

SMART BANGLADESH

ERD Action Plan



THIRD DRAFT –
IDEATION DOCUMENT



ECONOMIC RELATIONS DIVISION
MINISTRY OF FINANCE
GOVERNMENT OF BANGLADESH

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EXECUTIVE SUMMARY

Smart Bangladesh

The ambitious socio-economic plan laid out by Bangladesh in the 2021-41 perspective plan implies that Bangladesh will need to make the journey from ‘Digital’ to ‘Smart’ which essentially means becoming focused on data centric design and human centric experience rather than automation & digitization. The ERD will play a vital role through its various services of economic relations in achieving the Smart Bangladesh Vision and will strive on the 4 key pillars: **Smart Citizen, Smart Government, Smart Society and Smart Economy**. Action across these 4 pillars will ensure that Bangladesh collectively achieves the objective of creating an innovation economy for Bangladesh through fostering stronger economic relations with bilateral and multilateral development partners and facilitating all government agencies in effective implementation of their projects and programs.

- **Smart Citizen:** This pillar will aim at empowering the citizens of Bangladesh with a digital first mindset through driving campaigns and implementing widespread digital literacy programs. Smart citizens of 2041 will not only have digital embedded in their way of life but will also collaborate with the govt. and industry for co-creation of services and policy making.
- **Smart Government** of 2041 should be able to bring to life the concept of “invisible governance” through implementation of 100% paperless offices and hyper personalized service platforms across priority areas like healthcare, education, agriculture, revenue management, public security etc. It will engage in proactive and collaborative policymaking to catalyze Bangladesh’s evolution on frontier technologies.
- **Smart Society** will essentially be characterized by inclusive communities and sustainable living. Digital tolerance, ethics, and values will be embedded among citizens. High degree of inclusivity will be enabled through interoperable cashless payment ecosystem, easy access to credit etc. and life will be sustainable & resilient in smart cities, energized by smart grids and boosted by an integrated technology platform.
- **Smart Economy** will be about creating an innovation economy to enable Bangladesh to be on the fore front of ever evolving industrial technology revolution through creating a robust startup ecosystem. It will position Bangladesh to build on its current industrial strengths and become technology fore-runners in the same.

INTRODUCTION TO ECONOMIC RELATIONS DIVISION

Background of Economic Relations Division (ERD)

After the great independence of Bangladesh, the Father of the Nation Bangabandhu Sheikh Mujibur Rahman established the External Resources Division on January 31, 1972, as one of the functional units under the Planning Commission. Because of the growing importance of economic cooperation with various development partners, on January 16, 1976, the External Resources Division was commissioned as a full-functioning Division under the Ministry of Planning. Later, considering the relation of external resources mobilization to the income-expenditure plan of the government, the External Resources Division was reconstituted again as a Division under the Ministry of Finance on October 16, 1978. In October 1990, the Government decided to change the name of the Division from External Resources Division to Economic Relations Division.

ERD is one of the four Divisions of the Ministry of Finance (MoF), Government of the People's Republic of Bangladesh. ERD is responsible for mobilizing the external resources for the socio-economic development of Bangladesh. This division leads as the focal point of the Government for interfacing with the development partners as well as for coordination of all external assistance inflows into the country. It assesses the need for external assistance and devises strategies for negotiations, mobilizes international development assistance, formalizes and enables development assistance mobilization through the signing of loans and grants agreements and determines and executes external economic policy.

Major Functions of Economic Relations Division

ERD is responsible for mobilizing the external resources for the socio-economic development of Bangladesh. This division leads as the focal point of the Government for interfacing with the development partners as well as for coordination of all external assistance inflows into the country. It assesses the needs of external assistance, devises a strategy for negotiations and mobilizing foreign assistance, formalizes and enables aid mobilization through the signing of loans and grants agreements, determines and executes external economic policy.

