



Independent Performance Evaluation Report on Selected 10 SOEs/ABs



Monitoring Cell
Finance Division, Ministry of Finance



December 2023

Independent Performance Evaluation Report on Selected 10 SOEs/ABs



**Scheme on Strengthening of State-owned Enterprises' Governance
Strengthening Public Financial Management Program to
Enable Service Delivery (SPFMS)**

**Monitoring Cell
Finance Division, Ministry of Finance
Government of the People's Republic Bangladesh
www.mof.gov.bd**

December 2023

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Message



State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs) have a significant role in the delivery of public services such as power, energy, telecommunication, agriculture, water supply, transport, etc., in our country. Many of these SOEs manufacture and supply essential products namely Fertilizer, Cotton Yarn, Petroleum, Jute Yarn, Sugar, Cable, Paper, etc. The financial performance of the SOEs is regularly reported in their Annual Financial Statements (AFS). But independent evaluation of performance of SOEs/ABs has so far been absent. I am extremely happy to know that the Monitoring Cell, Finance Division, Ministry of Finance is going to publish the independent performance evaluation (IPE) report of ten SOEs/ABs for the first time.

The independent evaluation has been conducted based on 'Independent Performance Evaluation Guideline (IPEG) of State-Owned Enterprises and Autonomous Bodies formulated by the Monitoring Cell, Finance Division. An Independent Performance Evaluation Committee (IPEC) comprising professional expert, technical expert, representatives of the Cabinet Division, Sector Specialists from BUET, FRC, FBCCI, concerned line ministries, SOE wing, Treasury and Debt Management wing and Monitoring Cell officials conducted the evaluation based on both financial and non-financial indicators. The objectives of the IPE are to evaluate the actual performance of SOEs, strengthen the oversight and performance monitoring of SOEs/ABs, ensure good governance in the SOEs/ABs, to protect the interest of government investment in the SOEs/ABs and recommend for performance improvement of the SOEs/ABs.

The independent evaluation of SoEs/ABs is critical to create an environment in which the SOEs/ABs will be accountable, transparent, and effective. I firmly believe this IPE report will provide necessary inputs for enhanced monitoring of the activities of the SoEs and ABs. This will also incentivize the SOEs/ABs that are performing well, and highlight the areas of improvement for SOEs showing lower performance.

Last but not least, I would like to extend my deep appreciation for members of the IPEC, officials of the selected Ministries/Divisions/ SOEs & ABs, officials of the Monitoring Cell of the Finance Division and the World Bank team for their unwavering support in ensuring the successful completion of the independence performance evaluation.

A handwritten signature in black ink, appearing to read 'M. Mozumder'.

Dr. Md. Khairuzzaman Mozumder
Secretary
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MESSAGE



State-Owned Enterprise (SOE)s or Autonomous Body (AB)s are handling 90 per cent of government assets in Bangladesh and delivering critical public services such as power, energy, telecommunication, agriculture, water supply, transport *etc.* These enterprises play an important role in increasing national productivity, value addition, revenue income and employment.

Evaluation of financial and non-financial activities is essential to create an effective environment in which these SoEs/ABs remain well governed, transparent, and efficient. It's good to know that the Monitoring Cell (MC) of the Finance Division, Ministry of Finance has formulated a guideline namely Independent Performance Evaluation Guideline (IPEG) under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) Scheme in order to appraise the SOEs and ABs given the fact that the performance of SOEs/ABs have never been independently evaluated in Bangladesh. I am pleased to learn that the SPFMS of the Finance Division, Ministry of Finance, has conducted the first ever evaluation and is now publishing the independent performance evaluation (IPE) report.

I am confident that this IPE report will provide necessary inputs to improve supervisory and managerial instruments for these enterprises. This will also incentivize the good performing SOEs/ABs, while highlights the areas of improvement for relatively weak performers.

I take this opportunity to extend my sincere appreciation for all members of the IPEC, officials of the concerned Ministries/Divisions/SOEs along with a special acknowledgment to the officials of the MC of the Finance Division, Ministry of Finance for successful completion of the IPE of the SOEs/ABs in Bangladesh.

A handwritten signature in black ink, appearing to be 'Shirajun Noor Chowdhury'.

(Shirajun Noor Chowdhury)

National Program Director, SPFMS &
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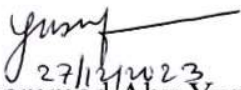
Acknowledgement



The first ever independent performance evaluation (IPE) report of ten SOEs/ABs is going to be published by the Monitoring Cell, Finance Division. The IPE report has been completed under the auspices of component 9: 'Strengthening State-owned Enterprises' Governance' of 'Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS)'. This IPE report will surely underpin finance division's efforts in improving financial performance, governance and oversight of SOEs in their areas of operations. This, in turn, is critical to increase efficiency of SOEs/ABs and reduce fiscal risks to the government. I would like to express my sincere thanks to the World Bank for financing the Scheme.

I offer my deep respect and sincere appreciation to Dr. Md. Khairuzzaman Mozumder, Finance Secretary for his guidance and patronage in getting the report published. It would be a remiss if I do not mention Mr. Shirajun Noor Chowdhury, Additional Secretary (Budget) and the National Program Director (NPD) for extending unflagging support in successfully conducting the IPE of the SOEs/ABs. This endeavour of IPE of selected SOEs/ABs would not have been possible without the expert inputs, comments and suggestions of the IPE Committee and Evaluation Research Team (ERT). I am deeply indebted to the IPE Committee and ERT for their sincere feedback and support in completing this report.

Finally, the time and efforts my colleagues in the Monitoring Cell have dedicated for completing the independent evaluation is much appreciated and duly noted. It was a great comfort and relief for me to count on my able colleagues in timely completion of the IPE report. The SOE wing was also in full cooperation with the Monitoring Cell in preparing the report. I express my enormous gratitude to them.


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Abbreviations and Acronyms

ABs	Autonomous Bodies
ADP	Annual Development Program
AFS	Audited Financial Statements
APA	Annual Performance Agreement
BBA	Bangladesh Bridge Authority
BDT	Bangladesh Taka
BFIDC	Bangladesh Forest Industries Development Corporation
BOESL	Bangladesh Overseas Employment and Services Limited
BPC	Bangladesh Petroleum Corporation
BPRD	Bangladesh Power Development Board
BSC	Bangladesh Shipping Corporation
BSCIC	Bangladesh Small and Cottage Industries Corporation
CPA	Chittagong Port Authority
CSR	Corporate Social Responsibility
DG	Director General
DSL	Debt Service Liabilities
ERT	Evaluation Research Team
FD	Finance Division
FY	Fiscal Year
FYP	Five Year Plan
GO	Government Order
GOB	Government of Bangladesh
GP	Gross Profit
IAS	International Accounting Standards
IFRS	International Financial Reporting Standards
IPE	Independent Performance Evaluation
IPEC	Independent Performance Evaluation Committee
IPEG	Independent Performance Evaluation Guideline
KDA	Khulna Development Authority
MC	Monitoring Cell
MOF	Ministry of Finance
PFM	Public Financial Management
SDGs	Sustainable Development Goals
SOEs	State owned Enterprises
SPFMS	Strengthening Public Financial Management Program to Enable Service Delivery
WPPF	Workers' Profit Participation Fund

Executive Summary

Finance Division, Ministry of Finance is implementing “Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS)” of which the Scheme of Strengthening of State-Owned Enterprises’ Governance is an important component. The objective of the scheme is to strengthen the governance of State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs). Under this scheme Independent Performance Evaluation Guideline (IPEG) was prepared for the SOEs and ABs and approved by Finance Division to evaluate their performance independently. The prime objective of the evaluation is to improve the efficiency, transparency, accountability and overall performance of SOEs and ABs to ensure good governance.

IPEG describes the roles, responsibilities, methodologies, and procedures for carrying out an Independent Performance Evaluation (IPE) of SOEs and ABs. As per IPEG a thirteen-member Committee known as Independent Performance Evaluation Committee (IPEC) has been formed comprising experts and distinguished Professionals from related fields to oversee the IPE process, provide technical advice to Evaluation Research Team (ERT), review IPE reports, provide feedback on those reports and evaluation scores.

The Evaluation Research Team (ERT) comprising the officers and consultants of Monitoring cell and other Wings of Finance Division conducted the Independent Performance Evaluation (IPE) on selected 10 SOEs and ABs for FY 2021-22. SOEs and ABs are evaluated using different financial and non-financial indices with weights which are specific for each SOE and/or AB. Indicators and sub-indicators of IPE are evaluated by applying measuring tools set in IPEG.

In Bangladesh, SOEs and ABs are operating in major sectors such as industry, energy, transport, service, construction, telecommunication, water, health, agriculture, education and so on and definitely they are playing a vital role in the economic growth and development of the country. To ensure good governance a sound performance evaluation of SOEs/ABs is required. IPEG provides technical and operational guidelines for Independent Performance Evaluation (IPE) of SOEs and ABs.

To fulfill the requirement of DLR 7.3 of the Strengthening of State-owned Enterprises scheme, ten SOEs and AB's have been selected for Independent Performance Evaluation for FY 2021-22. They are Chittagong Port Authority (CPA), Bangladesh Bridge Authority (BBA), Bangladesh Overseas Employment and Services Limited (BOESL), Khulna Development Authority (KDA), Bangladesh Small and Cottage Industries Corporation (BSCIC), Bangladesh Power Development Board (BPDB), Bangladesh Petroleum Corporation (BPC), Bangladesh Shipping Corporation (BSC), Bangladesh Forest Industries Development Corporation (BFIDC) and Bangladesh Parjatan Corporation.

These 10 SOEs and ABs operate in industry, utility, transport, communication, commercial, construction, and service sectors. Among them, some are commercial entities and the rest are partially commercial with public service obligations.

As per IPE, the selected 10 SOEs and ABs have obtained the following weighted scores and grades for FY 2021-22.

Table-1

SL	Name of SOE/AB	Score	Grade*
1	Bangladesh Overseas Employment and Services Limited (BOESL)	3.63	Very Good
2	Bangladesh Shipping Corporation (BSC)	3.54	Very Good
3	Bangladesh Bridge Authority (BBA)	3.44	Very Good
4	Chittagong Port Authority (CPA)	3.20	Very Good
5	Khulna Development Authority (KDA)	2.87	Good
6	Bangladesh Petroleum Corporation (BPC)	2.74	Good
7	Bangladesh Small and Cottage Industries Corporation (BSCIC)	2.58	Good
8	Bangladesh Power Development Board (BPDB)	2.40	Good
9	Bangladesh Parjatan Corporation.	2.33	Good
10	Bangladesh Forest Industries Development Corporation (BFIDC)	2.28	Good

****Standard grade guide***

Excellent: 91%-100%, Score 4.00; Very good: 81%-90%, Score 3.00; Good: 71%-80%, Score 2.00; Fair: 41%-70%, Score 1.00; and Underperforming: 0%-40%, Score 0

1. Overview of IPE Process

- i. Performances of non-financial indicators of SOEs and ABs has been evaluated on the basis of information and documents of the inception report provided by SOEs and ABs.
- ii. Actual performance of non-financial indicators is determined by the collective decision of ERT members.
- iii. According to IPEG, actual financial performances of SOEs and ABs are to be evaluated on the basis of national best practices/standard. However due to non-availability of such standard and similar entities in the country, SOEs and ABs' financial performance was compared with its last five years' performance on respective financial indicators.
- iv. The performance of all financial indicators is evaluated based on audited financial statements.
- v. Measurement tools used for financial indicators are suggested based on IPEG. Standard of APA Indicator is set on the basis of Annual Performance Agreement (APA) Guideline.
- vi. Grade and score are given as per IPEG.

2. Rationale of Selection of SOEs and ABs

Based on selection parameters of Independent Performance Evaluation Guideline (IPEG) of State- owned Enterprises and Autonomous Bodies, Monitoring Cell, Finance Division has selected following nine (9) SOEs and one (1) AB to conduct Independent Performance Evaluation (IPE) for the fiscal year 2021- 2022. The selected SOEs and ABs form a mix of Low and high profitability, receiving highest grants from GOB, highest debt, most potential and highest number of employees as per selection parameters stated in IPEG.

Table-2

SL	Name of SOE/AB	Line Ministry/Division
1	Bangladesh Overseas Employment and Services Limited (BOESL)	Ministry of Expatriates' Welfare and Overseas Employment
2	Bangladesh Shipping Corporation (BSC)	Ministry of Shipping
3	Bangladesh Bridge Authority (BBA)	Bridges Division, Ministry of Road Transport and Bridges
4	Chittagong Port Authority (CPA)	Ministry of Shipping
5	Khulna Development Authority (KDA)	Ministry of Housing and Public work
6	Bangladesh Petroleum Corporation (BPC)	Energy and Mineral Resources Division, Ministry of Power, Energy and Mineral Resources
7	Bangladesh Small and Cottage Industries Corporation (BSCIC)	Ministry of Industries
8	Bangladesh Power Development Board (BPDB)	Power Division, Ministry of Power, Energy and Mineral Resource
9	Bangladesh Parjatan Corporation.	Ministry of Civil Aviation & Tourism
10	Bangladesh Forest Industries Development Corporation (BFIDC)	Ministry of Environment, Forest and Climate Change

3. Overview of Selected SOEs and ABs

3.1 Bangladesh Overseas Employment and Services Limited (BOESL): The Government of Bangladesh formed “Bangladesh Overseas Employment and Services Limited (BOESL)” in 1984 under Company Act 1913. BOESL also follows the Overseas Employment & Migrants Act 2013. BOESL is assigned to promote employment for Bangladeshi workforce in abroad according to their skill and experience. The ministry of Expatriate’s Welfare and Overseas Employment has oversight responsibility of BOESL.

The aim of BOESL is to become one of the best overseas recruitment organization in Bangladesh by providing fast, efficient, and effective service to foreign job seekers. In FY 2021-22 BOESL sent 18,254 workforces to abroad which were 228.55% more compared to the previous fiscal year (2020-21). So far, the entity has sent 129,323 people to different countries with foreign employment.

3.2 Bangladesh Shipping Corporation (BSC): Bangladesh Shipping Corporation (BSC) was established under President’s Order (PO) No 10 of 05 February 1972. Bangladesh Shipping Corporation Act, 2017 was enacted on 21 March 2017. Based on Bangladesh Shipping Corporation Act-2017, authorized capital of the corporation has increased to Taka 10,000,000,000 (one thousand Crore) divided into 1,000,000,000 ordinary shares of Tk. 10 each. Paid up capital of BSC as on 30 June 2022 stand Tk. 1, 525,350,400 out of which GOB holds 52.10% and Public 47.90%. During FY 2021-22 BSC operated 8 (eight) Ships. Bangladesh Shipping Corporation is the only national flag carrier of Bangladesh in the international sea route.

Bangladesh Shipping Corporation plays an important role in carrying imported consignments of Bangladesh. The shipping industry is the lifeline of the international import and export trade. About 90% of total world trade is carried out by shipping services. Due to the day to day increasing trend in trade activities shipping services are also increasing globally. By operating more ships in the international sea route BSC is trying to increase its shipping services. The Ministry of Shipping has oversight responsibility for the BSC.

During FY2021-22 BSC carried crude oil 1.16 million MT, Fertilizer 2.16 million MT, Bulk Products 0.56 million MT, Refined Products 0.40 million MT that was aggregately 35.44% higher compared to previous fiscal year (2020-21).

3.3 Bangladesh Bridge Authority (BBA): “Jamuna Multipurpose Bridge Authority” was formed by President’s Ordinance No.34 of 1985. Later on, it was renamed as “Bangladesh Bridge Authority (BBA)” under the Act No. 56 of 2009 and afterwards it was replaced by Bangladesh Bridge Authority Act, 2016. BBA is assigned to operate, construct, and maintain the bridges with the length of 1500 meters or more, Toll Roads, Flyovers, Expressways, Tunnel, Causeways, Ring Road etc. within the country. Bridges Division, Ministry of Road Transport and Bridges has the oversight responsibility for BBA.

BBA plays very important role in road communication development of the country. In FY 2021-22 BBA has completed the construction of Padma Multipurpose Bridge with GoB fund. It is a great achievement of BBA. On 26/06/2022 Padma Multipurpose Bridge was open for public transportation and people are being highly benefited from the bridge. Moreover, 87% structural work of Bangabandhu Sheikh Mujibur Rahman Tunnel over Karnaphuly River, 90% structural work of support to Dhaka elevated express way, 65.79% structural work of widening and construction of two-story road from Panchabati to Muktarpur and 75.28% structural work of greater Dhaka Sustainable Urban Transport Project has been completed by 2021-22.

3.4 Chittagong Port Authority (CPA): “East Pakistan Chittagong Port Trust” was formed in 1960. After the independence of Bangladesh, the government promulgated Chittagong Port Authority Ordinance No. 52 in 1976 and renamed the Chittagong Port Trust as Chittagong Port Authority (CPA). Recently CPA ordinance 1976 was replaced by Chittagong Port Authority Act, 2022. CPA is the main sea port in Bangladesh. The entity plays important role in the development of Bangladesh. It handles more than 92% of sea-born trade of Bangladesh. CPA is assigned to develop, maintain and modernize the Port. CPA is also responsible for all the works relating to Chittagong Port including supervision and control of the movements of ship in berth area. The Ministry of Shipping has the oversight responsibility for CPA. The key operational activities of CPA are shown in Table 3.

Table-3

Key Operational Activities (From FY 2019-20 to FY 2021-22)

SL	Particulars	Unit	FY 2019-20	FY 2020-21	FY 2021-22
1	Import Cargo Handled	MT	94,767,318	106,235,344	110,061,208
2	Export Cargo Handled	MT	6,797,954	7,494,029	8,112,952
3	Container Handled	TEUs	3,004,142	3,097,236	3,255,358
4	No of Vessels Handled	Nos.	3,764	4,062	4,231
5	Ships Turn Around Time	Days	3	3	2
6	Dwell Time of Container	Days	10	9	9
7	Berth Occupancy	%	89	89	92

Source: CPA Annual Report, 2020-21, 2021-22

During FY 2021-22, Chittagong Port handled 118.17 million tons cargo, 3.26 million TEUs Container and 4231 ships which were 16.35%, 8.36% and 12.41% higher respectively compared to FY 2019-20. Besides, in FY 2021-22 ships turn-around time reduced from 2.86 to 2.43 days and Dwell Time of Container from 9.99 to 9.16 days at the same period. In addition, Berth Occupancy increased in FY 2021-22 from 89.42% to 91.50% compared FY 2019-20. These indicators of last three consecutive years is showing that operational efficiency of CPA is improving gradually.

