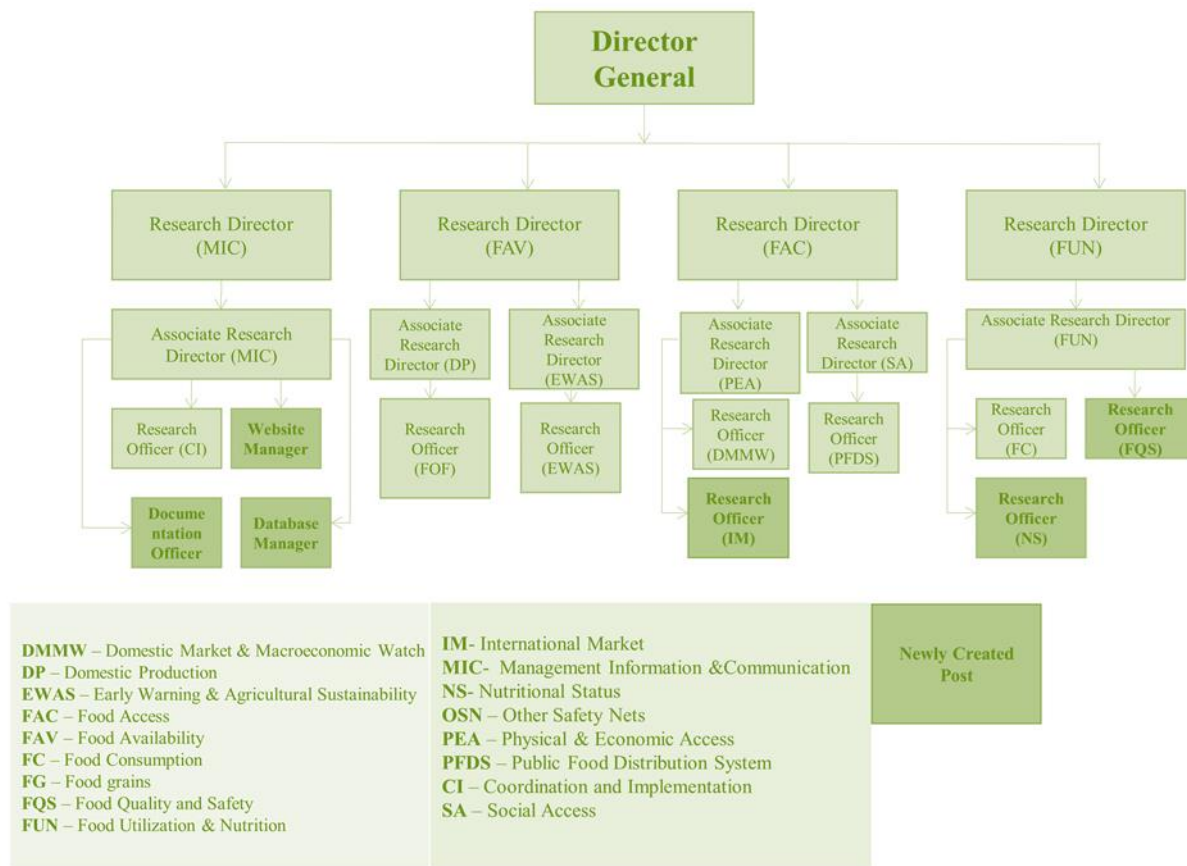
Figure 4.3 Structure of FPMU, 2012



Source: Institutional Support Consultancy Report, 2013.

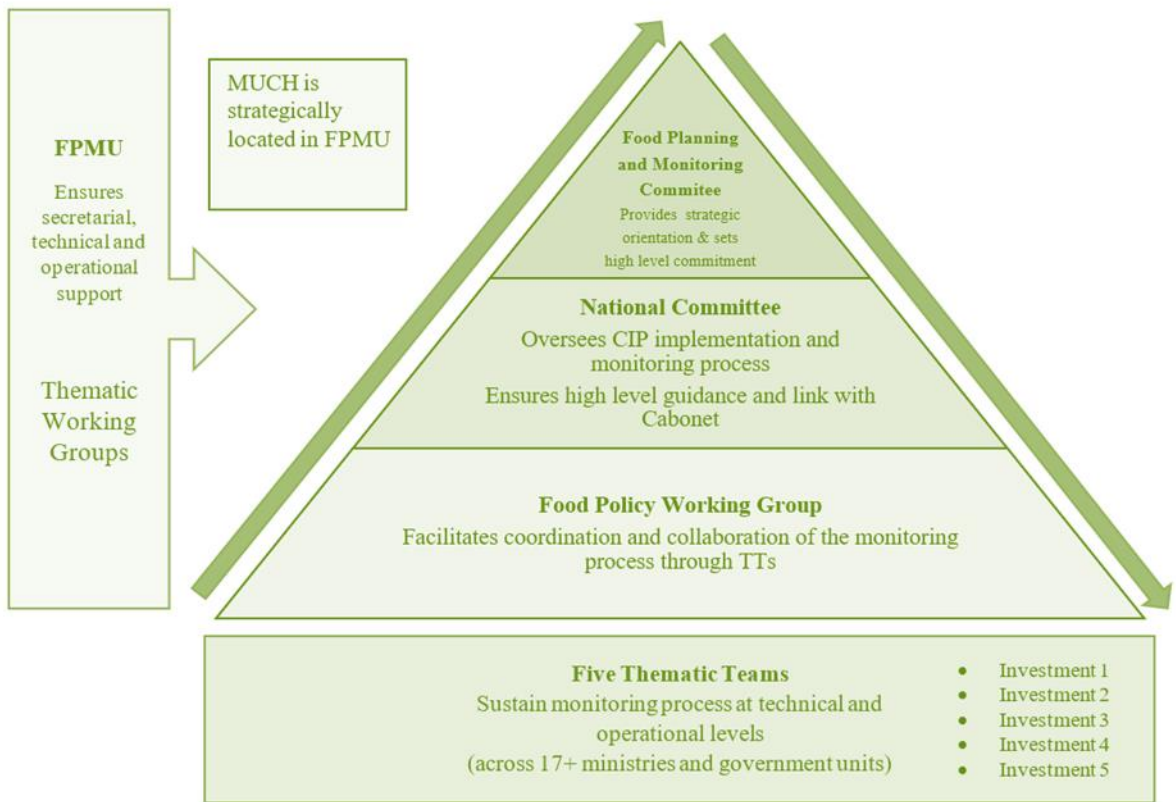
The organogram of FPMU 2019 is shown in the figure below.