According to the Allocation of Business, among the Different Ministries and Divisions (Schedule 1 of the Rules of Business, 1996) the functions of ERD are as follows:

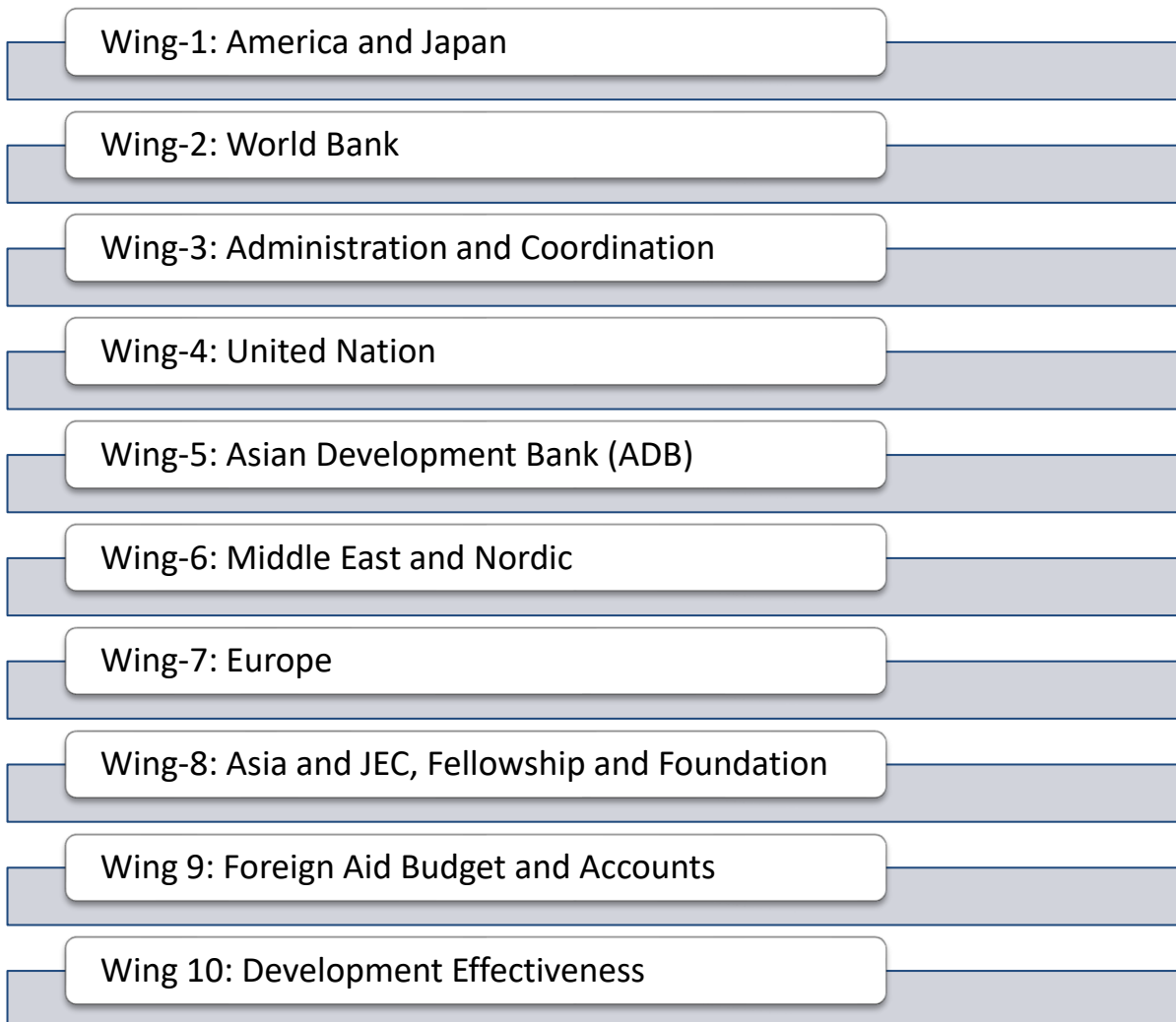
1. Assessment, mobilization, negotiation, and allocation of all multilateral and bilateral economic international development assistance for implementation of development projects under Annual Development Plan, Five-Year Plan, and other relevant development plans.
2. Examination and scrutiny of proposals for international development assistance (Loans, grants, etc.) received from Ministries/Divisions for allocation and identification of sources thereof.
3. Mobilization, negotiation, and allocation of external assistance relating to food and commodity assistance from bilateral and multilateral sources.