3.5 Khulna Development Authority (KDA): Khulna Development Authority (KDA) was established by an ordinance of 1961 for the development and better planning of Khulna City and its surrounding areas. Later on, KDA ordinance 1961 was replaced by Khulna Development Authority Act 2018. KDA is assigned to construct road, parks and develop residential, commercial as well as industrial plots in Khulna City, Dalutpur Industrial City and adjacent areas. The Ministry of Housing and Public Works has the oversight responsibility for KDA.

KDA plays an important role to develop Khulna as a planned modern city of Bangladesh. During FY 2021-22 Khulna Development Authority approved 1,391 building plans, issued 1358 NOC for land uses which was 89.25% higher and 24.69% less respectively compare to the previous FY 2020-21. Plot allotment during 2021-22 was 20 and in previous year it was 42. Besides in FY 2021-22, the entity has completed multipurpose Khulna KDA Rest House Project at a cost of Tk. 77.30 million.

3.6 Bangladesh Petroleum Corporation (BPC): Bangladesh Petroleum Corporation (BPC) was established by President's Ordinance No 88 in 1976. Later on, BPC Ordinance 1976 was replaced by Bangladesh Petroleum Corporation Act 2016. BPC is assigned to import crude & refined oil and lubricants for the country. BPC is also responsible for distributing and marketing the fuel oil throughout the country at the rate fixed by GOB from time to time. Seven companies are now operating under BPC. Since July 1999, BPC is importing lead free gasoline and diesel with reduced Sulphur content from the international market for marketing in the country. Energy and Mineral Resources Division, Ministry of Power, Energy and Mineral Resources has the oversight responsibility for BPC.

BPC Plays important roles in the economic development of the country by supplying fuel. Countries 92% fuel demand is fulfilled by import and rest 8% from domestic sources. During 2021-22 BPC sold 6.915 million MT Petroleum Products which is 9.77% higher compare to previous year 2020-21. In FY 2021-22 that breaks up as diesel 70.15%, furnace oil 8.27%, petrol 6.46%, octane 5.72%, kerosene 1.25%, jet A-1 6.19% and other oil 1.97%. Sector wise break up of fuel consumption is communication and transportation 61.61%. Agriculture 16.64%, industry 5.49%, power 12.77%, household need 1.31% and another sector 2.18%.

3.7 Bangladesh Small and Cottage Industries Corporation (BSCIC): Bangladesh Small and Cottage Industries Corporation (BSCIC) provides support services to small, rural, and cottage industries in Bangladesh. It was established by “The East Pakistan Small and Cottage Industries Corporation Act, 1957”. After the independence of Bangladesh, the corporation was renamed as Bangladesh Small and Cottage Industries Corporation (BSCIC). Recently ‘The Bangladesh Small and Cottage Industries Act, 1957’ is repealed and replaced by ‘Bangladesh Small & Cottage Industries Act, 2023’. It has a countrywide institutional network to provide doorstep services to entrepreneurs. BSCIC has developed a total of 80 industrial estates having 5,949 industrial units including 962 export-oriented industries. The entity allotted 10,761 plots out of total 11,922 plots with necessary infrastructural facilities to foster the growth of Small and Cottage Industries (SCI) in a balanced manner. The Ministry of Industries has oversight responsibility for BSCIC.

BSCIC plays a significant role in establishing environment-friendly industries in their estate and helps to reduce the unemployment problem of the country. Besides, the entity provides all kind of assistance to develop the salt and leather industries in Bangladesh. Till FY 2021-22 total 5,949 industrial units were set up in different estates with an investment of Tk. 432,597.70 million and created job opportunities for 825,000 people. In addition, the entity assisted to produce salt of 1.83 million MT, honey of 10,655.55 MT and created job opportunities for 63,214 people during FY 2021-22. BSCIC distributed a loan of TK 226.65 million from its own fund and issued registration certificates to 7,814 industrial units in the evaluation year (FY 2021-22).

3.8 Bangladesh Power Development Board (BPDB): Bangladesh Power Development Board (BPDB) is a statutory body established on May 31, 1972 by the President’s Order no. 59. As a part of reform and restructuring, transmission sector is separated by creating Power Grid Company Bangladesh Limited as a subsidiary of BPDB and distribution sector is separated by creating new distribution entities such as DPDC, DESCO and BREB. Further 03 (Three) generation and 02 (Two) urban distribution companies were created as a subsidiary of BPDB. The entity also formed 03 (Three) Joint Venture Company with other organizations/companies for power generation in the country. The Ministry of Power, Energy & Mineral Resources has the oversight responsibility for BPDB.

During 2021-22 total energy generations capacity of BPDB stands 22,482 MW with the increase of 669 MW in this fiscal year. BPDB sold 76,323 GWh energy in FY 2020-21 and 81,606 GWh in FY 2021-22 which was 6.92% higher from the previous year. Distribution system loss reduced from 8.50% to 8.10% compared to previous year. Number of consumers has increased from 3,451,534 to 3,670,816 during 2021-22 which was 6.35% higher compare to 2020-21.

To ensure clean energy penetration to the power generation the entity has undertaken a good number of renewable energy generation projects such as Solar Power, Wind Power and Solid Waste to energy-based power. As per Plan, renewable energy generation capacity will be 3000 MW by 2030. Two nuclear power plant units will be commissioned in 2024 and 2025 with a combined capacity of 2400 MW that will help to meet the increasing energy demand of the country.

3.9 Bangladesh Parjatan Corporation: Bangladesh Parjatan Corporation was established by the President's Order 143 of 1972. Recently Bangladesh Parjatan Corporation Order, 1972 was amended by Bangladesh Parjatan Corporation (Amendment) Act, 2022. The corporation is assigned with an objective to promote and develop tourism industries in Bangladesh. The entity also works to provide standard services to tourists as well as to create world-class tourism facilities in the country. The entity plays an important role in socio-economic development, creates job opportunities and reduces poverty by advancing the tourism sector in Bangladesh. Corporation now operates and maintains 34 units including hotels, tourism training institutes, motels, holiday complex, restaurants, cafeterias, picnic spots, bars, etc. Besides, under Private Management Contract, the entity leased 16 commercial units such as restaurants, bars, motels, children's amusement parks. Corporation provided training to 1,281 participants on different tourism related subjects during evaluation period.

With an aim to provide tourism facilities in 17 districts the corporation spent Tk. 407.20 million during FY 2021-22 to implement 10 projects under the Annual Development Program. The entity also completed extension works of National Hotel and Tourism Training Institute (NHTTI) and increased its capacity. Different modernization works of Hotel Abakash, renovation works of several hotels, motels, resorts and picnic spots were completed during evaluation year. The Ministry of Civil Aviation & Tourism has oversight responsibility for Bangladesh Parjatan Corporation.

3.10 Bangladesh Forest Industries Development Corporation (BFIDC): The then Government of Pakistan established "East Pakistan Forest Development Corporation". After independence, the Corporation was renamed as "Bangladesh Forest Industries Development Corporation (BFIDC)" under president's Order No. 48 of 1972. Recently Bangladesh Forest Industries Development Corporation Act 2022 has been drafted. The objective of BFIDC is to extract timbers/rubber wood and other forest produces from forest land to meet the country's demand of timber products such as veneered board, plywood, firewood, wooden electric poles, logs, railway sleepers etc. In 2021-2022, the Corporation has a rubber plantation of 32,496 acres with approximately 3,856 thousand rubber trees that are producing raw rubber to meet the country's demand for rubber. In 2021-22 BFIDC's all the eight furniture

and timber processing units made profit. Out of its 18 (eighteen) rubber gardens 6 (six) earned profit and the rest 12 (twelve) incurred loss during evaluation period.

The entity plays an important role in the socio-economic development of the marginalized village people by recruiting them in tree/rubber plantation programs, that also helps to reduce poverty of the country. Now a days, by using raw rubber, various essential commodities are being produced. Additionally, rubber trees fulfill countries timber demand also. Ministry of Environment, Forest and Climate Change has the oversight responsibility for BFIDC.

BFIDC produced 5,200 MT and 5,500 MT rubber during FY 2021-22 and 2020-21 respectively which was 5.46% less compared to previous year. Correspondingly the entity's rubber sales were 5,100 MT and 5,050 MT respectively that was 0.99 % higher compared to the last fiscal year. Sales of Furniture & Fixture were 180,000 cft and 286,000 cft in FY 2021-22 and 2020-21 respectively which was 37.06 % less compared to previous year. In FY 2021-22 and 2020-21 the entity exports rubber of USD 4,598,000 and USD 2,990,971 respectively that was 53.73 % higher than last fiscal year. Finally, BFIDC's rubber/tree plantation helps the country by absorbing more carbon and prevents soil erosion.

4. Consolidate Performance of SOEs and ABs

4.1 Aggregated Financial Information

Aggregated financial information of selected 10 SOEs and ABs are given below

Table-4

(Amount in BDT)			
Serial No	Income Statement	Evaluate Fiscal Year 2021-22	Previous Fiscal year 2020-21
1	Net Sale/ Service Revenue	1,313,653,930,287	959,041,085,705
2	Cost of Sales/Services	1,307,225,010,132	802,328,224,995
3	Operating Expenses	24,302,067,291	23,058,502,189
4	Operating Profit/(Loss)	(17,873,147,136)	133,671,009,240
5	Net Profit/(Loss) After Tax	(37,165,685,199)	110,164,405,665
Balance Sheet			
6	Current Assets	985,321,904,957	772,833,357,991
7	Non-Current Assets	1,517,729,274,886	1,460,148,678,955
8	Total Assets	2,503,051,179,843	2,232,982,036,946
9	Current Liabilities	863,890,129,559	581,676,787,663
10	Non-Current Liabilities	1,122,781,642,614	1,092,704,527,312
11	Total Liabilities	1,986,671,772,173	1,674,381,314,976
12	Equity	516,379,407,669	558,600,721,977
13	Total Equity and Liabilities	2,503,051,179,843	2,232,982,036,946
Other information/ Ratio			
14	Dividend Paid	1,069,946,880	4,048,807,048
15	Taxes Paid	65,119,239,311	48,803,410,476
16	Debt Service Liabilities (DSL) Paid	32,634,474,566	27,692,280,419
17	Return on Sales (%)	(2.83) %	11.49%
18	Return on Equity (%)	(7.20) %	19.72%
19	Net Worth Growth (%)	(7.56) %	17.73%
20	Debt Equity Ratio (Times)	3.85	3.00
21	Debt to Assets (Times)	0.79	0.75
22	Current Ratio (Times)	1.14	1.33
23	Sales / Service Growth (%)	36.98%	10.70%
24	Return on Assets (%)	(1.48) %	4.93%
25	Net Income Growth (%)	(133.74) %	70.19%

4.2. Analysis of selected 10 SOEs/ABs aggregate financial performance:

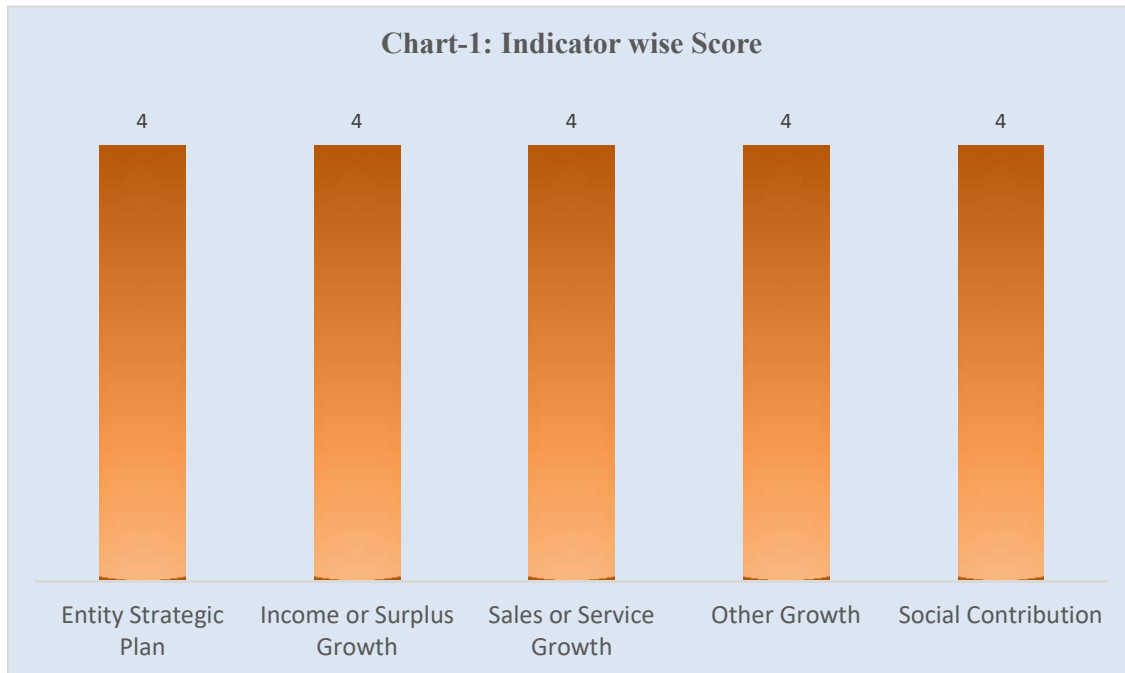
- i. Aggregate sales/service revenue growth of selected 10 SOEs and ABs has increased in FY 2021-22 shows 36.98% and net Profit after tax has decreased 133.74 % year on year. The aggregate loss arises mainly BPDB and BPC incurred net loss of Tk. 32,327.41 million and Tk. 27,056.45 million respectively and the rest 8 (eight) SOEs and ABs earned net profit of TK. 22,218.18 million during evaluation year (2021-22).
- ii. The Portfolio of selected 10 SOEs and ABs shows aggregate 12.09% growth in total assets and 18.65% growth in total Liabilities in FY 2021-22 compared to FY 2020-21.
- iii. Selected 10 SOEs and ABs aggregated return on sales and return on equity were (2.83) % and (7.20) % respectively in FY 2021-22 that shows negative rate of return on both sales/service revenue and equity.
- iv. In FY 2021-2022 the rate of return on aggregate assets were (1.48) % negative that indicates the selected 10 SOEs and ABs are not using their assets to generate revenue with the higher return on assets.
- v. The aggregate debt equity ratio and debt to assets ratio were 3.85 and 0.79 respectively in FY 2021-22 that indicates the selected 10 SOEs and ABs have financed most of their assets from debts and highly leveraged.
- vi. The aggregate current ratio of selected 10 SOEs and ABs in FY 2021-22 shows 1.14 indicates that the current assets are insufficient to compensate current liabilities for that financial year. Optimally a SOEs and ABs current asset should double its current liabilities.
- vii. Out of total 10 SOEs and ABs only 5 SOEs and ABs were Paid dividend of TK 1,069,95 million during FY 2021-22 and rest 5 SOEs and ABs were generated insufficient Profit to make dividend Payments to the shareholders / GOB.
- viii. Selected 10 SOEs and ABs Paid DSL TK. 32,634.47 million and Taxes TK 65,119.24 million in FY 2021-22.
- ix. Analysis of FY 2021-22 financial statements of selected 10 SOEs and ABs revealed that 3 (three) SOEs and ABs' audited financial statements had qualified opinion. These are Bangladesh Power Development Board, Chittagong Port Authority and Bangladesh Bridge Authority.

4.2.1 Indices wise achievement (Business Strategy and Social Responsibility, Operational Efficiency, Financial, Corporate Governance Practices) and overall performance of **Bangladesh Overseas Employment and Services Limited (BOESL)** is described below.