Figure 4.4 Structure of FPMU, 2019



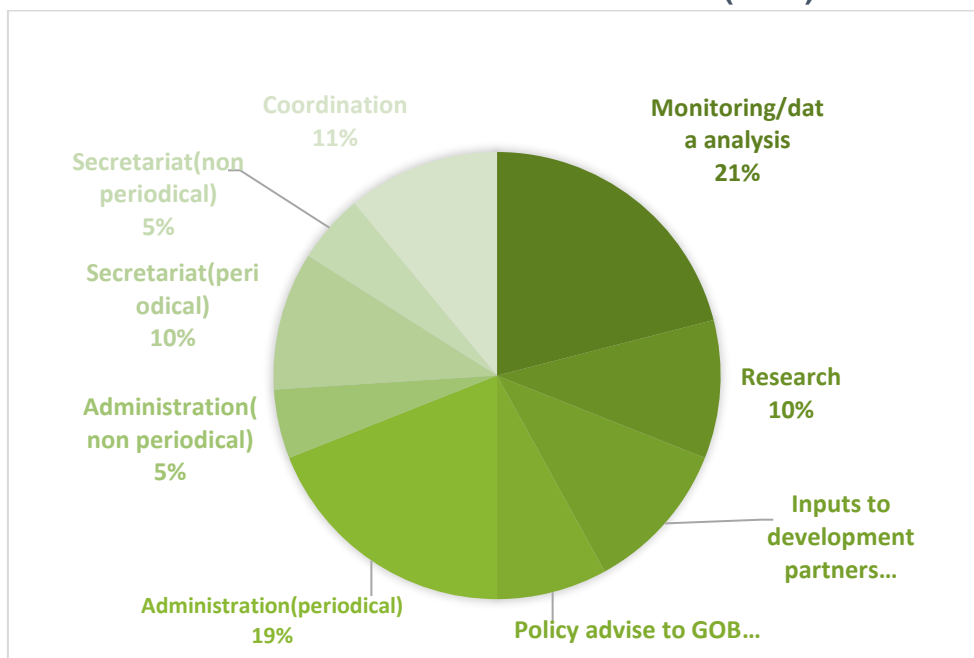
Source: FPMU, October 2019.

Figure 4.5 FNS Coordination Mechanisms to Implement and Monitor CIP



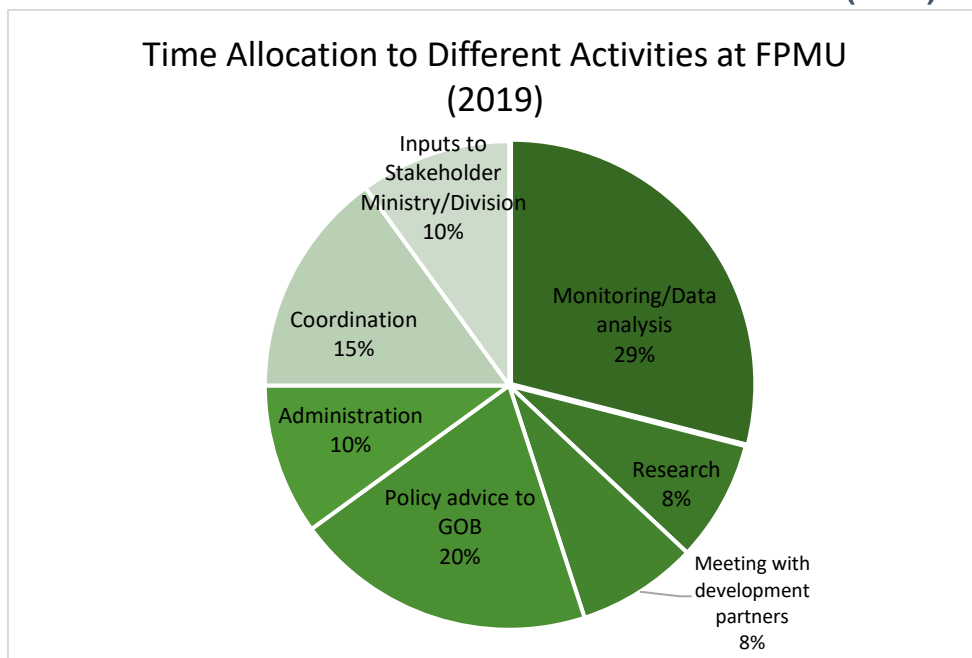
Source: FPMU.