4. Co-ordination and processing for approval of all technical assistance programmes including assessment of requirement of negotiation with bilateral development partners and multilateral agencies.
5. Policies and co-ordination of matters relating to employment of Bangladeshi nationals as experts and consultants in international development assistant projects.
6. Policies and procedures for appointment of expatriate consultants and technical assistance experts.
7. Guidelines and procedures for tendering involving funds provided under external aid.
8. Co-ordination, review, and monitoring of the utilization of internal development assistance.
9. Foreign debt management including debt profiling and budgeting, debt servicing and maintenance of accounts thereof.
10. Matters relating to periodic meetings with development partners including preparations thereof and follow up actions.
11. Foreign exchange budgeting (other than cash foreign exchange budgeting) in respect of development imports including bridge financing for project/ commodity assistance.
12. External economic relations with the international development agencies/partners.
13. Policy matters related to external assistance from Non-Government Organizations (NGOs) including foreign voluntary agencies and philanthropies.
14. All international agreements involving financial economic and technical co-operation: Joint Commission/Joint Economic Commission, Joint Economic Committee, Economic and Technical Co-operation Agreements, etc., dealing predominantly with economic and financial issues.
15. Liaison with Resident Missions of Multilateral Agencies and bilateral development partners.
16. Administration of Economic Wing of Bangladesh Missions abroad and appointment of officers and staff thereof.
17. External Economic Policy: Matters relating to economic and technical cooperation between developing countries and between developed and developing countries, especially issues of development finance, transfer of resources, external debt technology transfer.
18. Preparation of briefs and materials on financial and economic questions relating to Bangladesh's participation in the UN and allied organizations, Commonwealth Conference, Non-allied Conference, Organization of Islamic Conference, South Asian Association for Regional Cooperation (SAARC), etc.
19. Fellowship and Foundations:
 - i. Programming and Management of fellowships, scholarship and foreign training offers from bilateral and multilateral sources including liaison with Asia Foundation, Ford Foundation, British Council, IRDC, ADC and so on.
 - ii. Liaison with Allocation Committee, Selection Committee VII particularly Ministry of Public Administration and other Ministry/ Division concerned.
 - iii. Offer of technical assistance by Bangladesh.
20. Secretariat administration including financial matters.

21. Administration and control of subordinate offices and organization (if any) under this Division.
22. Liaison with International Organizations and matters relating to treaties and agreements with other countries and world bodies relating to subjects allocated to this Division.
23. All laws on subjects allotted to this Division.
24. Inquiries and statistics on any of the subjects allotted to this Division.
25. Fees in respect of any of the subjects allotted to this Division except fees taken in courts.
26. Appointment to executive position of different international development organizations.
27. Setting up of Host Country Office of international development agencies in Bangladesh.

Organizational Structure

The Secretary, Economic Relations Division (ERD), is the head of Administration and the Principal Accounting Officer of this division. ERD functions through its 10 (Ten) wings based on specific areas of responsibility. The Wings are:



In addition, there are 9 (nine) economic wings in Bangladesh missions abroad under this division. These are –

Economic Wings in abroad

- Permanent Mission of Bangladesh to the UN, New York; USA
- Embassy of the People's Republic of Bangladesh, Washington DC, USA
- Embassy of the People's Republic of Bangladesh, Brussels, Belgium
- Embassy of the People's Republic of Bangladesh, Rome, Italy
- Embassy of the People's Republic of Bangladesh, Riyadh, Kingdom of Saudi Arabia (KSA)
- High Commission of the People's Republic of Bangladesh, New Delhi, India
- Embassy of the People's Republic of Bangladesh, Bangkok, Thailand
- Embassy of the People's Republic of Bangladesh, Beijing, China
- Embassy of the People's Republic of Bangladesh, Tokyo, Japan

Vision, Mission, Strategic Objectives and Activities

Vision: Sustainable socio-economic development.

Mission: Management of foreign aid and support the implementation of the national development strategies through strengthening relationships with development partners.

Strategic objectives and activities: As per the existing Annual Performance Agreement (APA) of ERD, the current strategic objectives and corresponding activities are –

Supporting development efforts of the Government by mobilizing foreign resources from development partners

1. Collecting initial positive responses from the development partners against foreign assistance proposals.
2. Completing timely evaluation missions.
3. Making effective negotiations with development partners.
4. Signing assistance agreements.