A. Business Strategy and Social Responsibility

Table-5

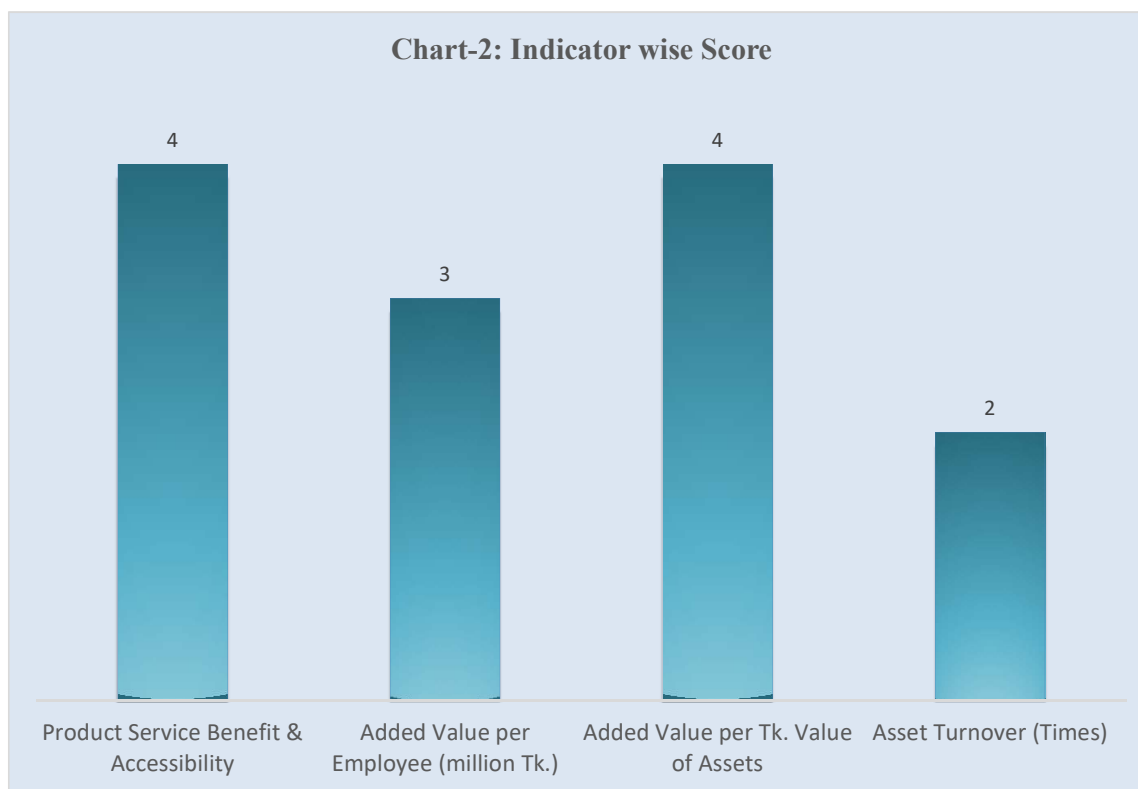
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Entity Strategy					
	Entity Strategic Plan	QL	6	93.00%	Excellent	4
2	Growth Trajectory					
	2a. Income or Surplus Growth	QN	6	196.43%	Excellent	4
	2b. Sales or Service Growth	QN	6	228.86%	Excellent	4
	2c. Other Growth	QL	6	91.00%	Excellent	4
3	Social Contribution					
	<ul style="list-style-type: none"> Environmental Contribution CSR/WPPF Training/Volunteering 	QL	6	92.00%	Excellent	4
Sub-Total			30			



B. Operational Efficiency

Table-6

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Product, Service Delivery					
	Product Service Benefit & Accessibility	QL	8	91.00%	Excellent	4
2	Labor Productivity					
	Added Value per Employee (mil. Tk.)	QN	8	Tk. 3.16 mil.	Very Good	3
3	Capital Productivity					
	Added Value per Tk. Value of Assets	QN	8	Tk. 0.12	Excellent	4
4	Production					
	Asset Turnover (Times)	QN	6	0.14	Good	2
Sub-total			30			



C. Financial

Table-7

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
	i. Financial Performance					
1	Operating profit	QN	1	Tk. 141.50 mil.	Very Good	3
2	Profit before Tax	QN	1	Tk. 202.93 mil.	Excellent	4
3	Return on Assets (%)	QN	2	8.31%	Very Good	3
4	Return on Service Revenue (%)	QN	2	60.60%	Excellent	4
5	Return on Equity (%)	QN	2	18.20%	Excellent	4
6	Net Worth Growth (%)	QN	2	20.79%	Excellent	4
7	Capital Budget Utilization (%)	QN	2	96.79%	Excellent	4
	ii. Financial Risk					
1	Debt Equity Ratio (Times)	QN	2	1.19	Excellent	4
2	Debt to Assets (Times)	QN	2	0.54	Excellent	4
3	Current Ratio (Times)	QN	2	1.82	Very Good	3
	iii. Transactions with Govt.					
1	Dividend Paid	QN	1	100%	Excellent	4
2	Taxes Paid	QN	1	100%	Excellent	4
Sub-total			20			

Chart-3: Indicator wise Score (Financial Performance)

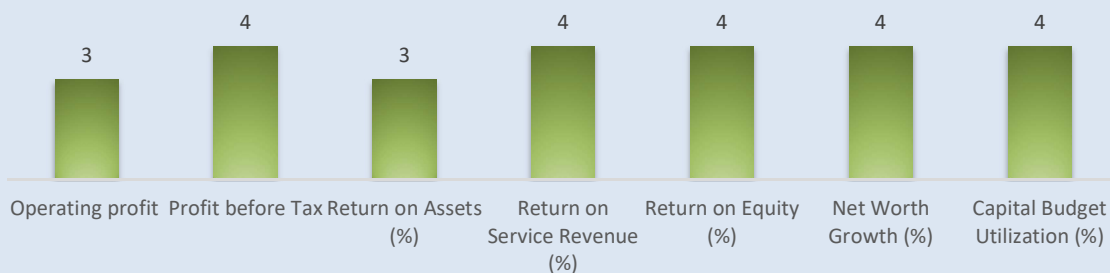


Chart-4: Indicator wise Score (Financial Risk)



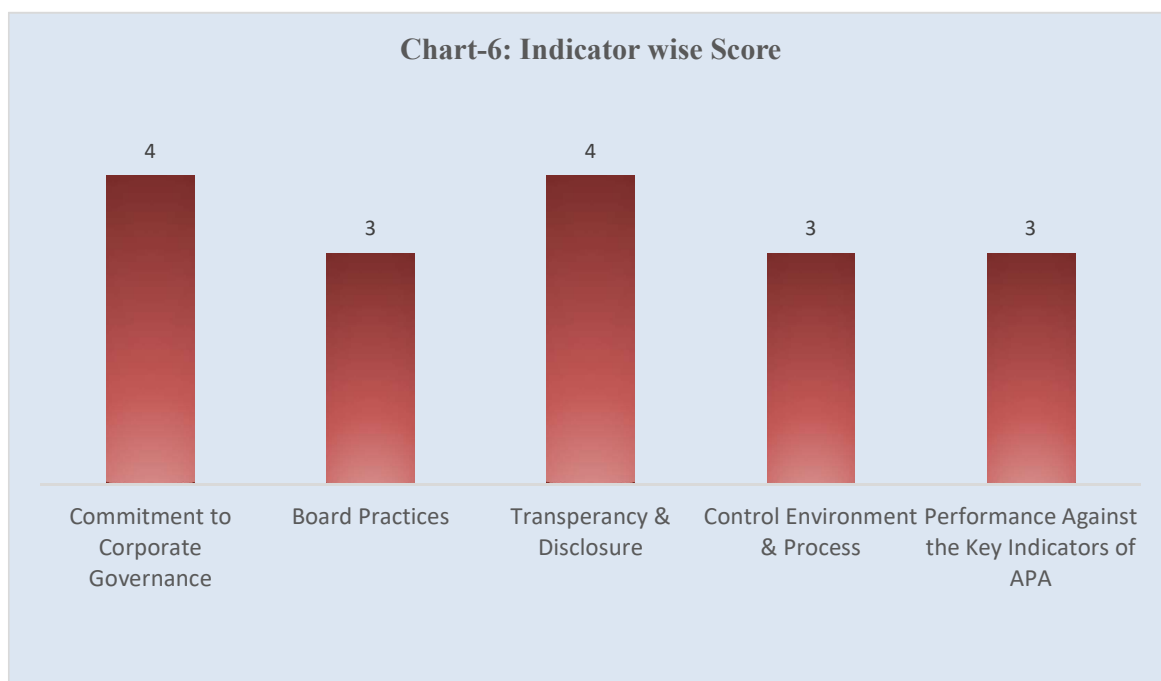
Chart-5: Indicator wise Score (Transaction with Govt.)



D. Corporate Governance Practices

Table-8

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Commitment to Corporate Governance	QL	4	92%	Excellent	4
2	Board Practices	QL	4	83%	Very Good	3
3	Transparency and Disclosure	QL	4	92%	Excellent	4
4	Control Environment and Process.	QL	4	84%	Very Good	3
5	Performance against the key Indicators of APA	QN	4	94.90%	Very Good	3
Sub-total			20			
Grand Total (A+B+C+D):			100			

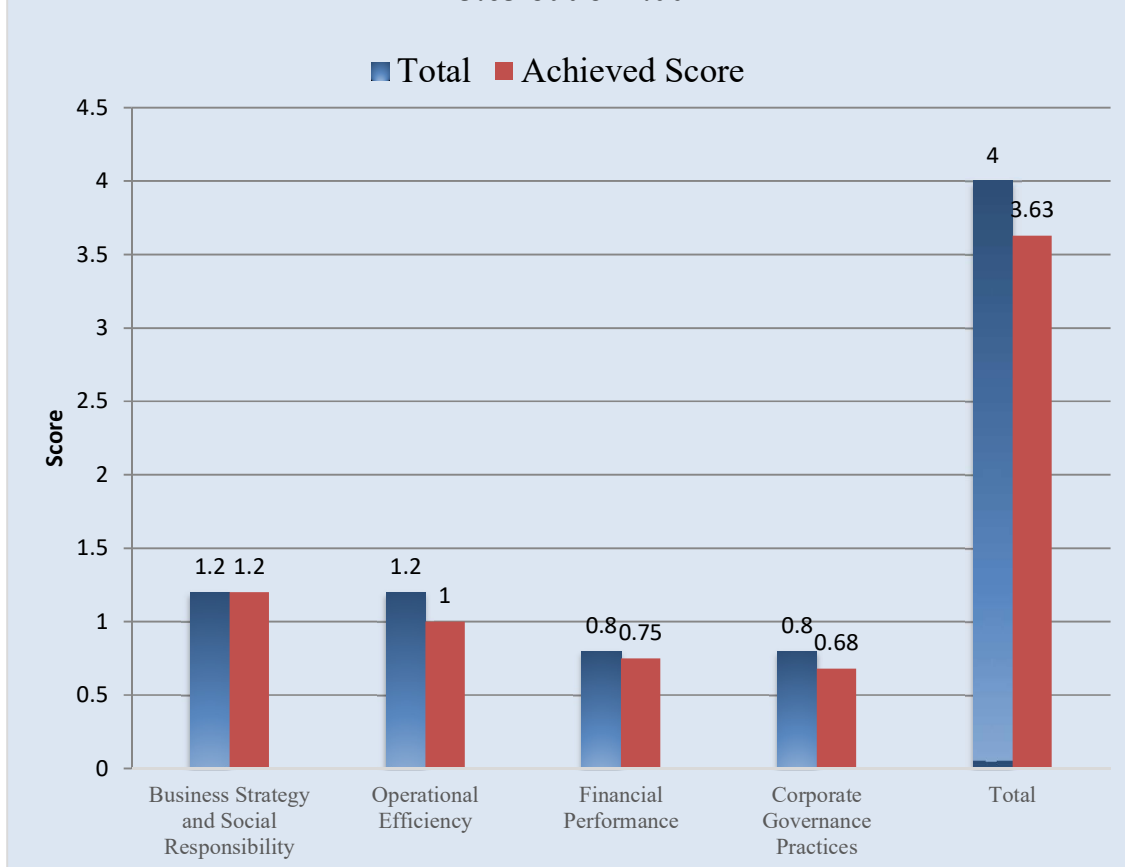


Indices wise overall score

Table-9

Name of Indices	Weighted Score (%)
A. Business Strategy and Social Responsibility	1.20
B. Operational Efficiency	1.00
C. Financial	0.75
D. Corporate Governance Practices	0.68
Total (A+B+C+D)	3.63

**Chart-7: Indices Wise Weighted Score
3.63 out of 4.00**

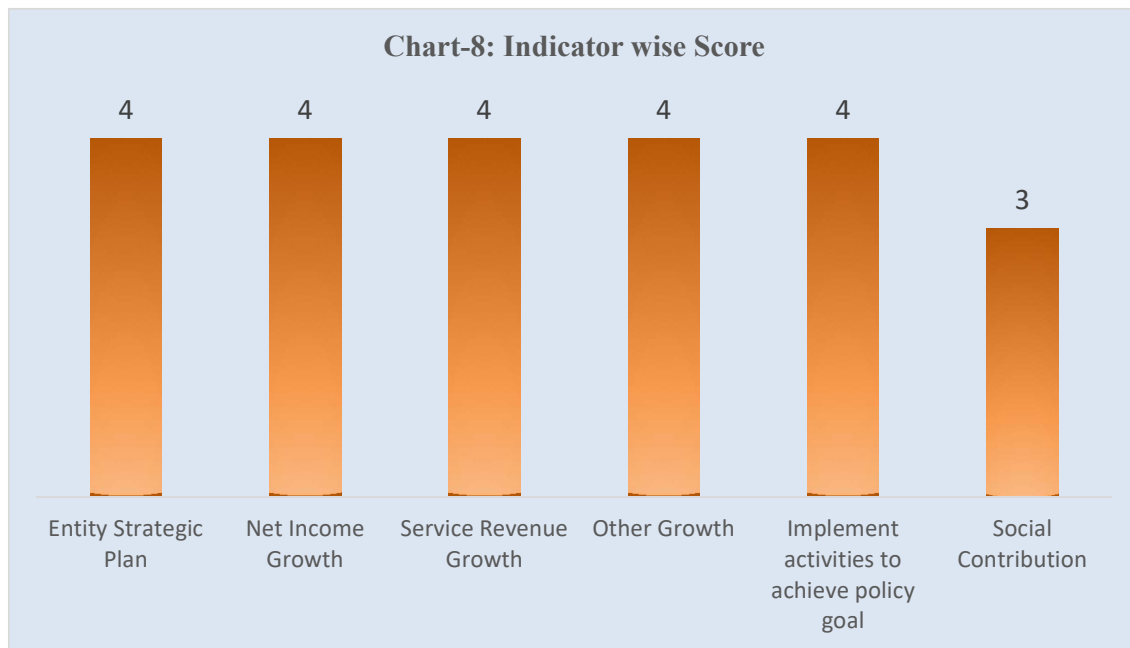


4.2.2 Indices wise achievement (Business Strategy and Social Responsibility, Operational Efficiency, Financial, Corporate Governance Practices) and overall performance of **Bangladesh Shipping Corporation (BSC)** is described below.

A. Business Strategy and Social Responsibility

Table-10

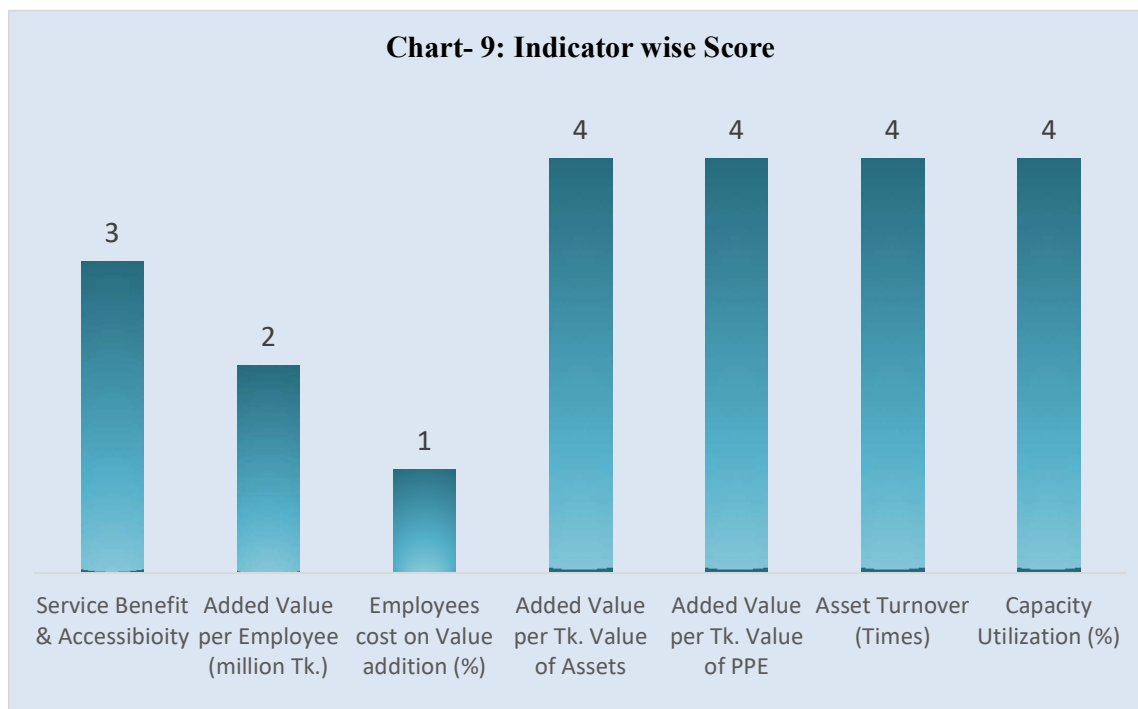
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Entity Strategy					
	Entity Strategic Plan	QL	5	93.00%	Excellent	4
2	Growth Trajectory					
	2a. Net Income Growth	QN	4	213.52%	Excellent	4
	2b. Service Revenue Growth	QN	4	63.91%	Excellent	4
	2c. Other Growth	QL	4	91.00%	Excellent	4
3	Effective Implementation of Public Policy: Implement activities to achieve policy goal	QL	4	96.59%	Excellent	4
4	Social Contribution <ul style="list-style-type: none"> Environmental Contribution CSR/WPPF Training/Volunteering 	QL	4	88.00%	Very Good	3
	Sub-Total		25			



B. Operational Efficiency

Table-11

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Service Delivery					
	Service Benefit & Accessibility	QL	5	85.00%	Very Good	3
2	Labor Productivity					
	2a. Added Value per Employee (mil. Tk.)	QN	3	Tk. 7.26 mil.	Good	2
	2b. Employees cost on Value addition (%)	QN	3	11.40%	Fair	1
3	Capital Productivity					
	3a. Added Value per Tk. Value of Assets	QN	3	Tk. 0.12	Excellent	4
	3b. Added Value per Tk. Value of PPE	QN	3	Tk. 0.20	Excellent	4
4	Production					
	4a. Asset Turnover (Times)	QN	4	0.14	Excellent	4
	4b. Capacity Utilization (%)	QN	4	98.79%	Excellent	4
Sub-total			25			



C. Financial

Table-12

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
	i. Financial Performance					
1	Operating profit	QN	2	Tk. 2368.36 mil.	Excellent	4
2	Profit before Tax	QN	2	Tk. 2730.66 mil.	Excellent	4
3	Return on Assets (%)	QN	2	7.27%	Excellent	4
4	Return on Sales (%)	QN	2	50.23%	Excellent	4
5	Return on Equity (%)	QN	2	20.41%	Excellent	4
6	Net Worth Growth (%)	QN	2	20.32%	Excellent	4
7	Capital Budget Utilization (%)	QN	2	7.09%	Under-performing	0
	ii. Financial Risk					
1	Debt Equity Ratio (Times)	QN	2	1.81	Very Good	3
2	Debt to Assets (Times)	QN	2	0.64	Very Good	3
3	Debt Coverage Ratio (Times)	QN	2	226.00	Excellent	4
4	Current Ratio (Times)	QN	2	3.62	Excellent	4
5	Accounts Receivable Period	QN	2	38.19	Very Good	3
	iii. Transactions with Govt.					
1	Dividend Paid	QN	2	100%	Excellent	4
2	Taxes Paid	QN	2	100%	Excellent	4
3	Debt Service Liabilities Paid	QN	2	100%	Excellent	4
Sub-total			30			