Figure 4.6 Time Allocation to Different Activities at FPMU (2009)



Source: Institutional Assessment Report (2009)

Figure 4.7 Current Time Allocation to Different Activities at FPMU (2019)



Source: Interviews with FPMU staff.

Annex Table 1. Consultation meetings held for the study

Date of consultation	Persons concerned	Designation	Institution	Other persons present	From the team	Location	Discussion topic
1) September 5, 2019	Mr. Badrul Arefin	Director General	FPMU	N/A	1) Dr. Paul Dorosh, Division Director, DSGD, IFPRI 2) Dr. Shawkat Ali, Consultant, IFPRI 3) Dr. Shoumi Mustafa, Senior Research Coordinator, IFPRI 4) Nahian Bin Khaled, Research Analyst, IFPRI	FPMU, Dhaka	Mandate of FPMU, recruitment rule, role of FPMU for FPMC, CIP, research activities
2) September 8, 2019	Mr. Shahabuddin Ahmed	The then Secretary	Ministry of Food	1) Mr. Gazi-ur-Rahman, Project Director, MFSP 2) Mr. Badrul Arefin, DG, FPMU	1) Dr. Paul Dorosh, Division Director, DSGD, IFPRI 2) Dr. Shawkat Ali, Consultant, IFPRI 3) Dr. Shoumi Mustafa, Senior Research Coordinator, IFPRI 4) Nahian Bin Khaled, Research Analyst, IFPRI 5) Md. Tofazzal Hossain, Consultant, IFPRI	Ministry of Food, Dhaka	Coordination between FPMC and FPMU, nutrition security, monitoring capacity of FPMU, analytical works done by FPMU,
3) September 9, 2019	Dr. Mosammat Nazmanara Khanum	The then Director General of Food	Directorate General of Food	Mr. Zulfiquar Rah-	1) Dr. Paul Dorosh, Division Director, DSGD,	Directorate General of	Coordination between DG FOOd and

				man, Director, Procurement, DG Food	IFPRI	Food, Dhaka	FPMU, nutrition security, monitoring capacity of FPMU, usage of analytical works done by FPMU, merging FPMU with ministry, role of MIS and FPMU, digitization of MIS and FPMU data
4) September 9, 2019	Mr. Feroj Al Mahmud	Research Director (Food Access)	FPMU	N/A	1) Dr. Paul Dorosh, Division Director, DSGD, IFPRI 2) Dr. Shawkat Ali, Consultant, IFPRI 3) Nahian Bin Khaled, Research Analyst, IFPRI 4) Md. Tofazzal Hossain, Consultant, IFPRI	FPMU, Dhaka	Reports produced by this branch at FPMU, collectign the data for the reports prepared, CIP and role of FPMU staffs in it
5) September 11, 2019	Md Mahbubur Rahman	Research Director, (Production & Early Warning)	FPMU	N/A	1) Dr. Paul Dorosh, Division Director, DSGD, IFPRI 2) Dr. Shawkat Ali, Consultant, IFPRI 3) Nahian Bin Khaled, Research Analyst, IFPRI 4) Md. Tofazzal Hossain, Consultant, IFPRI	FPMU, Dhaka	Collection of data, capacity of this branch, NFPCSP's output, weekly coordination meeting

6) September 11, 2019	32 Persons from stakeholder institutions (Listed in the table)	Listed in the given table		N/A	<p>1) Dr. Paul Dorosh, Division Director, DSGD, IFPRI</p> <p>2) Dr. Shawkat Ali, Consultant, IFPRI</p> <p>3) Dr. Shoumi Mustafa, Senior Research Coordinator, IFPRI</p> <p>4) Nahian Bin Khaled, Research Analyst, IFPRI</p> <p>5) Md. Tofazzal Hossain, Consultant, IFPRI</p>	FPMU, Dhaka	<p>1) What are the needs?</p> <p>2) How are these needs currently met?</p> <p>3) What could be done better?</p>
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7) September 11, 2019	<p>1) Ms. Ferdousi Ara, Associate Research Director (Food Market)</p> <p>2) Ms. Alima Nusrat Jahan, Associate Research Director (Food Availability)</p> <p>3) Mr. Md Ismail Mia, Associate Research Director (Food Market and Availability)</p> <p>4) Mr. Mostafa Faruq Al Banna, Associate Research Director</p> <p>5) Mr. Md Mohinur Islam, Associate Research Director (Food utilization)</p> <p>6) Mr. Mezanur</p>	N/A	FPMU	N/A	<p>1) Dr. Paul Dorosh, Division Director, DSGD, IFPRI</p> <p>2) Dr. Shawkat Ali, Consultant, IFPRI</p> <p>3) Dr. Shoumi Mustafa, Senior Research Coordinator, IFPRI</p> <p>4) Nahian Bin Khaled, Research Analyst, IFPRI</p> <p>5) Md. Tofazzal Hossain, Consultant, IFPRI</p>	FPMU, Dhaka	Capacity, recruitment rules, charter of duties, current structure, office structure, analytical capacity, coordination
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	Rahman, Research Of- ficer						
	7) Mr. Md. Me- hedhi Hasan So- hag, Research Officer						
8) Septem- ber 14, 2019	Mr. Naser Farid	Former Research Director	FPMU (Cur- rently FAO)	N/A	Dr. Paul Dorosh, Divi- sion Director, DSGD, IFPRI	FAO of- fice, Dhan- mondi, Dhaka	History and evolution of FPMU
9) Septem- ber 17, 2019	Mr. Hajiquil Is- lam	Research Director, Policy and Co- ordina- tion	FPMU	N/A	Dr. Paul Dorosh, Divi- sion Director, DSGD, IFPRI	Wash- ington, D.C., USA	Mandate of FPMU, re- cruitment rules, staff- ing issues, role of FPMU for FPMC, CIP, re- search ac- tivities, rec- ommenda- tions
10) Septem- ber 17, 2019	Mr. Zakir Hoss- ain Akanda	Member (Secre- tary), Ag- riculture	Plan- ning Com- mission	N/A	1) Dr. Shawkat Ali, Consultant, IFPRI 2) Dr. Shoumi Mus- tafa, Senior Research Coordinator, IFPRI 3) Nahian Bin Khaled, Research Analyst, IFPRI	Plan- ning Com- mis- sion, Dhaka	CIP and five-year plan
11) Septem- ber 23, 2019	Mr. Naoki Minamiguchi	Chief Technical Advisor	Meeting the Un- dernutri- tion Chal- lenge (MUCH) , FAO	N/A	1) Dr. Shawkat Ali, Consultant, IFPRI 2) Dr. Shoumi Mus- tafa, Senior Research Coordinator, IFPRI 3) Nahian Bin Khaled, Research Analyst, IFPRI 4) Mr. Tofaz- zal Hossain,	IFPRP office, Banani, Dhaka	The role of FAO- MUCH in FPMU