Ensuring positive impact of foreign assistance by improving utmost utilization of these assistance.

1. Communicating with the utilizing agencies of foreign assistance.
2. Release of foreign assistance in a timely and appropriate manner.
3. Ensuring budget allocation for projects/programmes.
4. Identifying causes of project implementation delays and addressing the causes by organizing tri-partite meetings.
4. Effective and continuous monitoring of the ongoing projects.

Contributing to the macroeconomic stability by receiving foreign assistance at the acceptable level

1. Efficient and effective management of the DMFAS.
2. Effective debt management by ensuring timely payments of capital installments and interests.
3. Catering various stakeholders i.e. World Bank, IMF, Finance Division and other credit rating agencies with required credit information and data.

Improving economic relations with development partners

1. Holding regular high-level meetings, chaired by the Finance/ Foreign minister, with the development partners.
2. Attending various high-level meetings of the development partners.
3. Organizing regular Joint Commission Meetings.
4. Organizing BDF and various other international events.
5. Capacity building on Green Climate Financing.

Improving the effectiveness of foreign assistance, the capability of receiving and utilization and implementing LDC graduation roadmap towards economic development.

1. Organizing Local Consultative Group meeting.
2. Effective implementation of the 'Smooth Transitioning Strategy' on LDC graduation.
3. Regular publication of the 'Flow of External Resources' report.

CONTEXT AND PHILOSOPHY

Context

Honorable Prime Minister Sheikh Hasina announced that Bangladesh will turn into a 'Smart Bangladesh' by 2041. As per the direction of the HPM, the government has taken initiatives to build a 'Smart Bangladesh'. In doing so, the government is planning to make Bangladesh a developed country where a higher economy, advanced technology, and a new nation will be established by the year 2041. Every citizen will be skilled in using technology, economic activities will run through using technology, the government will be technologically smart, the whole society will be technologically smart, and Bangladesh will be a Smart Bangladesh. ERD too, has taken the bold initiative to produce its own 'Work Plan' to contribute to this glorious goal. It has made a target, for itself, to develop a 'Smart Bangladesh Work Plan of ERD' as an integral part of its innovation work plan for the period of 2023-2024. To realize this target ERD already organized four workshops on the four pillars of the Smart Bangladesh i.e. Smart Citizen, Smart Government, Smart Society and Smart Economy during the October 2023 to January 2024. And with the outcomes of these four workshops and one national level stakeholder consultation and feedback Seminar in February 2024, this very document has been prepared.

This document has been developed as per the guidance of the HPM and by following the guidelines developed by the a2i of the ICT Division. This is a living document and will be continuously updated as and when necessary.

Philosophy

In developing this work plan, ERD has considered and deeply pondered on the existing policies and plans of the government viz. 8th Five Year Plan (July 2020 – June 2025), Perspective Plan of Bangladesh (2021 – 2041), Delta Plan 2100, ICT Master Plan 2041 along with the global agendas like Sustainable Development Goals 2030 etc. In doing so, ERD kept its footing firm on the business responsibilities that have been allocated to it and avoided sincerely the possibilities of overstepping the responsibilities of other government agencies.

This work plan premises that we need to set up Bangladesh as a knowledge-based economy and innovative nation. Therefore, ERD will facilitate projects and programs to build an inclusive digital society and bring backward marginalized people into the mainstream of development. It will continue to support enterprise-based businesses and investment-friendly start-ups to contribute to the growth of small, cottage, small and medium enterprises to ensure continuous employment generation. And to do so, ERD will focus on –

- a. more integration of systems,
- b. more efficiency and effectiveness of service delivery mechanisms,
- c. more transparency and accountability of services and service providers,

Vision 2041

The main document that is thriving the towards realization of the Smart Bangladesh is none but the 'Making Vision 2041 a Reality: Perspective Plan of Bangladesh (2021 – 2041). The government adopted Vision 2041 as a continuation of Digital Bangladesh Vision 2021 and seeks to take the nation to the development path dreamt by Bangabandhu. Specifically, Vision 2041 seeks to eliminate extreme poverty and reach Upper Middle-Income Country (UMIC) status by 2031, and High-Income Country (HIC) status by 2041 with poverty approaching extinction. The Plan underpins two principal visions –