D. Corporate Governance Practices

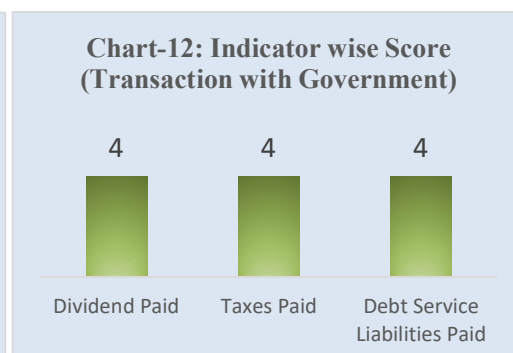
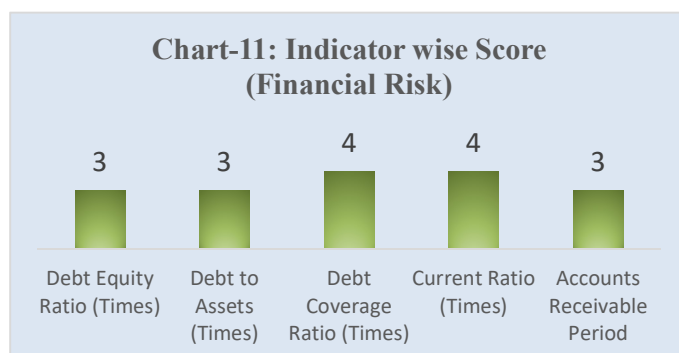
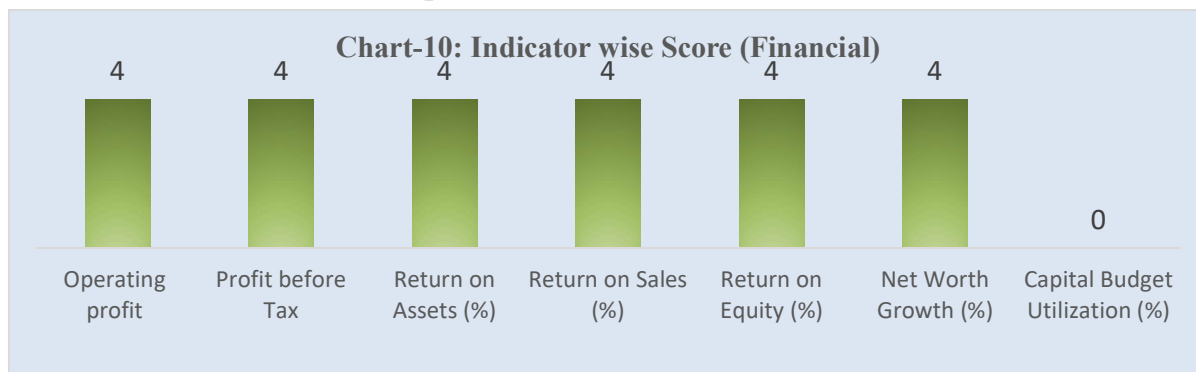
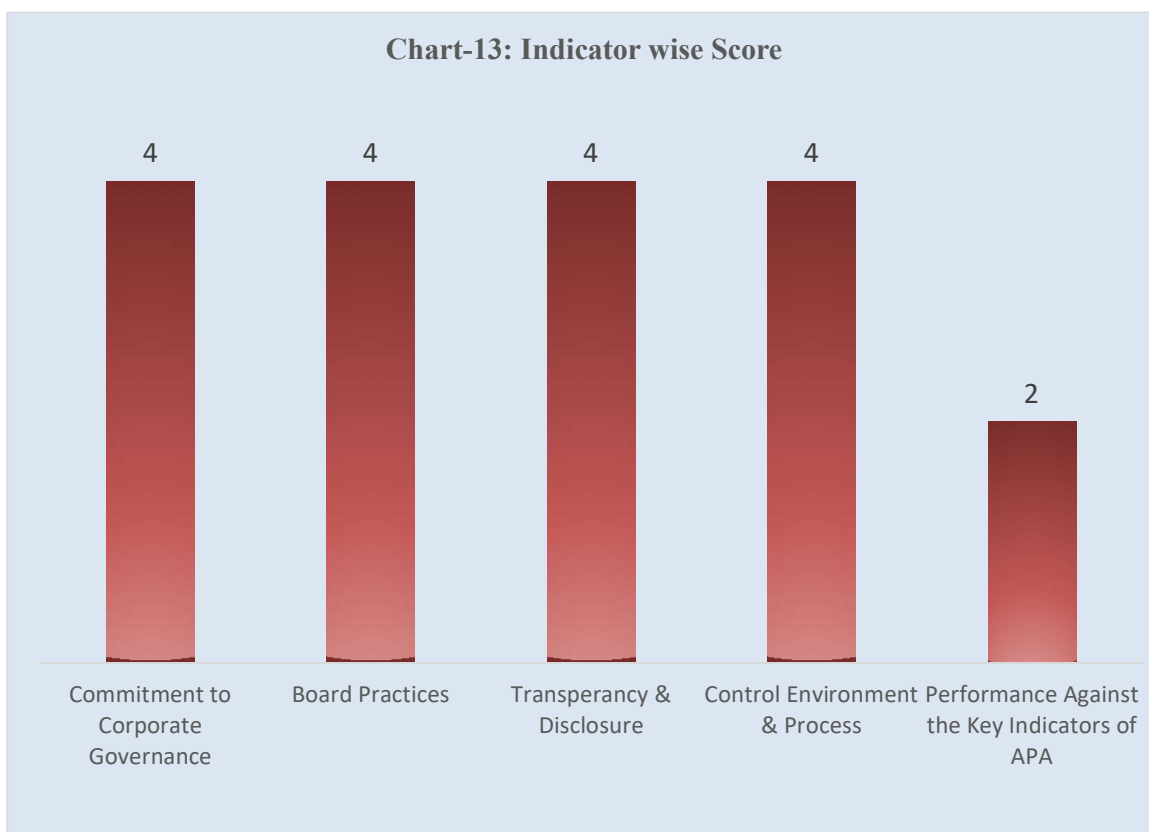


Table-13

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Commitment to Corporate Governance	QL	4	91%	Excellent	4
2	Board Practices	QL	4	91%	Excellent	4
3	Transparency and Disclosure	QL	4	95%	Excellent	4
4	Control Environment and Process.	QL	4	93%	Excellent	4
5	Performance against the key Indicators of APA	QN	4	82.87%	Good	2
Sub-total			20			
Grand Total (A+B+C+D):			100			

Chart-13: Indicator wise Score

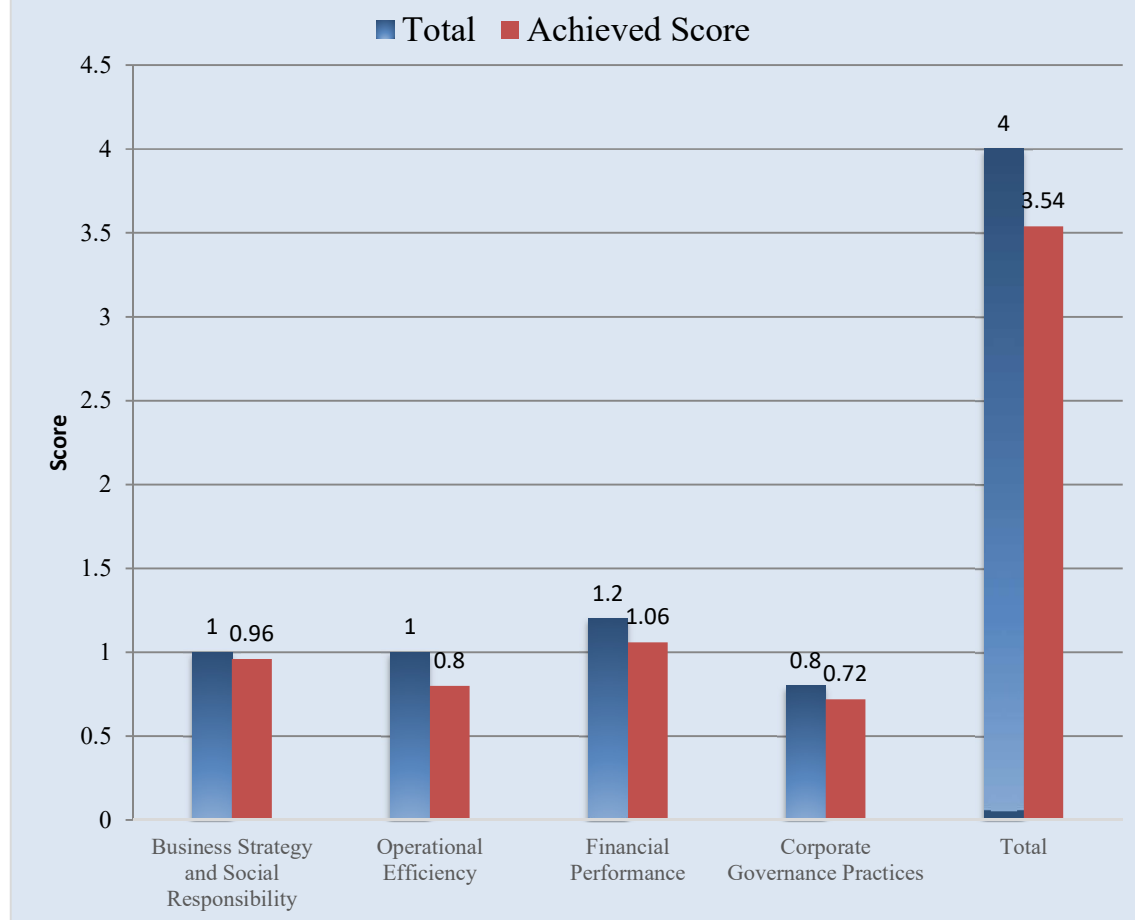


Indices wise overall score

Table-14

Name of Indices	Weighted Score (%)
A. Business Strategy and Social Responsibility	0.96
B. Operational Efficiency	0.80
C. Financial	1.06
D. Corporate Governance Practices	0.72
Total (A+B+C+D)	3.54

Chart-14: Indices Wise Weighted Score
3.54 out of 4.00

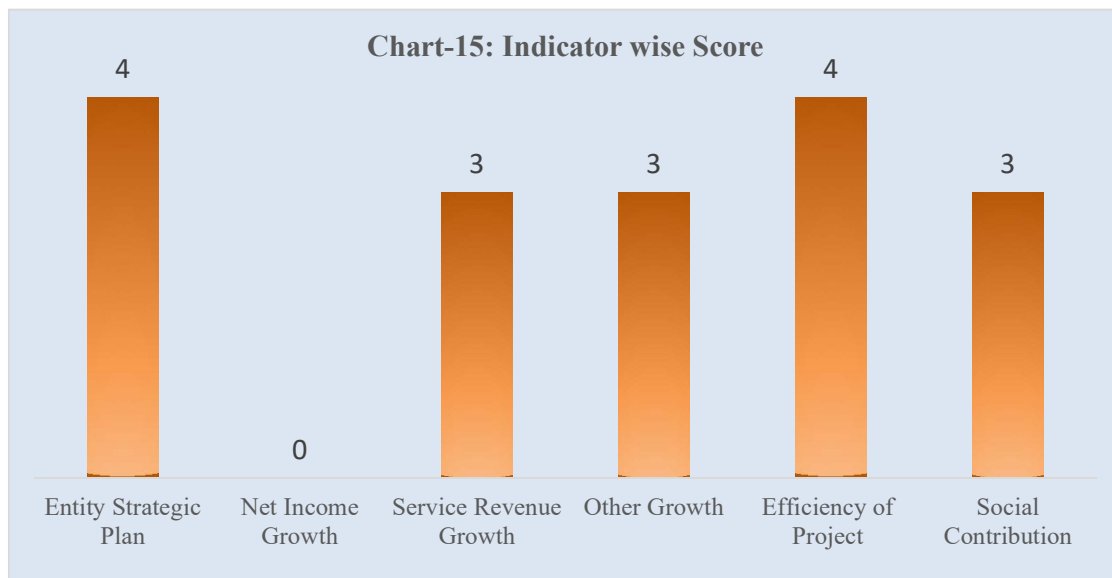


4.2.3 Indices wise achievement (Business Strategy and Social Responsibility, Operational Efficiency, Financial, Corporate Governance Practices) and overall performance of **Bangladesh Bridge Authority (BBA)** is described below.

A. Business Strategy and Social Responsibility

Table-15

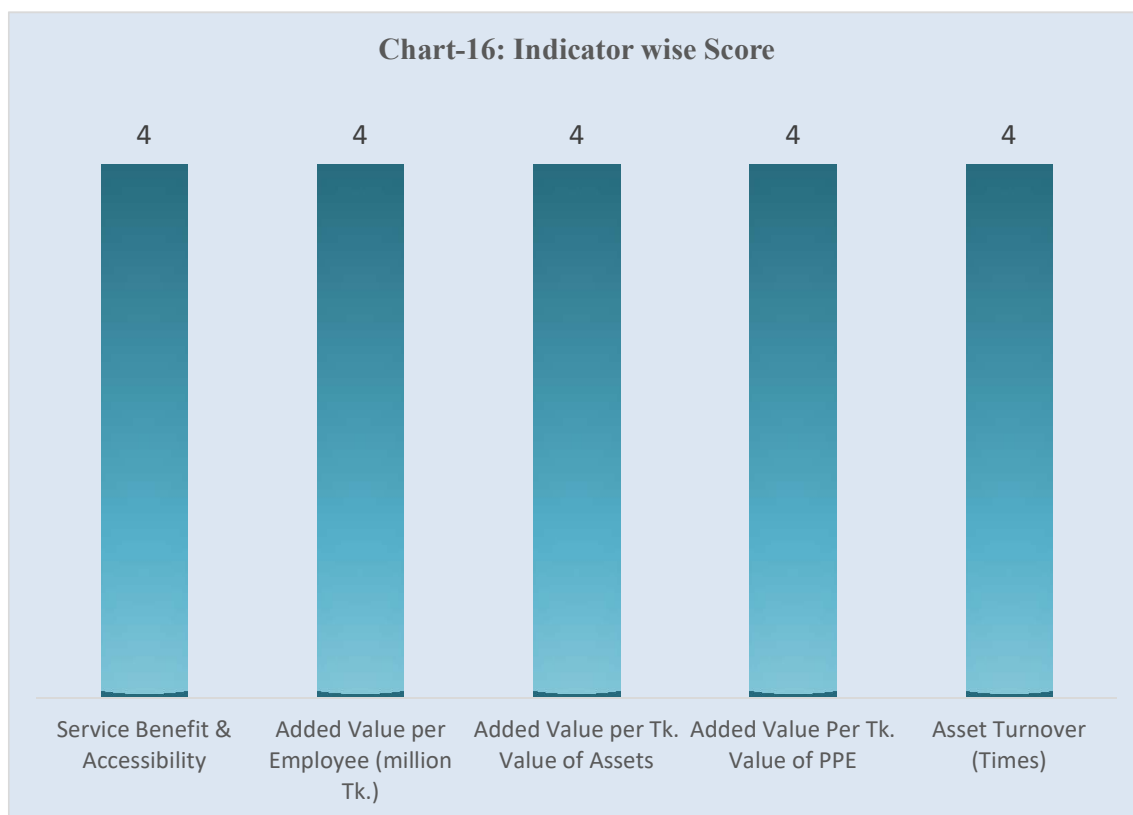
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Entity Strategy					
	Entity Strategic Plan	QL	5	93.00%	Excellent	4
2	Growth Trajectory					
	2a.Net Income Growth	QN	4	(5.49%)	Under performing	0
	2b. Service Revenue Growth	QN	4	9.43%	Very Good	3
	2c. Other Growth	QL	4	88.00%	Very Good	3
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved	QN	4	98.17%	Excellent	4
4	Social Contribution • Environmental Contribution • CSR/WPPF • Training/Volunteering	QL	4	86.00%	Very Good	3
Sub-Total			25			



B. Operational Efficiency

Table-16

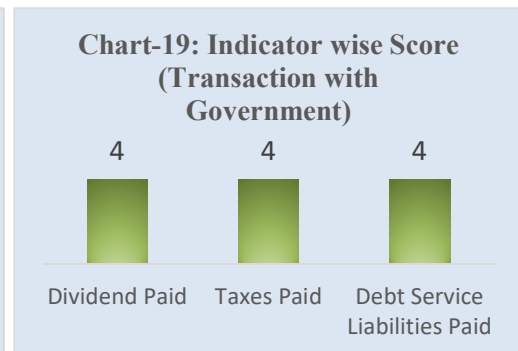
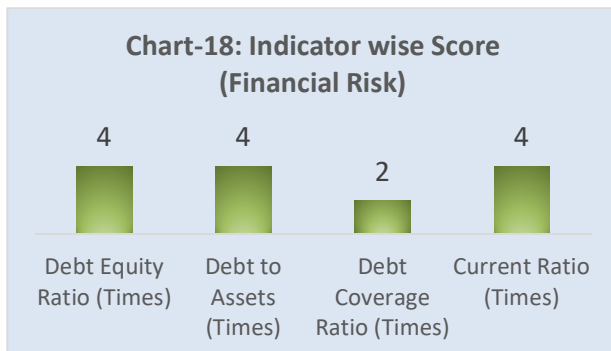
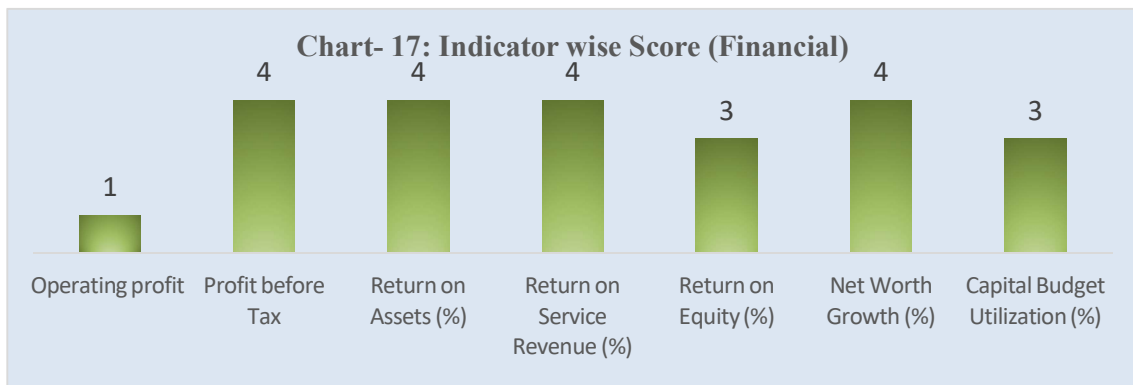
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Service Delivery					
	Service Benefit & Accessibility	QL	5	91.00%	Excellent	4
2	Labor Productivity					
	Added Value per Employee (mil. Tk.)	QN	5	Tk. 33.88 mil.	Excellent	4
3	Capital Productivity					
	3a. Added Value per Tk. Value of Assets	QN	5	Tk. 0.13	Excellent	4
	3b. Added Value Per Tk. Value of PPE	QN	5	Tk. 0.26	Excellent	4
4	Production					
	Asset Turnover (Times)	QN	5	0.14	Excellent	4
Sub-total			25			