					Consultant, IFPRI		
12) October 10, 2019	Mr. Naser Farid	Former Research Director	FPMU (Cur- rently FAO)	N/A	1) Dr. Shoumi Mus- tafa, Senior Research Coordinator, IFPRI 2) Nahian Bin Khaled, Research Analyst, IFPRI	FAO of- fice, Dhan- mondi, Dhaka	History and evolution of FPMU
13) October 24, 2019	1) Mr. Md. Hajiqul Islam, Research Di- rector 2) Mr. Feroz Al Mahmud, Re- search Director 3) Mrs. Most. Ferdousi Ara, Associate Re- search Director 4) Mr. Mostafa Faruq Al Banna, Associ- ate Research Director 5) Mr. Md. Abul Hashem, Asso- ciate Research Director 6) Mrs. Alima Nusrat Jahan, Associate Re- search Director 7) Mr. Md. Is- mail Mia, Asso- ciate Research Director 8) Mr. Mezanur Rahaman, Re- search Officer	N/A	FPMU	N/A	1) Dr. Shawkat Ali, Consultant, IFPRI 2) Dr. Shoumi Mus- tafa, Senior Research Coordinator, IFPRI 3) Nahian Bin Khaled, Research Analyst, IFPRI	FPMU, Dhaka	Mandate of FPMU, re- cruitment rules, staff- ing issues, role of FPMU for FPMC, CIP, re- search ac- tivities, rec- ommenda- tions

Annex Table 2. Participant in Stakeholders' Meeting, September 11, 2019

Organization	Position
1. Agricultural Policy Support Unit, Ministry of Agriculture	Deputy Research Director
2. Bangladesh Bureau of Statistics	Statistical Officers
3. Bangladesh Food Safety Authority	Deputy Secretary
4. Directorate General of Food	Director, Movement, Storage and Silo

5. FAO	Food Analysis Advisor
6. Food and Agricultural Organization (FAO)	Chief Technical Advisor
7. FPMU, Ministry of Food	Research Director (Food Utilization and Nutrition)
8. FPMU, Ministry of Food	Director General
9. FPMU, Ministry of Food	Research Director (Food Availability)
10. FPMU, Ministry of Food	Research Director (Food Market)
11. FPMU, Ministry of Food	Associate Research Director
12. General Economic Division, Planning Commission	Assistant Chief
13. International Food Policy Research Institute (IFPRI)	Director, Development Strategy and Governance Division
14. IFPRI	Research Analyst, Development Strategy and Governance Division
15. IFPRI	Consultant
16. IFPRI	Senior Research Coordinator
17. Ministry of Agriculture	Senior Assistant Chief
18. Ministry of Disaster Management and Relief	Deputy Secretary
19. Ministry of Environment, Forest and Climate Change	Senior Assistant Chief
20. Ministry of Food	Additional Secretary
21. Ministry of Health and Family Welfare	DPM, NNS, IPHN
22. Ministry of Industries	Deputy Secretary
23. Ministry of Information	Deputy Secretary
24. Ministry of Primary and Mass Education	Senior Assistant Secretary
25. Ministry of Social Welfare	Deputy Secretary
26. Ministry of Water Resources	Deputy Secretary
27. Ministry of Women and Children Affairs	Senior Assistant Chief
28. MUCH- FAO	National Nutrition Consultant
29. MUCH- FAO	Market and Policy Advisor, FAO-MUCH
30. MUCH- FAO	Nutrition Policy Advisor
31. MUCH-FAO	Food Security Program Specialist

32. MUCH-FAO	National Poverty and Social Protection Policy Advisor
33. National Institute of Local Government, LGD, Bangladesh	Joint Director
34. SEID, Planning Commission	Joint Chief
35. Statistics and Information Division, Ministry of Planning	Senior Assistant Secretary