- a. *Bangladesh will be a developed country by 2041, with per capita income of over USD 12,500 in today's prices, and fully in tune with the digital world; and*
- b. *Poverty will become a thing of the past in Sonar Bangla.*

These can only be realized by increasing the productive capacity, building an innovative knowledge economy, and protecting the environment to ensure rapid inclusive growth to eliminate poverty. According to this Plan, the following strategic goals will be pursued as the essential components of economic policy over the long-term:



Eradication of Extreme Poverty by 2031; reducing Poverty to less than 3 percent by 2041



Towards Upper middle-income country by FY 2031; High-income country by 2041



Industrialization with export-oriented manufacturing will drive structural transformation into the future



Paradigm shifts in Agriculture will enhance productivity and ensure nutrition and food security for the future



A Service sector of the future will provide the bridge for the transformation of the rural agrarian economy to a primarily industrial and digital economy



The Urban transition will be an essential part of the strategy to move to a high-income economy



Efficient Energy and Infrastructure will be essential components of the enabling environment that facilitates rapid, efficient and sustainable growth



Building a Bangladesh resilient to climate change and other environmental challenges



Establishing Bangladesh as a knowledge hub country for promoting a skill-based society

MAPPING OF ERD IN 2024

Mapping 1: Where ERD fits in

It is worth mentioning here that ERD works as a facilitator and supporting agency to all the development ministries/divisions and concern departments of the government. The functions of ERD as assigned by the Allocation of Business has potential links to the pillars of the Smart Bangladesh concept. As such a mapping of ERD's current status will allow to determine the transitional path for ERD to switch to Smart Bangladesh approach. If we try to fit in the existing functions of ERD in corresponding to the related pillar(s) of the SMART Bangladesh we get the following scenarios:

Serial	Activity (as per the allocation of Business)	Possible relation with
1.	Assessment, mobilization, negotiation, and allocation of all multilateral and bilateral economic international development assistance for implementation of development projects under Annual Development Plan, Five-Year Plan, and other relevant development plans	SMART Government SMART Economy
2.	Examination and scrutiny of proposals for international development assistance (Loans, grants, etc.) received from Ministries/Divisions for allocation and identification of sources thereof.	SMART Government SMART Economy
3.	Mobilization, negotiation, and allocation of external assistance relating to food and commodity assistance from bilateral and multilateral sources.	SMART Government SMART Economy
4.	Coordination and processing for approval of all technical assistance programmes including assessment of requirement of negotiation with bilateral donors and multilateral agencies	SMART Government SMART Economy
5.	Policies and co-ordination of matters relating to employment of Bangladeshi nationals as experts and consultants in international development assistant projects.	SMART Government SMART Citizen
6.	Policies and procedures for appointment of expatriate consultants and technical assistance experts.	SMART Government SMART Economy
7.	Guidelines and procedures for tendering involving funds provided under external aid.	SMART Government
8.	Co-ordination, review, and monitoring of the utilization of internal development assistance.	SMART Government SMART Economy

Serial	Activity (as per the allocation of Business)	Possible relation with
9.	Foreign debt management including debt profiling and budgeting, debt servicing and maintenance of accounts thereof.	SMART Government SMART Economy
10.	Matters relating to periodic meetings with development partners including preparations thereof and follow up actions.	SMART Government SMART Economy
11.	Foreign exchange budgeting (other than cash foreign exchange budgeting) in respect of development imports including bridge financing for project/ commodity assistance.	SMART Government SMART Economy
12.	External economic relations with the international development agencies/partners.	SMART Government SMART Economy
13.	Policy matters related to external assistance from Non-Government Organizations (NGOs) including foreign voluntary agencies and philanthropies.	SMART Government SMART Economy
14.	All international agreements involving financial economic and technical co-operation: Joint Commission/Joint Economic Commission, Joint Economic Committee, Economic and Technical Co-operation Agreements, etc., dealing predominantly with economic and financial issues.	SMART Government SMART Economy
15.	Liaison with Resident Missions of Multilateral Agencies and bilateral development partners.	SMART Government SMART Economy
16.	Administration of Economic Wing of Bangladesh Missions abroad and appointment of officers and staff thereof.	SMART Government
17.	External Economic Policy: Matters relating to economic and technical cooperation between developing countries and between developed and developing countries, especially issues of development finance, transfer of resources, external debt technology transfer.	SMART Government SMART Economy
18.	Preparation of briefs and materials on financial and economic questions relating to Bangladesh's participation in the UN and allied organizations, Commonwealth Conference, Non-allied Conference, Organization of Islamic Conference, South Asian Association for Regional Cooperation (SAARC), etc.	SMART Government SMART Economy
19.	Fellowship and Foundations:	SMART Government SMART Citizen