C. Financial

Table-17

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
	i. Financial Performance					
1	Operating profit	QN	2	Tk. 3,714.45 mil.	Fair	1
2	Profit before Tax	QN	2	Tk. 4,579.04 mil.	Excellent	4
3	Return on Assets (%)	QN	2	7.40%	Excellent	4
4	Return on Service Revenue (%)	QN	2	52.72%	Excellent	4
5	Return on Equity (%)	QN	2	8.97%	Very Good	3
6	Net Worth Growth (%)	QN	2	9.52%	Excellent	4
7	Capital Budget Utilization (%)	QN	2	84.38%	Very Good	3
	ii. Financial Risk					
1	Debt Equity Ratio (Times)	QN	3	0.21	Excellent	4
2	Debt to Assets (Times)	QN	2	0.18	Excellent	4
3	Debt Coverage Ratio (Times)	QN	3	1.72	Good	2
4	Current Ratio (Times)	QN	2	2.12	Excellent	4
	iii. Transactions with Govt.					
1	Dividend Paid	QN	2	100%	Excellent	4
2	Taxes Paid	QN	2	100%	Excellent	4
3	Debt Service Liabilities Paid	QN	2	100%	Excellent	4
Sub-total			30			

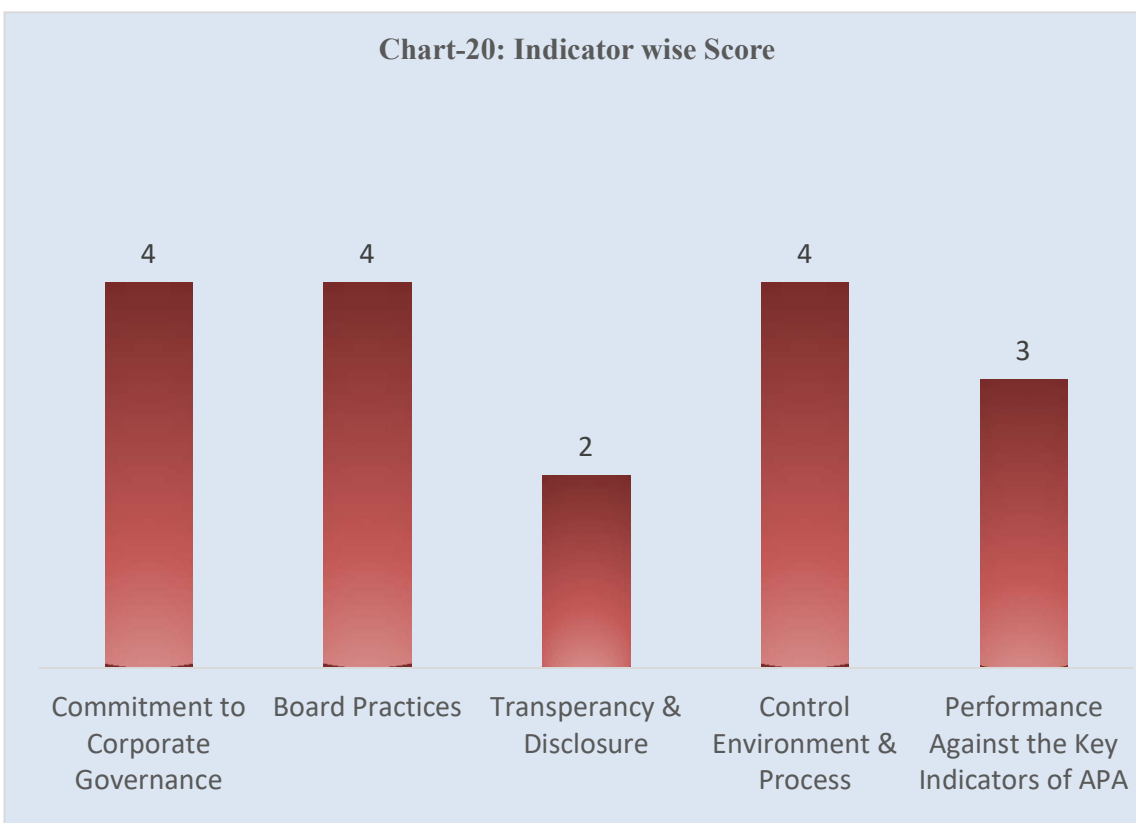


D. Corporate Governance Practices

Table-18

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Commitment to Corporate Governance	QL	4	91%	Excellent	4
2	Board Practices	QL	4	94%	Excellent	4
3	Transparency and Disclosure	QL	4	78%	Good	2
4	Control Environment and Process.	QL	4	93%	Excellent	4
5	Performance against the key Indicators of APA	QN	4	98.72%	Very Good	3
Sub-total			20			
Grand Total (A+B+C+D):			100			

Chart-20: Indicator wise Score

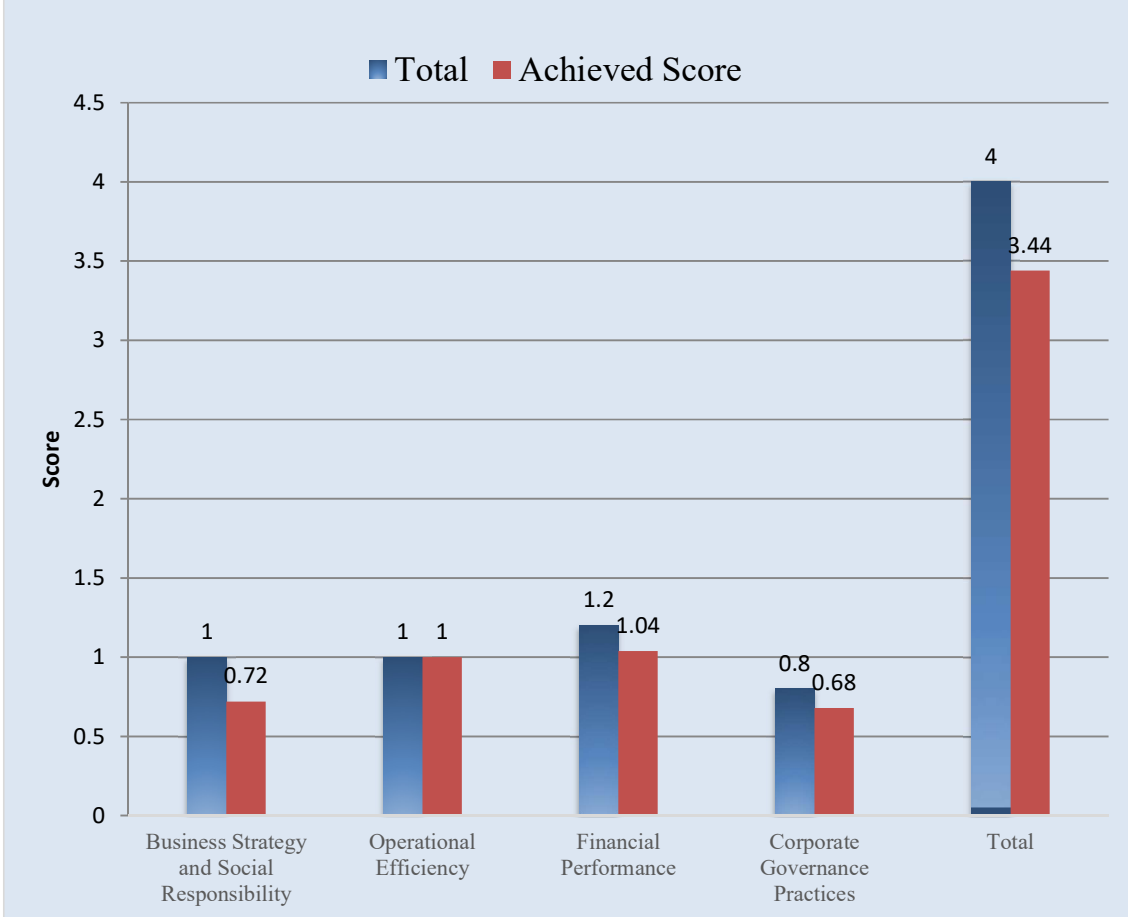


Indices wise overall score

Table-19

Name of Indices	Weighted Score (%)
A. Business Strategy and Social Responsibility	0.72
B. Operational Efficiency	1.00
C. Financial	1.04
D. Corporate Governance Practices	0.68
Total (A+B+C+D)	3.44

**Chart-21: Indices Wise Weighted Score
3.44 out of 4.00**

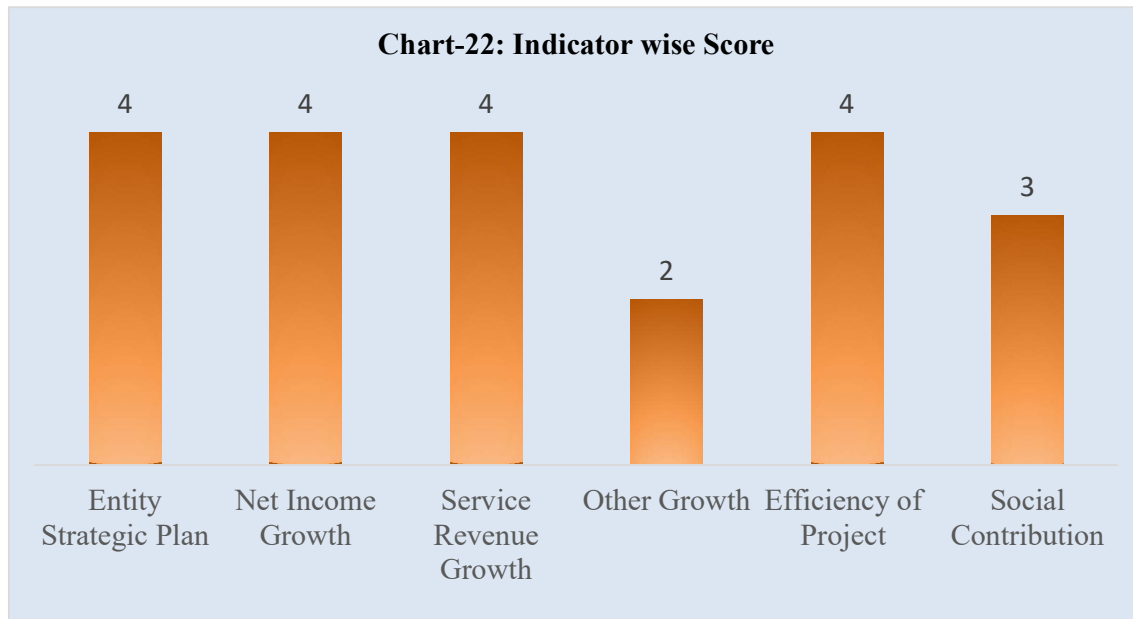


4.2.4 Indices wise achievement (Business Strategy and Social Responsibility, Operational Efficiency, Financial, Corporate Governance Practices) and overall performance of **Chittagong Port Authority (CPA)** is described below.

A. Business Strategy and Social Responsibility

Table-20

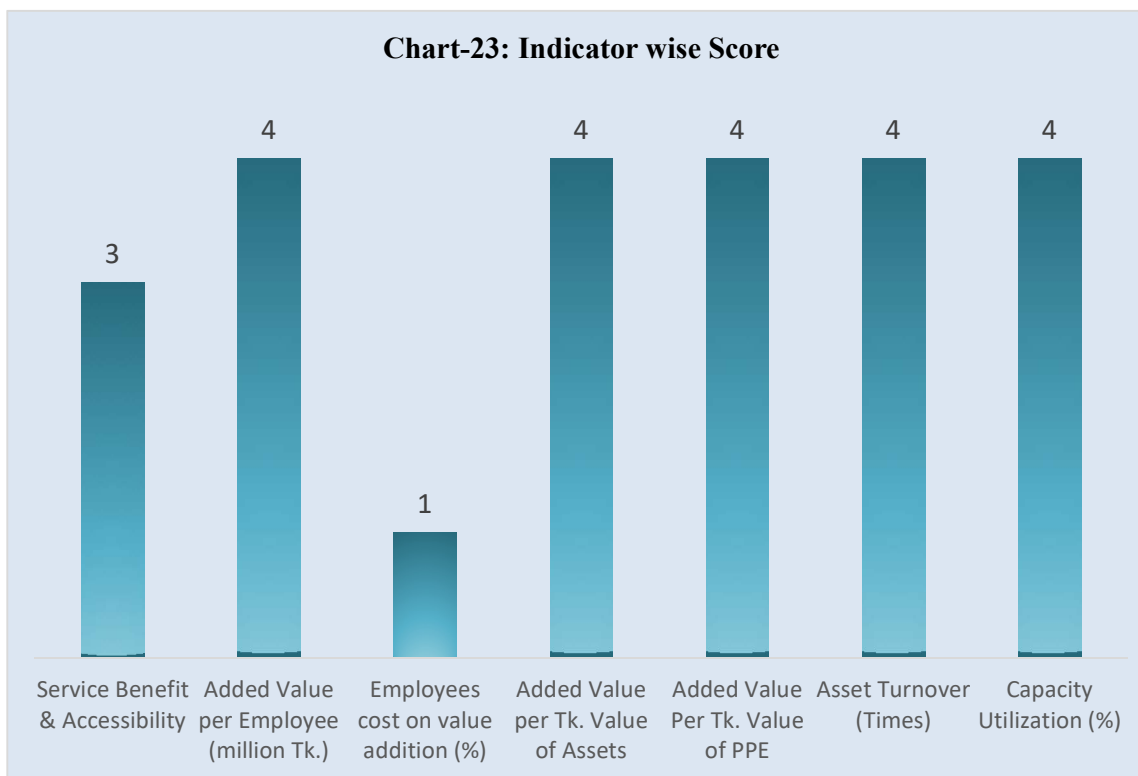
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Entity Strategy					
	Entity Strategic Plan	QL	4	93.00%	Excellent	4
2	Growth Trajectory					
	2a. Net Income Growth	QN	5	19.70%	Excellent	4
	2b. Service Revenue Growth	QN	5	16.07%	Excellent	4
	2c. Other Growth	QL	3	76.00%	Good	2
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved	QN	5	100%	Excellent	4
4	Social Contribution • Environmental Contribution • CSR/WPPF • Training/Volunteering	QL	3	85.00%	Very Good	3
Sub-Total			25			



B. Operational Efficiency

Table-21

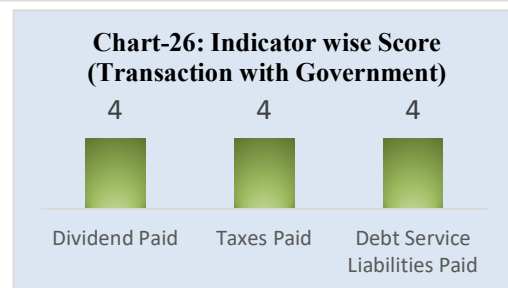
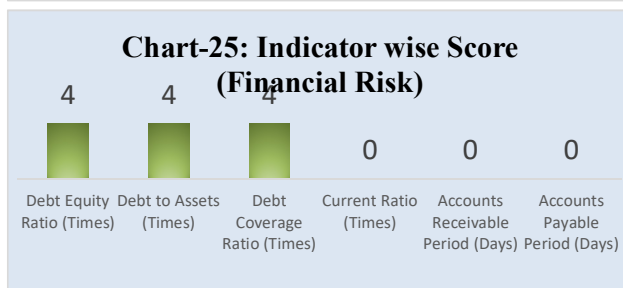
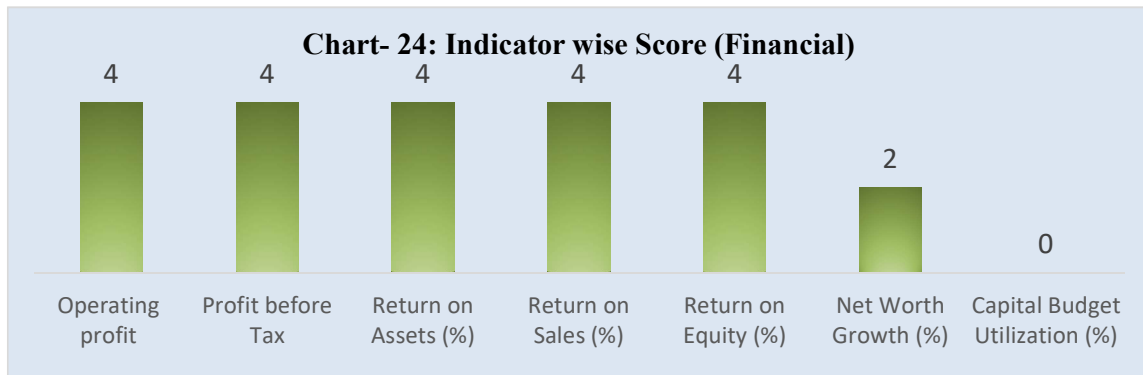
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Service Delivery					
	Service Benefit & Accessibility	QL	5	83.00%	Very Good	3
2	Labor Productivity					
	2a. Added Value per Employee (mil. Tk.)	QN	3	Tk. 4.79 mil.	Excellent	4
	2b. Employees cost on value addition (%)	QN	2	10.55%	Fair	1
3	Capital Productivity					
	3a. Added Value per Tk. Value of Assets	QN	3	Tk. 0.10	Excellent	4
	3b. Added Value Per Tk. Value of PPE	QN	2	Tk. 0.39	Excellent	4
4	Production					
	4a. Asset Turnover (Times)	QN	5	0.14	Excellent	4
	4b. Capacity Utilization (%)	QN	5	100%	Excellent	4
Sub-total			25			