Annex Table 3. SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> • Mandate to conduct policy analysis and advise the GoB on food and nutrition issues • Food security related monitoring experience of over 30 years • Maintenance of large amount of data analytical documents on food security • Permanent and skilled staff with a rich institutional memory • Despite having limited staff, proven capacity to deliver monitoring/situation reports that helps policy-makers to make informed choices/decisions • Direct access to policy makers at FPMC • Custodian of all-important decisions made by FPMC • Recently FPMU has been organized as a wing of the MoFood but needs to be declared as an attached office with separate budget • FPMC's policy level membership broadened. Current membership is 19 • Position of nutrition Director filled up 	<ul style="list-style-type: none"> • Administrative structure not consistent with the standard government structure • Lacks mandate to autonomously deliver policy input • No official recognition as an attached office of MoFood • No separate budget and hence lacks the capacity to make autonomous financial decisions being perpetually dependent on DP/MoFood's budget/support. • Rather arbitrary decisions to fill up senior positions on deputation often conflicting with recruitment rules that impedes institutional memory and erodes capacity building • Work culture is still wedded to rigid bureaucratic attitude that hampers sharing of knowledge • Weak capacity in online data collection/management • High mobility of senior staffs across branches • Inadequate communication skills • No permanent site for FPMU • Considerable scope for developing analytical capacity of staff leading to better analytical content • Inadequate logistics and non-functional electronic data transferability • Frustration across the staff for lack of promotion opportunities
Opportunities	Threats
<ul style="list-style-type: none"> • GoB's high commitment to FSN and alignment to SDG2 • Larger funds by GoB and DP's for investment within CIP-II framework & aligned five year plan. • Monitoring of CIP-II already established • NFP-2018 with PoA draft completed • Multisectoral approach for FSN already established by FPMU • Research outsourcing system is established and working • IT development if exploited can lead to faster flow of data/information • Multisectoral coordination mechanism through IT/FPWG established and working • Full control on website management recommended • Total FSN is part of NFP 2006 and the upcoming NFP • Revising of mandate recommended • A separate office • Delegation of administrative powers 	<ul style="list-style-type: none"> • FPMU's amorphous structure (not being an attached office with separate budget) may make it unsustainable besides being a threat to autonomous nature of in-home decision making • Likelihood of non-cooperation from upstream data providers • Potential loss of key staff • Lack of more efficient flow of data of unquestioned quality • Complete dependence on the TA team for the website and data server • Constant dependence on DP funds for carrying out assigned functions • Weak capacity for nutrition security monitoring being a new agenda for FPMU.

Annex Table 4. List of Director Generals at FPMU from 2004

No.	Name	Joining Date	Date of Re-lease	Type of the employee's position
Director General				
1	Binoy Krishna Karmaker	04/02/2001	03/07/2004	On deputation
2	Yakub Ali	04/07/2004	06/02/2005	*
3	A K M Motahar Hossain	07/02/2005	29/01/2006	On deputation
4	Dr. Selina Ahsan	20/03/2006	20/02/2007	On deputation
5	Md. Shafiqul Islam (i.c.)	29/04/2007	13/11/2007	On deputation
6	Pranab Chakraborty	14/11/2007	26/10/2008	On deputation
7	Md. Shafiqul Islam (i.c.)	11/05/2008	24/06/2008	On deputation
8	Pranab Chakraborty	25/06/2008	26/10/2008	On deputation
9	Md. Ruhul Amin	23/12/2008	-	Feeder
10	Mirza Fazlul Karim Begh	-	-	On deputation
11	M Badrul Arefin	-	-	On deputation

Annex Table 5. Research Directors at FPMU

No.	Name	Joining Date	Date of Re-lease	Type of the employee's position
1	Md. Ruhul Amin (MMFM)	-	23/12/2008	Feeder
2	Abdul Matin Khondoker (FSCN)	21/04/2002	01/03/2006	On deputation
3	Md. Shafiqul Islam Khan (PMEW)	04/08/2004	30/06/2006	On deputation
4	Md. Sahabuddin (PARS)	06/06/2004	14/07/2004	On deputation
5	Moti Lai Bhadra (PMEW)	09/01/2003	09/08/2003	On deputation
6	Sushen Chandra Das (PARS)	17/10/2004	01/02/2006	On deputation
7	Md. Touhid Uddin Ahmed (PMEW)	10/02/2004	06/06/2004	On deputation
8	Md. Abdur Rahman (PMEW)	16/01/2007	*	On deputation
9	Abdul Khaleque (FSCN)	19/02/2006	26/11/2008	On deputation
10	Md. Abdur Rab (PMEW)	13/09/2006	29/11/2006	On deputation

11	Sultanul Islam Chowdhury (PMEW)	06/12/2006	11/01/2007	On deputation
12	Md. Siddiquir Rahman (PARS)	02/02/2006	21/10/2006	On deputation
13	Shohely Begum (PARS)	12/09/2006	10/05/2007	On deputation
14	Nikhil Ranjan Roy (PARS)	03/07/2007	26/10/2008	On deputation
15	Md. Hajiqul Islam (PARS)	24/12/2008	Till today	Feeder
16	Naser Farid (*)	24/12/2008	-	Feeder
17	Dr. Ruhul Amin Talukder	-	-	On deputation
18	Md. S. Amdadul Haque	-	-	On deputation
19	Md. Selim Akter	-	Till today	On deputation
20	Md. Mahbubur Rahman	11/11/2018	Till today	Feeder
21	Feroz Al Mahmud	11/11/2018	Till today	Feeder