Serial	Activity (as per the allocation of Business)	Possible relation with
	a) Programming and Management of fellowships, scholarship and foreign training offers from bilateral and multilateral sources including liaison with Asia Foundation, Ford Foundation, British Council, IRDC, ADC and so on. b) Liaison with Allocation Committee, Selection Committee VII particularly Ministry of Public Administration and other Ministry/ Division concerned. c) Offer of technical assistance by Bangladesh.	
20.	Secretariat administration including financial matters.	SMART Government
21.	Administration and control of subordinate offices and organization (if any) under this Division.	SMART Government
22.	Liaison with International Organizations and matters relating to treaties and agreements with other countries and world bodies relating to subjects allocated to this Division.	SMART Government SMART Economy
23.	All laws on subjects allotted to this Division.	SMART Government
24.	Inquiries and statistics on any of the subjects allotted to this Division.	SMART Government SMART Economy
25.	Fees in respect of any of the subjects allotted to this Division except fees taken in courts.	SMART Government SMART Economy
26.	Appointment at executive position of different international development organizations.	SMART Government SMART Citizen
27.	Setting up of Host Country Office of international development agencies in Bangladesh.	SMART Government SMART Economy

From this above mapping, it becomes that ERD's functions predominantly in the arena of the SMART Government and SMART Economy that indirectly facilitates and supports the activities of the SMART Citizen and SMART Society.

Mapping 2: Digital stance of ERD

ERD has been in the forefront of digital applications to deliver its services to its stakeholders and clients. A situation analysis of ERD's digital platform shows the following scenario:



In-house developed systems of ERD

- ERDpedia information repository system
- Aid Information Management System (AIMS)
- Debt management and foreign accounts system (maintain by ERD)
- Sustainable graduation portal
- Foreign Aid Management System (FAMS)
- International Climate Finance Cell portal
- Bangladesh Swedish trust fund
- Foreign Tour Database System
- NDA to GCF portal
- Employee Database System



Outsourced systems used ERD

- Government web portal
- E-nothi system
- Grievance Redressal System (GRS)
- eGP system
- APA reporting platform
- APA related module reporting platform
- iBAS++
- SDG Tracker
- MOPA telephone directory
- MyGov
- Report Management System
- Government Employee Management System (GEMS)

ERD's digital infrastructure is well equipped with various amenities to cater the ICT requirements of its clients and employees. ERD already offers –

1. 300 + 300 Mbps dedicated bandwidth with alternative lines
2. Dedicated infrastructure and official email
3. Enriched Conference room with virtual meeting system and interactive display board.
4. Upgraded ICT Training Lab
5. Licensed Software Product (Windows, Office365, Antivirus)
6. Digital in/Out Device
7. Two-layer Firewall and other Security Measures
8. Central Wi-Fi control
9. All data located in demographic area of Bangladesh

Yet! ERD needs to further upgrade and update its digital infrastructure to cater the future demand and pace. In this regard, it is pertinent that ERD should equip itself with –

1. Smart security surveillance system
2. AI enabled library system
3. FAMS with GIS module
4. IoT enabled display with mini PC for all conference room and training lab
5. Store Management System
6. Human Resource Management System
7. Advanced Licensed Operating system
8. Increase file server capacity
9. Advanced Access control with wifi-6 feature
10. Capacity development for ICT manpower
11. Awareness development to all employee of ERD

VISION, MISSION, STRATEGIC OBJECTIVES & ACTIVITIES

ERD needs to revise its existing vision, mission and strategic objectives and activities in order to meet the requirement of SMART Bangladesh by 2041. The revised vision, mission and strategic objectives are proposed below:

Vision: Graduation to a developed country with inclusive and sustainable socio-economic development

Mission: Bringing sustainable socioeconomic development, inclusive growth and reducing extreme poverty by 2030 through the effective management of foreign assistance, aid and support specially by adopting need-based, techno centric and smart approach that promote job creations, enhance accessibility, affordability and contribute to building a climate resilient, capable society.