C. Financial

Table-22

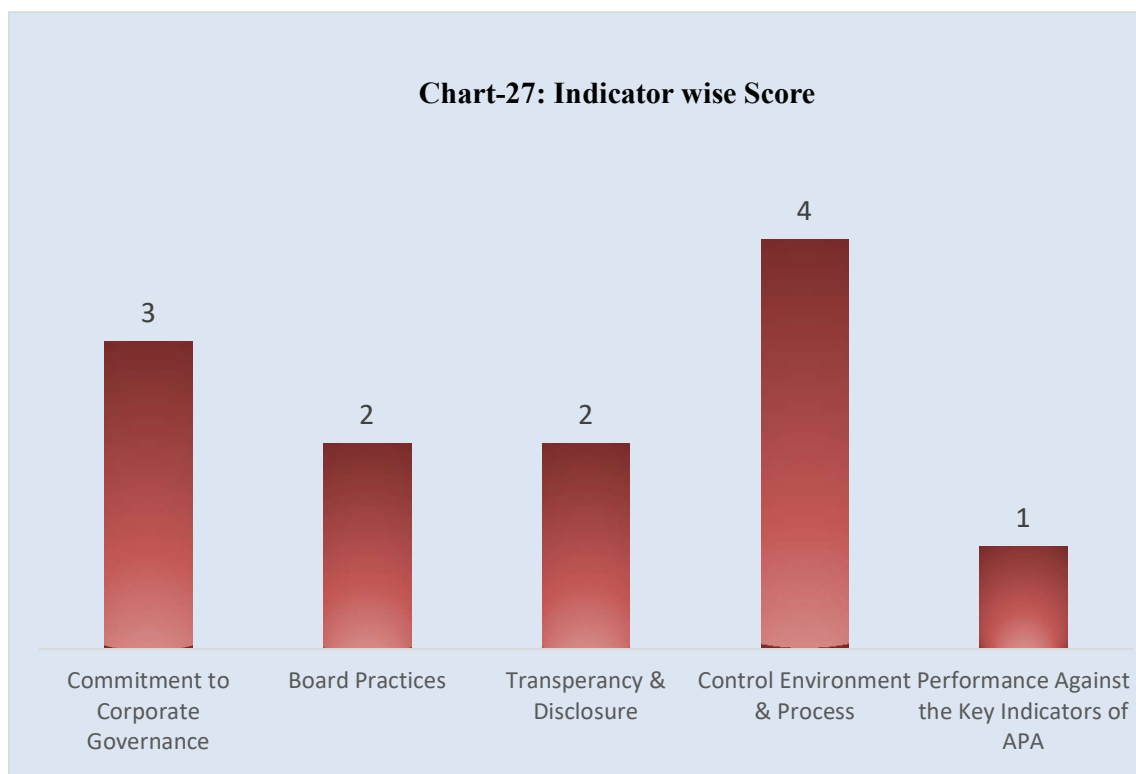
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
	i. Financial Performance					
1	Operating profit	QN	2	Tk. 14,924.98 mil.	Excellent	4
2	Profit before Tax	QN	2	Tk. 21,059.48 mil.	Excellent	4
3	Return on Assets (%)	QN	2	6.17%	Excellent	4
4	Return on Service Revenue (%)	QN	2	44.95%	Excellent	4
5	Return on Equity (%)	QN	3	10.75%	Excellent	4
6	Net Worth Growth (%)	QN	2	10.34%	Good	2
7	Capital Budget Utilization (%)	QN	2	15.65%	Under Performing	0
	ii. Financial Risk					
1	Debt Equity Ratio (Times)	QN	3	0.74	Excellent	4
2	Debt to Assets (Times)	QN	3	0.43	Excellent	4
3	Debt Coverage Ratio (Times)		2	181.80	Excellent	4
4	Current Ratio (Times)	QN	2	0.49	Under Performing	0
5	Accounts Receivable Period (Days)	QN	1	163.89	Under Performing	0
6	Accounts Payable Period (Days)	QN	1	255.50	Under Performing	0
	iii. Transactions with Govt.					
1	Dividend Paid	QN	1	100%	Excellent	4
2	Taxes Paid	QN	1	100%	Excellent	4
3	Debt Service Liabilities Paid	QN	1	100%	Excellent	4
Sub-total			30			



D. Corporate Governance Practices

Table-23

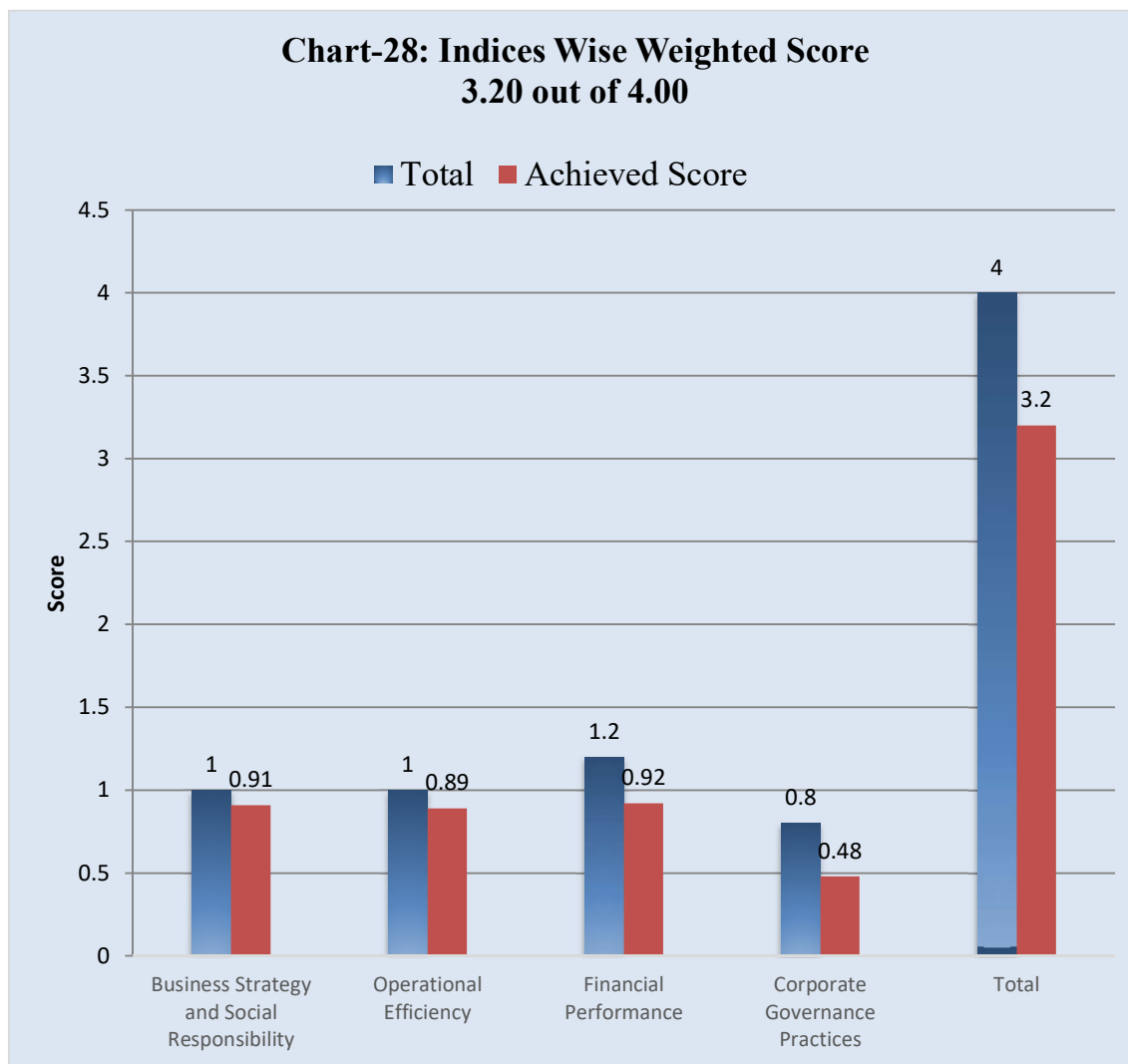
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Commitment to Corporate Governance	QL	4	82%	Very Good	3
2	Board Practices	QL	4	75%	Good	2
3	Transparency and Disclosure	QL	4	76%	Good	2
4	Control Environment and Process	QL	4	93%	Excellent	4
5	Performance against the key Indicators of APA	QN	4	73.89%	Fair	1
Sub-total			20			
Grand Total (A+B+C+D):			100			



Indices wise overall score

Table-24

Name of Indices	Weighted Score (%)
A. Business Strategy and Social Responsibility	0.91
B. Operational Efficiency	0.89
C. Financial	0.92
D. Corporate Governance Practices	0.48
Total (A+B+C+D)	3.20

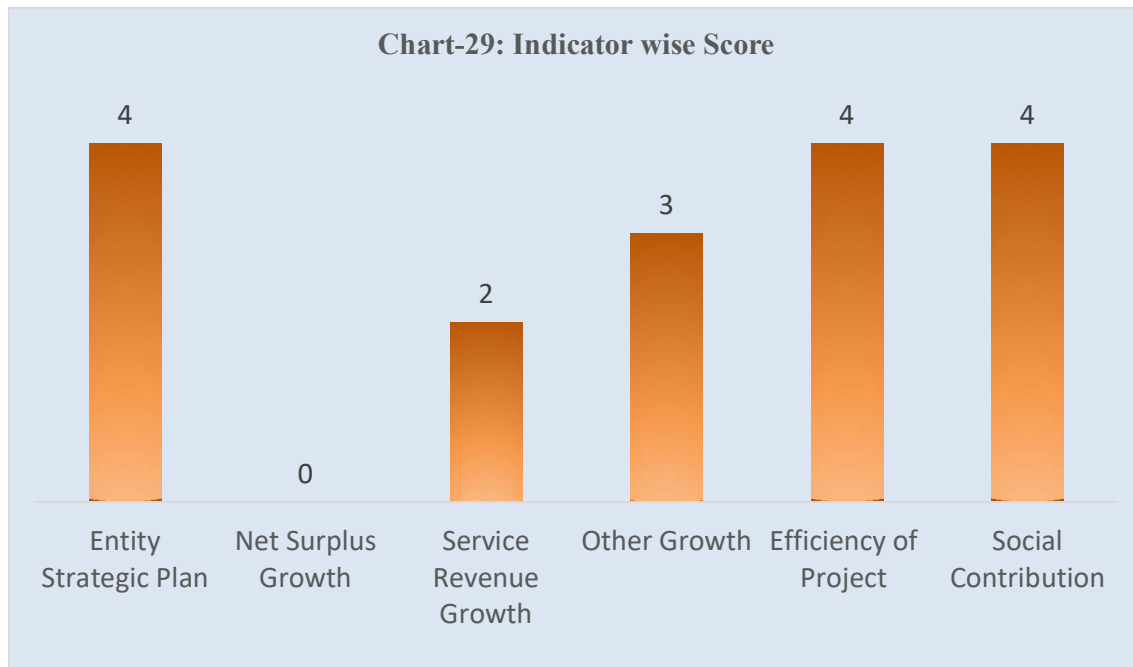


4.2.5 Indices wise achievement (Business Strategy and Social Responsibility, Operational Efficiency, Financial, Corporate Governance Practices) and overall performance of **Khulna Development Authority (KDA)** is described below.

A. Business Strategy and Social Responsibility

Table-25

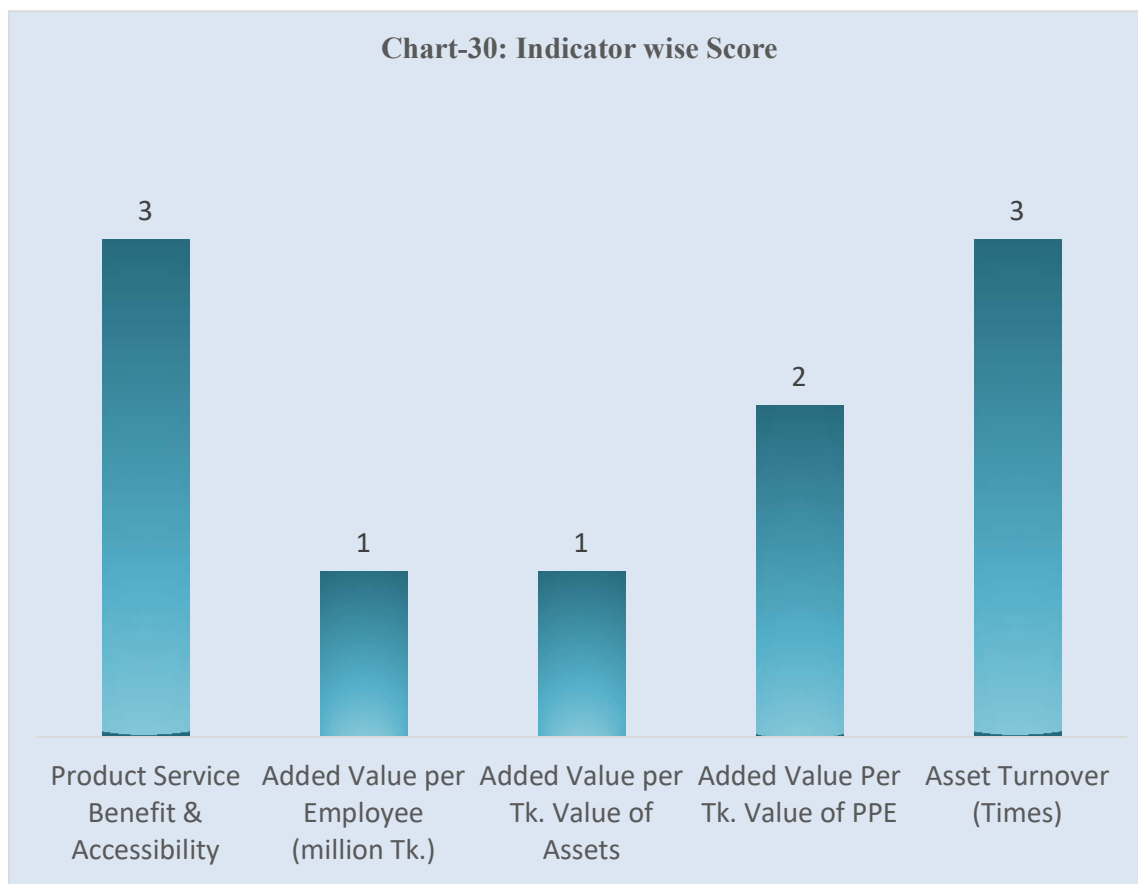
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Entity Strategy					
	Entity Strategic Plan	QL	6	93.00%	Excellent	4
2	Growth Trajectory					
	2a. Net Surplus Growth	QN	2	(35.23%)	Under Performing	0
	2b. Service Revenue Growth	QN	2	10.46%	Good	2
	2c. Other Growth	QL	3	82.00%	Very Good	3
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved	QN	6	99.39%	Excellent	4
4	Social Contribution • Environmental Contribution • CSR	QL	6	91.00%	Excellent	4
Sub-Total			25			



B. Operational Efficiency

Table-26

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Product, Service Delivery					
	Product Service Benefit & Accessibility	QL	5	88.00%	Very Good	3
2	Labor Productivity					
	Added Value per Employee (mil. Tk.)	QN	5	Tk. 0.58 mil.	Fair	1
3	Capital Productivity					
	3a. Added Value per Tk. Value of Assets	QN	5	Tk. 0.02	Fair	1
	3b. Added Value Per Tk. Value of PPE	QN	5	Tk. 0.03	Good	2
4	Production					
	Asset Turnover (Times)	QN	5	0.04	Very Good	3
Sub-total			25			



C. Financial

Table-27

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
	i. Financial Performance					
1	Surplus of Income over Expenditure	QN	2	Tk. (62.45) mil.	Under Performing	0
2	Surplus before Tax	QN	2	Tk. 134.12 mil.	Excellent	4
3	Return on Assets (%)	QN	2	1.39%	Fair	1
4	Return on Service Revenue (%)	QN	3	38.92%	Excellent	4
5	Return on Equity (%)	QN	2	1.48%	Fair	1
6	Net Worth Growth (%)	QN	3	0.86%	Very Good	3
	ii. Financial Risk					
1	Debt Equity Ratio (Times)	QN	3	0.06	Excellent	4
2	Debt to Assets (Times)	QN	3	0.058	Excellent	4
3	Current Ratio (Times)	QN	3	5.67	Excellent	4
	iii. Transactions with Govt.					
1	Contribution Paid	QN	3	66.67%	Fair	1
2	Taxes Paid	QN	4	100%	Excellent	4
Sub-total			30			

Chart- 31: Indicator wise Score (Financial)

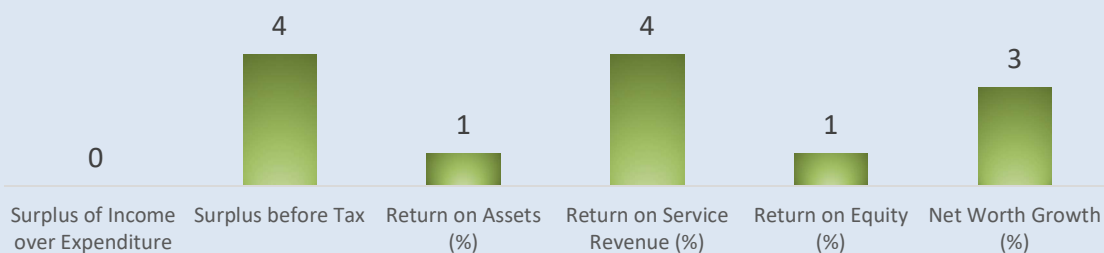
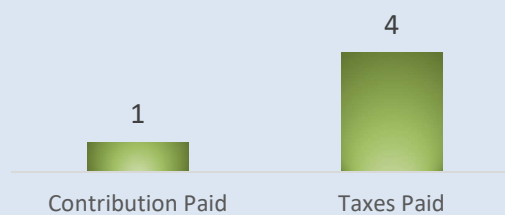


Chart-32: Indicator wise Score (Financial Risk)