Source: FPMU

Annex Table 6. Current Staffing of FPMU

Name	Position
Badrul Arefin	Director General
Md. Selim Akhter	Research Director (Joint Secretary) Food Utilization & Nutrition Section)
Hajiqul Islam	Research Director (Policy & Coordination)
Md. Mahbubur Rahman	Research Director (Production & Early Warning)
Feroz Al Mahmud	Research Director (Food Access)
Mostafa Faruq Al Banna	Associate Research Director
Ferdousi Ara	Associate Research Director
Md Abul Hashem	Associate Research Director
Alima Nushrat Jahan	Associate Research Director
Mohammad Ismail Mia	Associate Research Director
Md Mohinur Islam	Associate Research Director
Mezanur Rahaman	Research Officer
Md. Mehedi Hasan Sohag	Research Officer
Hillul Bhowmik	Research Officer
Razia Sultana	Research Officer
Dr. Fatima Tuj Jahra	Research Officer

Source: FPMU

Annex Table 7. National Pay Scales of Different Grades of officers relevant to FPMU

Effective from	01/07/1973	01/07/1977	01/06/1985	01/07/1991	01/09/1997	01/07/2005	01/07/2009	01/07/2015
Grades	Grade Pay Scale	Grade Pay Scale	Grade Pay Scale	Grade Pay Scale	Grade Pay Scale	Grade Pay Scale	Grade Pay Scale	Grade Pay Scale
3	1150-60-1570 (3rd)	2350-100-2750	4750-150-5500	7500-6 x 200-9000	11700-300 x 6-13500	16800- 650 x 6-20700	29000-1100 x 6-35600	56500-58760-61120-63570-66120-68770-71530-74400
5	475-35-685-EB-40-1005-45-1275 (5th)	1850-75-2375	3700-125-4825	6300-10 x 175-8050	9500-26010-12100	13750-550-10-19250	22250-900 x 10-31250	43000-44940-46970-49090-51300-53610-56030-58560-61200-63960-66840-69850
6	375-25-525-EB-30-765-EB-35-975 (6th)	1400-75-2000	2800-125-4425	4800-14 x 175-7250	7200-260 x 14-10840	11000-475 x 14-17650	18500-800 x 14-29700	35500-37280-39150-41110-43170-45330-47600-49980-52480-55110-57870-60770-63810-67010
9	145 fixed -151-6-205-EB-7-275 (9th)	750-50-900-EB-55-1230-60-1470	1650-100-2250-EB-110-3020	2850-7 x 125-3725-EB-11 x 130-5155	4300-185 x 7-5595-EB-195 x 11-7740	6800-325 x 7-9075-EB-365 x 11-13090	11000-490 x 7-14430-EB-540x11-20370	22000-23100-24260-25480-26760-28100-29510-30990-32540-34170-35880-37680-39570-41550-43630-45820-48120-50530-53060

Annex Table 8. Comparison Between Recruitment Rules of 2005 and 2018

Sl. No.	Name of the Post (2005)	Name of the Post (2018)	Grade		Age Limit (Direct Recruitment)		Recruitment Rules		Required Qualification	
			2005	2018 (present)	2005	2018 (present)	2005	2018 (present)	2005	2018
1	Director General	Same as in 2005	3	3	NA	NA	By Promotion ⁴⁸	Same as in 2005	For promotions: min. 5 yrs. experience as Research Director/ Deputy Chief with 20 yrs experience in Class-1 government service.	For promotions: min. 5 yrs. experience as Research Director / Deputy Chief with 18 yrs. experience in grade-IX or above in govt service. ⁴⁹
2	Deputy Chief	Research Director	5	5	NA	NA	By Promotion ^a	Same as in 2005	For promotions: min. 5 yrs. experience as Additional Director/Assistant Chief with a total of 12 years of experience in Class-1 Government Service.	For promotions: min. 5 yrs. experience as Associate Research Director with a total of 12 years of experience in grade-IX or above in govt service. ⁵⁰
3	Assistant Chief/ Additional Director	Associate Research Director	6	6	36 Years; (Rules can be relaxed for the candidates working in government service.)	NA	50 % by Promotion. If eligible person is not available then by direct recruitment. And 50 % by direct recruitment.	By Promotion. If eligible person is not available then someone with similar pay scale and status be deputed.	For promotions: min. 7 yrs. experience as Research Officer. If by Direct recruitment: 8 yrs. of experience in relevant field. ⁵¹ If the candidate has Ph.D. then the working experience may be relaxed by 2 years.	For promotions: min. 5 yrs. experience. ⁵² In case of transfer by deputation: Among the equally ranked officers having the experience in relevant subjects.
4	Research Officer	Same as in 2005	9	9	Not more than 30 years old.	Same as in 2005	1/3 (one third) by promotion and 2/3 (two third) by direct recruitment. ⁵³	By direct recruitment.	In case of promotion: min. 7 yrs. experience as Research Investigator. If Direct recruitment: MSc in related field. ⁵⁴	Master's degree from a recognized university in related field. ⁵⁵

⁴⁸ If eligible person is not available then someone with similar pay scale and status can be deputed.