Strategic Plan:

- Evidence-based and informed decision-making in mobilizing and utilizing foreign aid to ensure its suitability and effectiveness in socio-economic development of the country.
- Enhancing bilateral, multilateral and interagency collaboration through using a single, integrated, web-based platform for both mobilizing foreign aid and overseeing the implementation progress of foreign-aided projects.
- Strengthening foreign aid management system through upgradation of existing software aiming to contribute to macroeconomic stability in a transparent manner.
- Strengthening capacity for ERD officials for negotiation and debt management as well as for dealing with contemporary global issues for accelerating the implementation of LDC graduation roadmap towards economic development.
- Accessing the Green Climate Fund and utilizing it for the vulnerable communities by 2030 targeting the coastal vulnerabilities as priority area to address to contribute to building climate resilient society.
- To promote research, develop technical know-hows and contribute to digital job creations while mobilizing foreign assistance and initiating development interventions.
- To enhance knowledge, skill and capacity of society through efficient allocation and management of foreign scholarships.
- Supporting paperless, prompt and effective office management

IMPLEMENTATION ACTION PLAN

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Serial	Initiative already taken/ to be taken	What existing/ future challenges/ problems will be solved	Expected outcomes	Related pillar(s)	Related sectors	Specific targets (evidence based)	Implementation targets (%) by 2025	Implementation targets (%) by 2031	Implementation targets (%) by 2041	Implementing agency	Stakeholder/ associating implementing agency	Resource required and sources of resources
1.	Implementation of the FAMS [integrated approach across various stakeholders to manage foreign assistance]	lack of (a) In depth analysis of foreign assistance data; (b) integration with FD, BB, CGA; (c) integration and tracking of loan agreements with specific projects; (d) paperless ADP and RADP preparation	(a) Faster and more accurate decision making; (b) easier and more accurate tracking and monitoring of fund movements; (c) improved debt management; (d) improved TCV	Smart Government; Smart Economy	Smart public service; paperless administration; data driven governance; Smart planning; Smart digital infrastructure	100% FA projects and programs	20%	50%	100%	ERD	FD, BB, CGA, Line ministries, PDs, PC	BDT. 250,000,000/- DP/ Revenue fund
2.	Implementation of digital procurement system	(a) Paper based, manual and time-consuming requisition and demand management; (b) lack of accurate and safe data	(a) Faster and more accurate decision making; (b) paperless management; (c) improved TCV	Smart Government; Smart citizen	Smart public service; paperless administration; data driven governance; Smart planning; Smart digital infrastructure	100% of ERD's internal requirements and procurements are done digitally and paperless	30%	100%	...	ERD	a2i, ICTD	BDT. 20,000,000/- revenue fund
3.	Implementation of Smart scholarship	(a) Paper based, manual and time-consuming application and	(a) Faster and more accurate decision making; (b) paperless	Smart Government; Smart citizen;	Smart public service; paperless administration;	100% scholarship management is done	50%	100%	...	ERD	MoPA, STF, DPs	BDT. 2,500,000/- DP fund