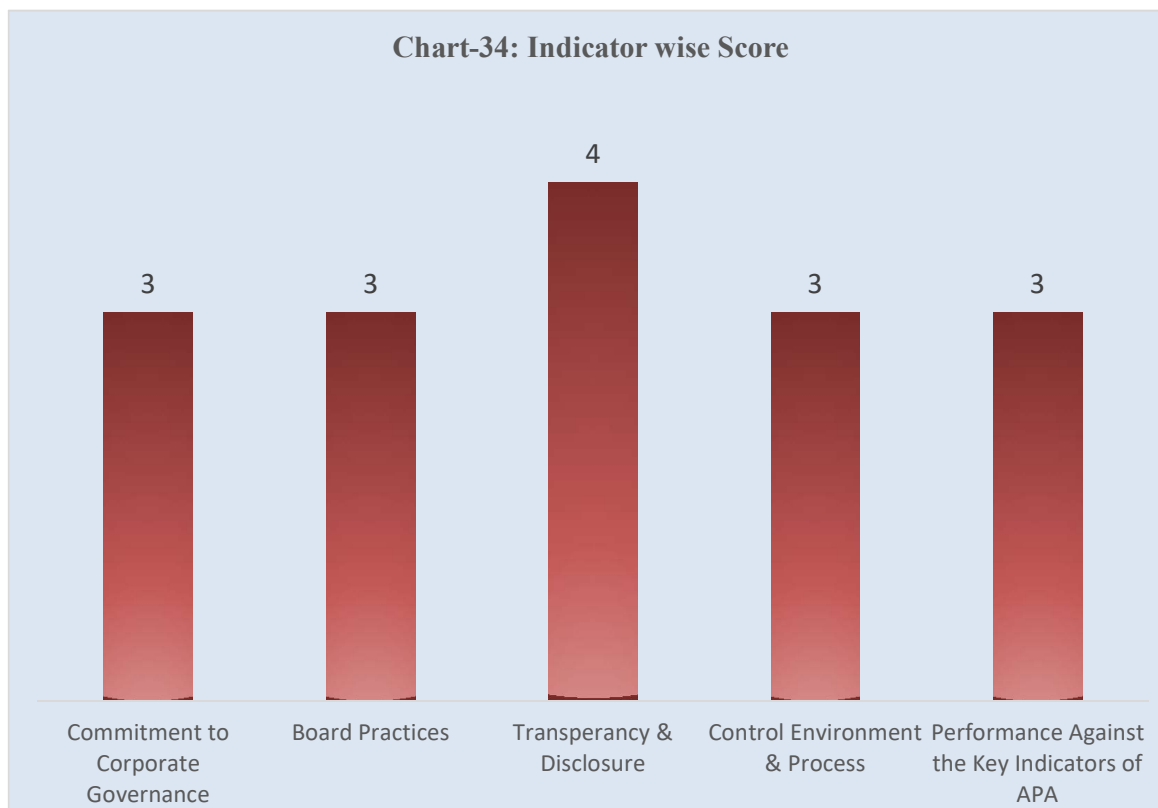
Chart-33: Indicator wise Score (Transaction with Government)



D. Corporate Governance Practices

Table-28

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Commitment to Corporate Governance	QL	4	82%	Very Good	3
2	Board Practices	QL	4	83%	Very Good	3
3	Transparency and Disclosure	QL	4	91%	Excellent	4
4	Control Environment and Process	QL	4	81%	Very Good	3
5	Performance against the key Indicators of APA	QN	4	94.60%	Very Good	3
Sub-total			20			
Grand Total (A+B+C+D):			100			

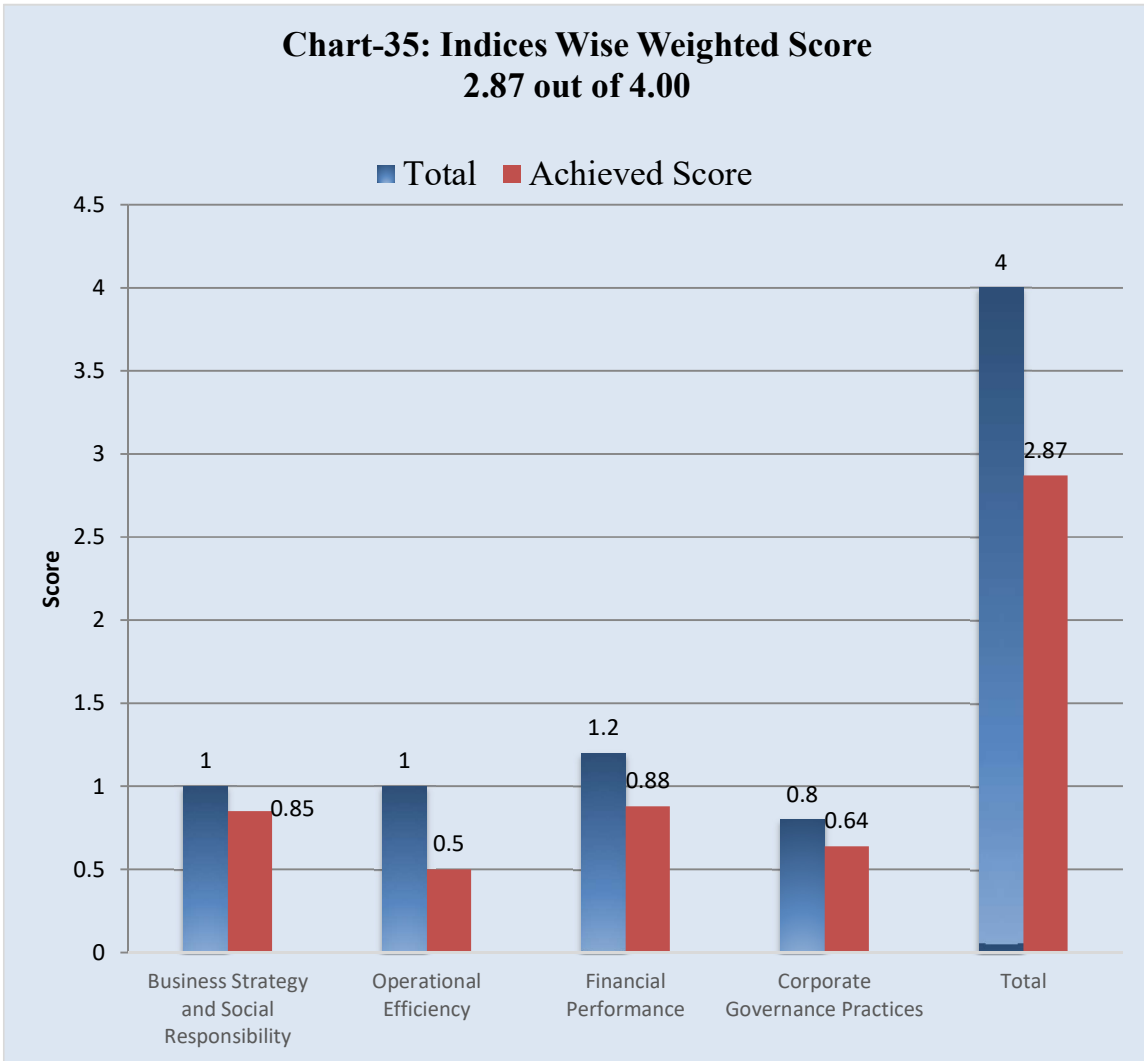


Indices wise overall score

Table-29

Name of Indices	Weighted Score (%)
A. Business Strategy and Social Responsibility	0.85
B. Operational Efficiency	0.50
C. Financial	0.88
D. Corporate Governance Practices	0.64
Total (A+B+C+D)	2.87

**Chart-35: Indices Wise Weighted Score
2.87 out of 4.00**

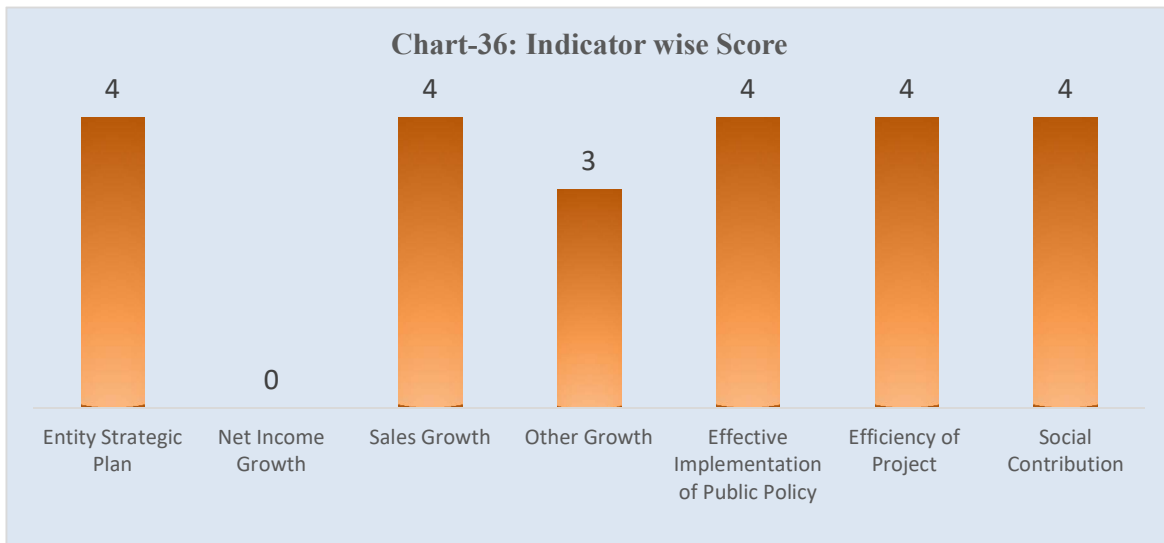


4.2.6 Indices wise achievement (Business Strategy and Social Responsibility, Operational Efficiency, Financial, Corporate Governance Practices) and overall performance of **Bangladesh Petroleum Corporation (BPC)** is described below.

A. Business Strategy and Social Responsibility

Table-30

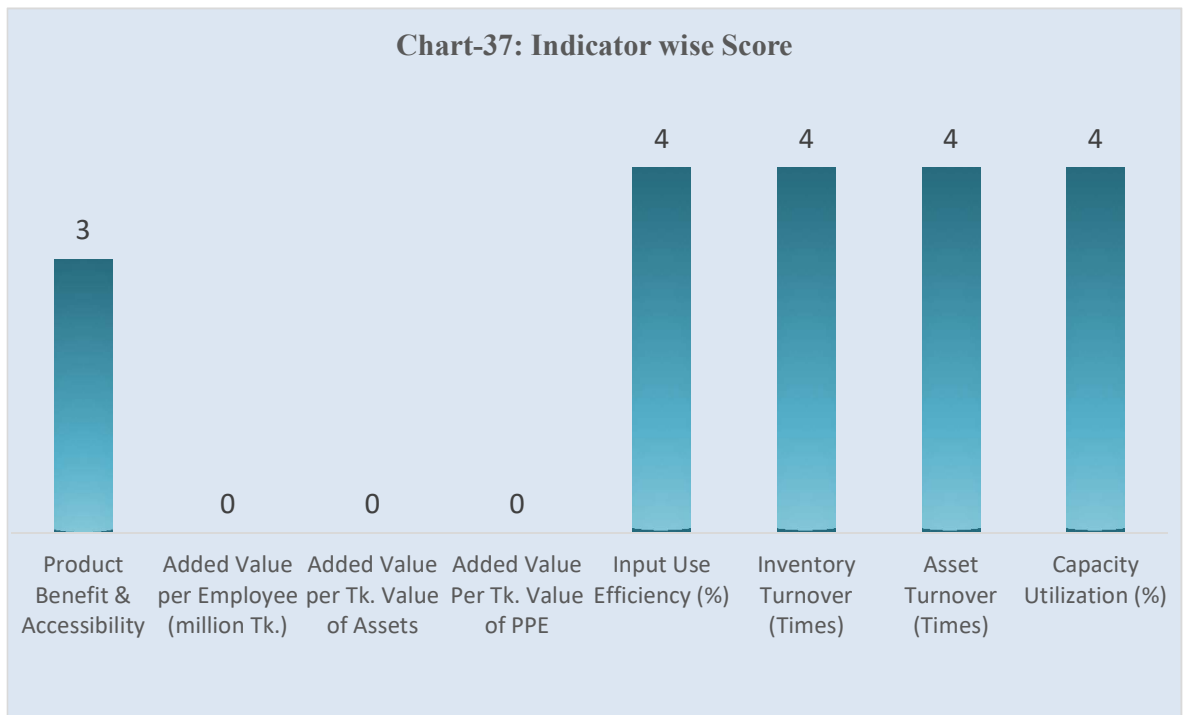
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Entity Strategy					
	Entity Strategic Plan	QL	5	93.00%	Excellent	4
2	Growth Trajectory					
	2a. Net Income Growth	QN	2	(129.76) %	Under Performing	0
	2b. Sales Growth	QN	4	35.60%	Excellent	4
	2c. Other Growth	QL	3	82.00%	Very Good	3
3	Effective Implementation of Public Policy • Implement activities to achieve policy goal	QL	4	92.00%	Excellent	4
4	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved	QN	4	103.92%	Excellent	4
5	Social Contribution • Environmental Contribution • CSR	QL	3	91.00%	Excellent	4
Sub-Total			25			



B. Operational Efficiency

Table-31

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Product Delivery					
	Product Benefit & Accessibility	QL	3	88.00%	Very Good	3
2	Labor Productivity					
	Added Value per Employee (mil. Tk.)	QN	2	Tk. (259.42 mil.)	Under Performing	0
3	Capital Productivity					
	3a. Added Value per Tk. Value of Assets	QN	2	Tk. (0.05)	Under Performing	0
	3b. Added Value Per Tk. Value of PPE	QN	2	Tk. (9.07)	Under Performing	0
4	Production					
	4a. Input Use Efficiency (%)	QN	4	97.20%	Excellent	4
	4b. Inventory Turnover (Times)	QN	4	48.80	Excellent	4
	4c. Asset Turnover (Times)	QN	4	0.76	Excellent	4
	4d. Capacity Utilization (%)	QN	4	93.53%	Excellent	4
Sub-total			25			



C. Financial

Table-32

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
	i. Financial Performance					
1	Operating profit	QN	2	Tk. (34810.67) mil.	Under Performing	0
2	Profit before Tax	QN	2	Tk. (22222.14) mil.	Under Performing	0
3	Return on Assets (%)	QN	2	(3.83) %	Under Performing	0
4	Return on Sales (%)	QN	2	(5.05) %	Under Performing	0
5	Return on Equity (%)	QN	2	(11.44) %	Under Performing	0
6	Net Worth Growth (%)	QN	2	(0.89) %	Under Performing	0
7	Capital Budget Utilization (%)	QN	2	26.83%	Under Performing	0
	ii. Financial Risk					
1	Debt Equity Ratio (Times)	QN	2	1.99	Very Good	3
2	Debt to Assets (Times)	QN	2	0.67	Very Good	3
3	Current Ratio (Times)	QN	3	2.32	Excellent	4
4	Accounts Receivable Period (Days)	QN	2	121.55	Under Performing	0
5	Accounts Payable Period (Days)	QN	2	37.96	Excellent	4
	iii. Transactions with Government					
1	Taxes Paid	QN	3	100%	Excellent	4
2	Debt Service Liabilities Paid	QN	2	0%	Under Performing	0
Sub-total			30			

Chart- 38: Indicator wise Score (Financial)

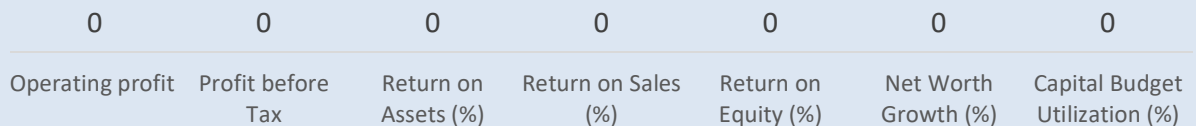


Chart-39: Indicator wise Score (Financial Risk)

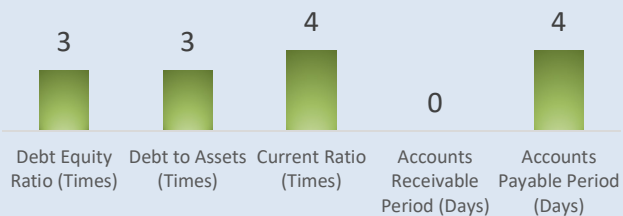
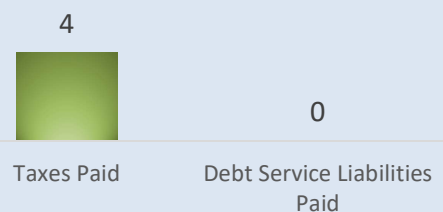


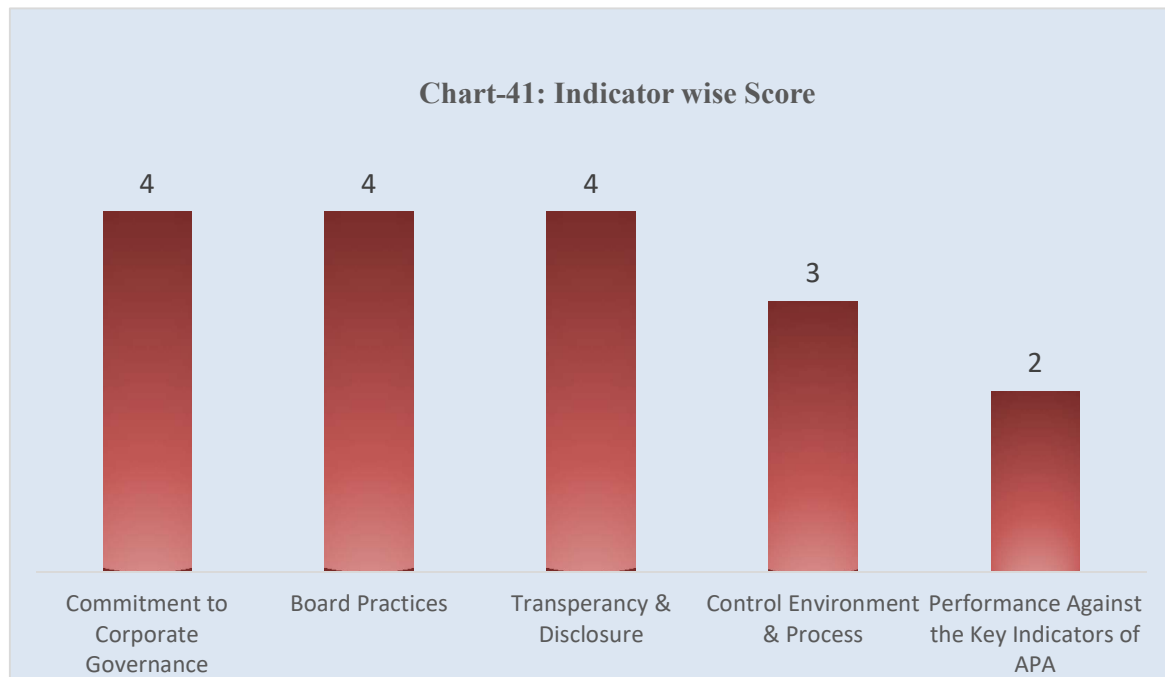
Chart-40: Indicator wise Score (Transaction with Government)