⁴⁹ In case of transfer in deputation: Among the equally ranked officers having the experience in relevant subjects.

⁵⁰ In case of transfer in deputation: Among the equally ranked officers having the experience in relevant subjects/area.

⁵¹ MSc in Economics, Agricultural economics, Statistics, Mathematics, Agronomy, Nutritional Science, Soil Science, Botany or Computer Science.

⁵² as Research Officer/Network Manager/Website Manager/Database Manager/Documentation Officer.

⁵³ If no eligible person is available for promotion, then all positions by direct recruitment.

⁵⁴ MSc in Economics, Agricultural economics, Statistics, Mathematics, Agronomy, Nutritional Science, Soil Science, Botany or Computer Science.

⁵⁵ Economics, Agricultural Economics, Health Economics, Statistics, Math, Agronomy, Soil Science, Nutrition Science, Food Technology, Environmental Science, Public Health or Botany with a 1st Class or equivalent CGPA OR, Master's degree with 2nd class or equivalent CGPA including Bachelor (Hons) with minimum 2nd class or equivalent CGPA, OR, 4(Four)-year Bachelor (Hons.) with minimum 2nd class or equivalent CGPA.

Annex Table 8. (Continued)

Sl. No.	Name of the Post (2005)	Name of the Post (2018)	Grade		Age Limit (Direct Recruitment)		Recruitment Rules		Required Qualification	
			2005	2018 (present)	2005	2018 (present)	2005	2018 (present)	2005	2018
5	Post was not created	Network/ Website Manager	NA	9	NA	Not more than 30 years old.	NA	By direct recruitment	NA	a) 4(Four)-year Bachelor (Hons.) degree from a recognized university in related field. ⁵⁶ b) Passed in standard aptitude test in computer programming.
6	Post was not created	Database Manager	NA	9	NA	Not more than 30 years old.	NA	By direct recruitment	NA	a) 4(Four)-year Bachelor (Hons.) degree from a recognized university in related field. ⁵⁶ b) Passed in standard aptitude test in computer programming.
7	Post was not created	Documentation Officer	NA	9	NA	Not more than 30 years old.	NA	By direct recruitment	NA	Master's degree from a recognized university in related field. ⁵⁷
8	Research Investigator	No longer exists	9	NA	Not more than 30 years old.	NA	By Direct recruitment	NA	MSc in related field. ⁵⁸	NA

⁵⁶ Computer Science, Computer Science and Engineering, Electrical and Electronics Engineering, or Information and Communication Technology with minimum 2nd class or equivalent CGPA.

⁵⁷ Library Science or Library and Information Science with minimum 2nd class or equivalent CGPA, OR, Master's degree with 2nd class or equivalent CGPA including Bachelor (Hons) with minimum 2nd class or equivalent CGPA, OR, 4(Four)-year Bachelor (Hons.) with minimum 2nd class or equivalent CGPA.

⁵⁸ Economics, Agricultural economics, Statistics, Mathematics. Agronomy, Nutritional Science, Soil Science, Botany or Computer Science.

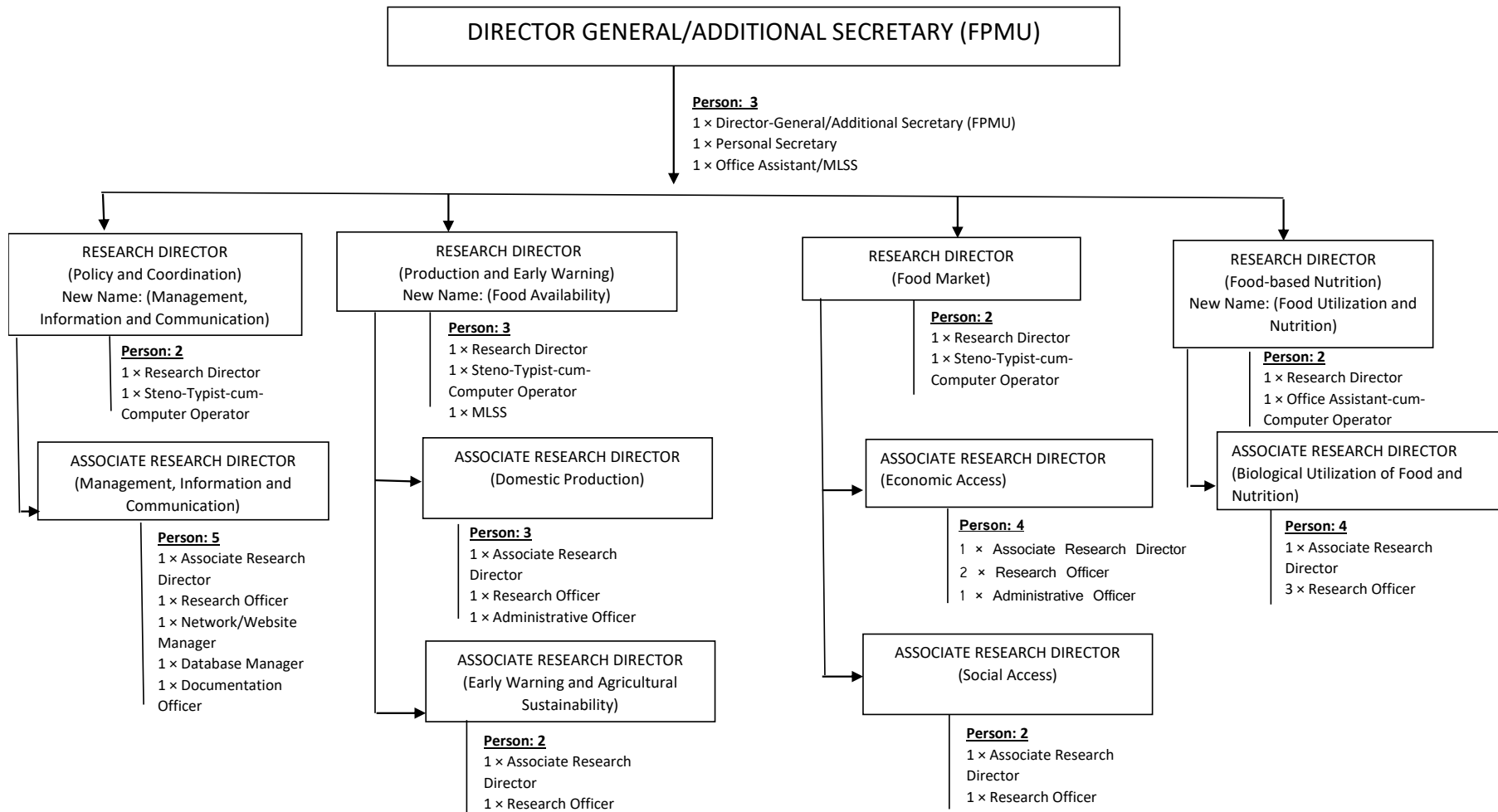
Annex Table 9. Status of the Positions (Grade 9 or above)