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Serial	Initiative already taken/ to be taken	What existing/ future challenges/ problems will be solved	Expected outcomes	Related pillar(s)	Related sectors	Specific targets (evidence based)	Implementation targets (%) by 2025	Implementation targets (%) by 2031	Implementation targets (%) by 2041	Implementing agency	Stakeholder/ associating implementing agency	Resource required and sources of resources
	management system	process management; (b) lack of accurate and safe data	management; (c) improved TCV	Smart society	data driven governance; Smart planning; cashless payment; Smart digital infrastructure	digitally and paperless						
4.	Implementation of Smart HRM system	(a) Paper based, manual and time-consuming personnel, capacity building, leave, and performance management; (b) lack of accurate and safe data	(a) Faster and more accurate decision making; (b) paperless management; (c) improved TCV	Smart Government; Smart citizen	Smart public service; paperless administration; data driven governance; cashless payment; Smart planning; Smart digital infrastructure	100% HRM and payment is done digitally and paperless	50%	100%	...	ERD	MoPA	BDT. 25,000,000/- revenue fund
5.	Implementation of APA and APAR management system	(a) Paper based, manual and time-consuming APA and APAR preparation, reporting and evidence storage management; (b) lack of accurate and safe data; (c) lack of proper monitoring;	(a) Faster and more accurate decision making; (b) paperless management; (c) evidenced based and data driven governance; (d) improved TCV	Smart Government; Smart citizen	Smart public service; paperless administration; data driven governance; Smart planning; Smart digital infrastructure	100% APA and APAR preparation, reporting and evidence storage is done digitally and paperless	25%	100%	...	ERD	Cabinet Division, DPs, Line ministries, PDs	BDT. 2,500,000/- DP fund

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Serial	Initiative already taken/ to be taken	What existing/ future challenges/ problems will be solved	Expected outcomes	Related pillar(s)	Related sectors	Specific targets (evidence based)	Implementation targets (%) by 2025	Implementation targets (%) by 2031	Implementation targets (%) by 2041	Implementing agency	Stakeholder/ associating implementing agency	Resource required and sources of resources
6.	Implementation of Paperless ERD	(a) Paper based, manual and time-consuming service delivery of ERD; (b)	(a) Faster and more accurate decision making; (b) paperless management; (c) evidenced based and data driven governance; (d) improved TCV	Smart Government; Smart citizen, Smart economy, Smart society	Smart public service; paperless administration; data driven governance; Smart planning; Smart digital infrastructure	100% of ERD activities and services are rendered on digital smart and paperless environment	...	50%	100%		FD, BB, CGA, Line ministries, PDs, PC, foreign missions	BDT. 250,000,000/- DP fund
7.	Implementation of the Smart Debt Management System (SDMS) [Seamless integration key with stakeholders and access to their database through API for sustainable debt management]	Low/ lack of integration among key stakeholders' limits run-time data sharing, as a result long term debt management is challenged;	(a) run-time Debt profiling and stream (b) more transparency and accountability to citizens, researchers, DPs (c) early warning mechanism (d) better image and improved credit ratings	Smart economy; Smart citizen; Smart government	Smart public service; paperless administration; data driven governance; Smart planning; Smart digital infrastructure	100% of debt management activities are rendered on digital smart and integrated environment	...	50%	100%	ERD	FD, BB, CGA, Line ministries, PDs, PC, foreign missions	BDT. 250,000,000/- DP fund
8.	Training to support Smart Officials of ERD on climate financing, debt negotiation and management as	Weak capacity obstructs performance in negotiation table leading to ineffective foreign aid	It would facilitate accessing more foreign assistance like Global Climate Fund as well as ensure effective debt mobilization	Smart Government; Smart citizen, Smart economy,	Smart financing, Smart planning, Climate resilience	Number of trainings provided per year	25%	100%	...	ERD	Relevant DPs	BDT 15,000,000/-

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Serial	Initiative already taken/ to be taken	What existing/ future challenges/ problems will be solved	Expected outcomes	Related pillar(s)	Related sectors	Specific targets (evidence based)	Implementation targets (%) by 2025	Implementation targets (%) by 2031	Implementation targets (%) by 2041	Implementing agency	Stakeholder/ associating implementing agency	Resource required and sources of resources
	well as LDC graduation			Smart society								

GOVERNANCE MECHANISM

Policy environment

To fully implement and make utmost utility of the initiatives taken to realize this work plan several policy requirements are there. These are –

- a. A policy (Act or Regulations) for full paperless transactions
- b. A policy (Act or Regulations) for ...

Human and Physical Infrastructure

A dedicated Wing of IT skilled personnel including System analysts and designers, coders and programmers, network engineers, AI specialists, Data miners and analysts, SEOs will be required to manage and maintain the digital systems.