	Q1. Is this post occupied (Yes/No)	Q2. If Q1 is No, how many posts under this title are not occupied	Q3. If Q1 is No, for how many years	Q4. If Q1 is No, the reason is-
DIRECTOR GENERAL/ADDITIONAL SECRETARY (FPMU) 1 x Director-General/Additional Secretary (FPMU)	Yes			
RESEARCH DIRECTOR (Policy and Coordination) <i>New Name of the branch: (Management, Information and Communication)</i> 1 x Research Director	Yes			
ASSOCIATE RESEARCH DIRECTOR (Management, Information and Communication) 1 x Associate Research Director	Yes			
1 x Research Officer	Yes			
1 x Network/Website Manager	No	1	Since 2013 (for 5 years)	The problem with recruitment delays.
1 x Database Manager	No	1	Since 2013 (for 5 years)	The problem with recruitment delays.
1 x Documentation Officer	No	1	Since 2013 (for 5 years)	The problem with recruitment delays.
RESEARCH DIRECTOR (Production and Early Warning) <i>(New name of the branch: Food Availability)</i> 1 x Research Director	Yes			
ASSOCIATE RESEARCH DIRECTOR (Domestic Production) 1 x Associate Research Director	Yes			
1 x Research Officer	Yes			
ASSOCIATE RESEARCH DIRECTOR (Early Warning and Agricultural Sustainability) 1 x Associate Research Director	Yes			
1 x Research Officer	Yes			
RESEARCH DIRECTOR (Food Market) 1 x Research Director	Yes			
ASSOCIATE RESEARCH DIRECTOR (Economic Access) 1 x Associate Research Director	Yes			

Annex Table 9. (Continued)

	Q1. Is this post occupied (Yes/No)	Q2. If Q1 is No, how many posts under this title are not occupied	Q3. If Q1 is No, for how many years	Q4. If Q1 is No, the reason is-
2 x Research Officer	No	1	Since 2013 (for 5 years)	The problem with recruitment delays.
ASSOCIATE RESEARCH DIRECTOR (Social Access) 1 x Associate Research Director	Yes			
1 x Research Officer	No	1	Since 2013 (for 5 years)	The problem with recruitment delays.
RESEARCH DIRECTOR (Food-based Nutrition) <i>New name of the branch: (Food Utilization and Nutrition)</i> 1 x Research Director	Yes			
ASSOCIATE RESEARCH DIRECTOR (Biological Utilization of Food and Nutrition) 1 x Associate Research Director	Yes			
3 x Research Officer	No			

Annex Figure 1. Organogram of the FPMU, 2019



Source: FPMU

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ACKNOWLEDGMENTS

The authors wish to thank the officials of the Ministry of Food and staff of the Food Planning and Monitoring Unit who participated in various meetings with the study team and patiently answered questions. We wish to especially thank Shahabuddin Ahmed, (Secretary of Food), Badrul Arefin, (Director General FPMU and Additional Secretary) and Hajjiqul Islam (Research Director FPMU) for their insights. We also thank Naser Farid (former Director General FPMU and current Team Leader and Senior Adviser), and other staff of the MUCH (Meeting the Undernutrition Challenge) project for their comments and insights. Finally, we gratefully acknowledge Abdul Wajid Rana and Adam Kennedy for their inputs on public institutions for food policy analysis in India and Pakistan.

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Funding for this work was provided by the Modern Food Storage Facilities Project (MFSP) of the Bangladesh Ministry of Food under a World Bank loan. This publication has been prepared as an output of the Integrated Food Policy Research Program (IFPRP) and was undertaken as part of the CGIAR Research Program on Policies, Institutions and Markets (PIM) led by the International Food Policy Research Institute (IFPRI). It has not been independently peer reviewed. Any opinions expressed here belong to the authors and are not necessarily representative of or endorsed by IFPRI.

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