D. Corporate Governance Practices

Table-33

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Commitment to Corporate Governance	QL	4	92%	Excellent	4
2	Board Practices	QL	4	91%	Excellent	4
3	Transparency and Disclosure	QL	4	94%	Excellent	4
4	Control Environment and Process.	QL	4	82%	Very Good	3
5	Performance against the key Indicators of APA	QN	4	86.29%	Good	2
Sub-total			20			
Grand Total (A+B+C+D):			100			

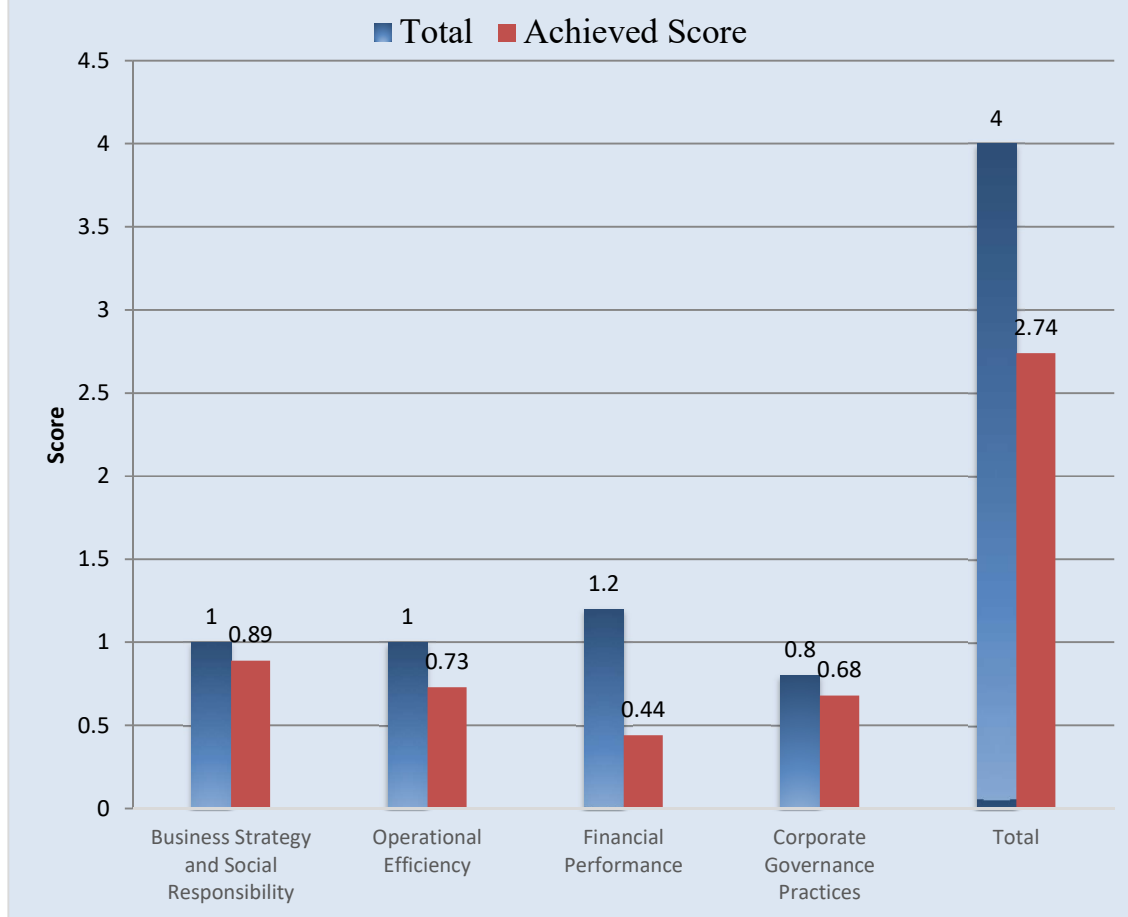


Indices wise overall score

Table-34

Name of Indices	Weighted Score (%)
A. Business Strategy and Social Responsibility	0.89
B. Operational Efficiency	0.73
C. Financial	0.44
D. Corporate Governance Practices	0.68
Total (A+B+C+D)	2.74

Chart-42: Indices Wise Weighted Score
2.74 out of 4.00

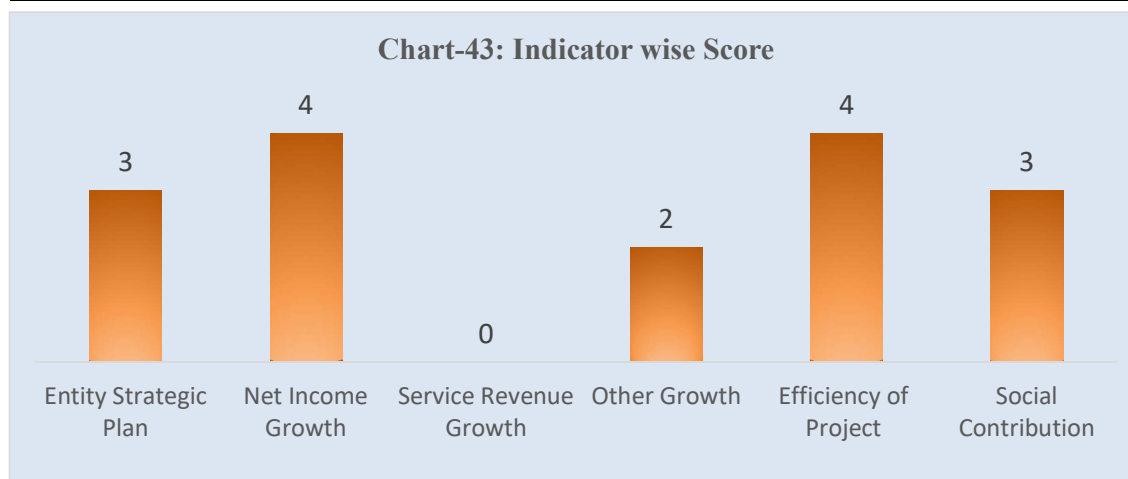


4.2.7 Indices wise achievement (Business Strategy and Social Responsibility, Operational Efficiency, Financial, Corporate Governance Practices) and overall performance of **Bangladesh Small and Cottage Industries Corporation (BSCIC)** is described below.

A. Business Strategy and Social Responsibility

Table-35

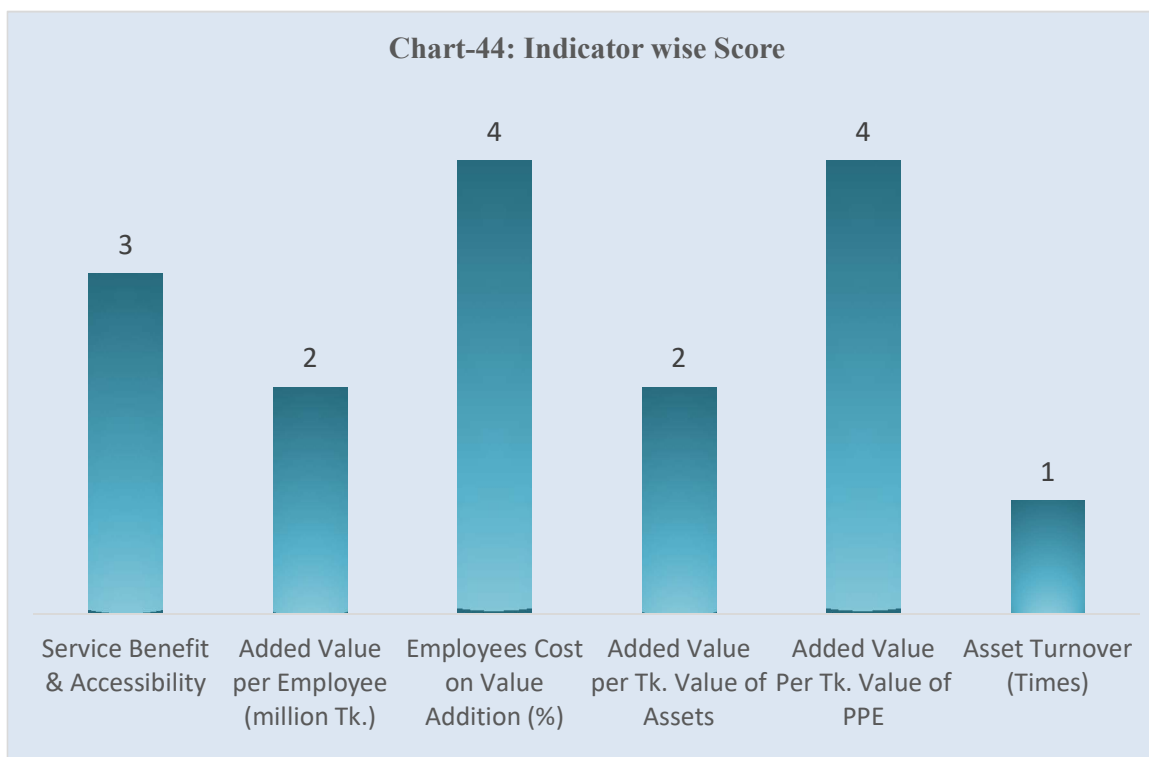
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Entity Strategy					
	Entity Strategic Plan	QL	4	87.00%	Very Good	3
2	Growth Trajectory					
	2a. Net Surplus Growth	QN	5	65.58%	Excellent	4
	2b Service Revenue Growth	QN	5	(18.02%)	Under Performing	0
	2c. Other Growth	QL	4	75.00%	Good	2
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved"	QN	4	93.43%	Excellent	4
4	Social Contribution • Environmental Contribution • CSR/WPPF • Training/Volunteering	QL	3	88.00%	Very Good	3
Sub-Total			25			



B. Operational Efficiency

Table-36

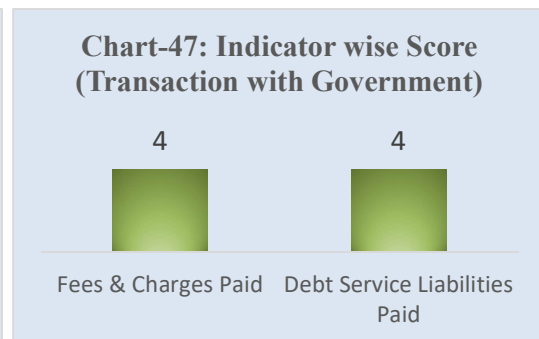
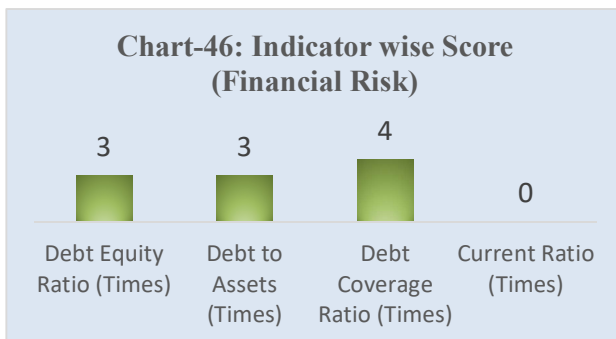
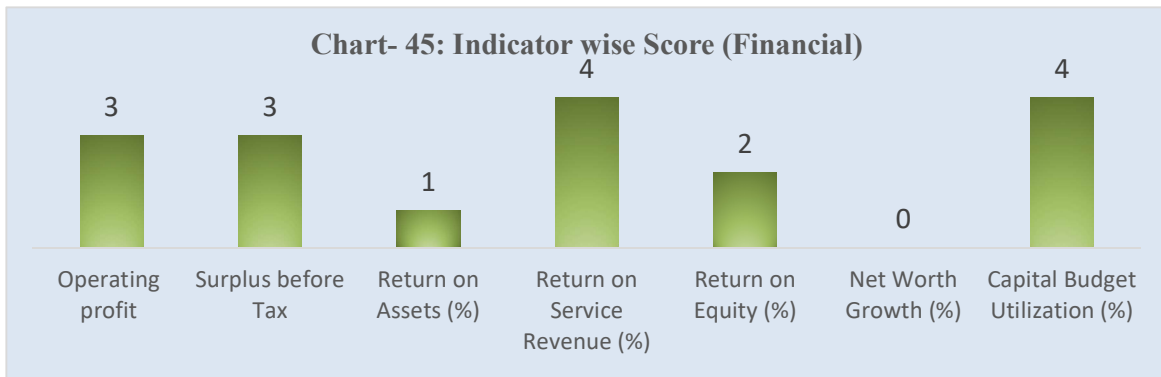
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Service Delivery					
	Service Benefit & Accessibility	QL	4	85.00%	Very Good	3
2	Labor Productivity					
	2a. Added Value per Employee (mil. Tk.)	QN	4	Tk. 1.10 Mil.	Good	2
	2b. 2b. Employees Cost on Value Addition (%)	QN	4	49.25%	Excellent	4
3	Capital Productivity					
	3a. Added Value per Tk. Value of Assets	QN	4	Tk. 0.07	Good	2
	3b. Added Value Per Tk. Value of PPE	QN	4	Tk.0.21	Excellent	4
4	Production					
	Asset Turnover (Times)	QN	5	0.09	Fair	1
Sub-total			25			



C. Financial

Table-37

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
	i. Financial Performance					
1	Operating Surplus	QN	2	Tk. 444.41 mil.	Very Good	3
2	Surplus before Tax	QN	2	Tk. 545.40 mil.	Very Good	3
3	Return on Assets (%)	QN	2	2.12%	Fair	1
4	Return on Service Revenue (%)	QN	2	23.87%	Excellent	4
5	Return on Equity (%)	QN	2	4.24%	Good	2
6	Net Worth Growth (%)	QN	2	(10.68%)	Under Performing	0
7	Capital Budget Utilization (%)	QN	2	98.99%	Excellent	4
	ii. Financial Risk					
1	Debt Equity Ratio (Times)	QN	3	1.00	Very Good	3
2	Debt to Assets (Times)	QN	3	0.50	Very Good	3
3	Debt Coverage Ratio (Times)	QN	2	7.73	Excellent	4
4	Current Ratio (Times)	QN	2	0.74	Under Performing	0
	iii) Transactions with Government					
1	Fees & Charges Paid	QN	3	100%	Excellent	4
2	Debt Service Liabilities Paid	QN	3	100%	Excellent	4
Sub-total			30			

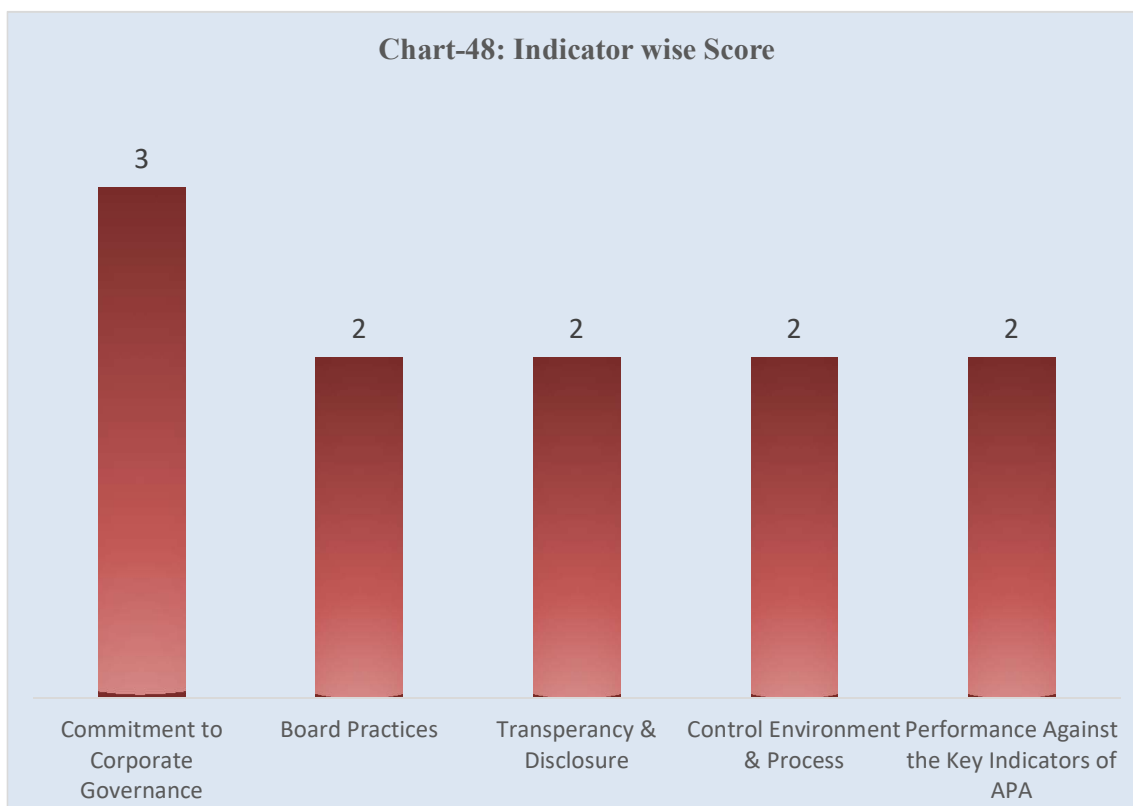


D. Corporate Governance Practices

Table-38

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Commitment to Corporate Governance	QL	4	82%	Very Good	3
2	Board Practices	QL	4	78%	Good	2
3	Transparency and Disclosure	QL	4	75%	Good	2
4	Control Environment and Process	QL	4	76%	Good	2
5	Performance against the key Indicators of APA	QN	4	84.17%	Good	2
Sub-total			20			
Grand Total (A+B+C+D):			100			

Chart-48: Indicator wise Score

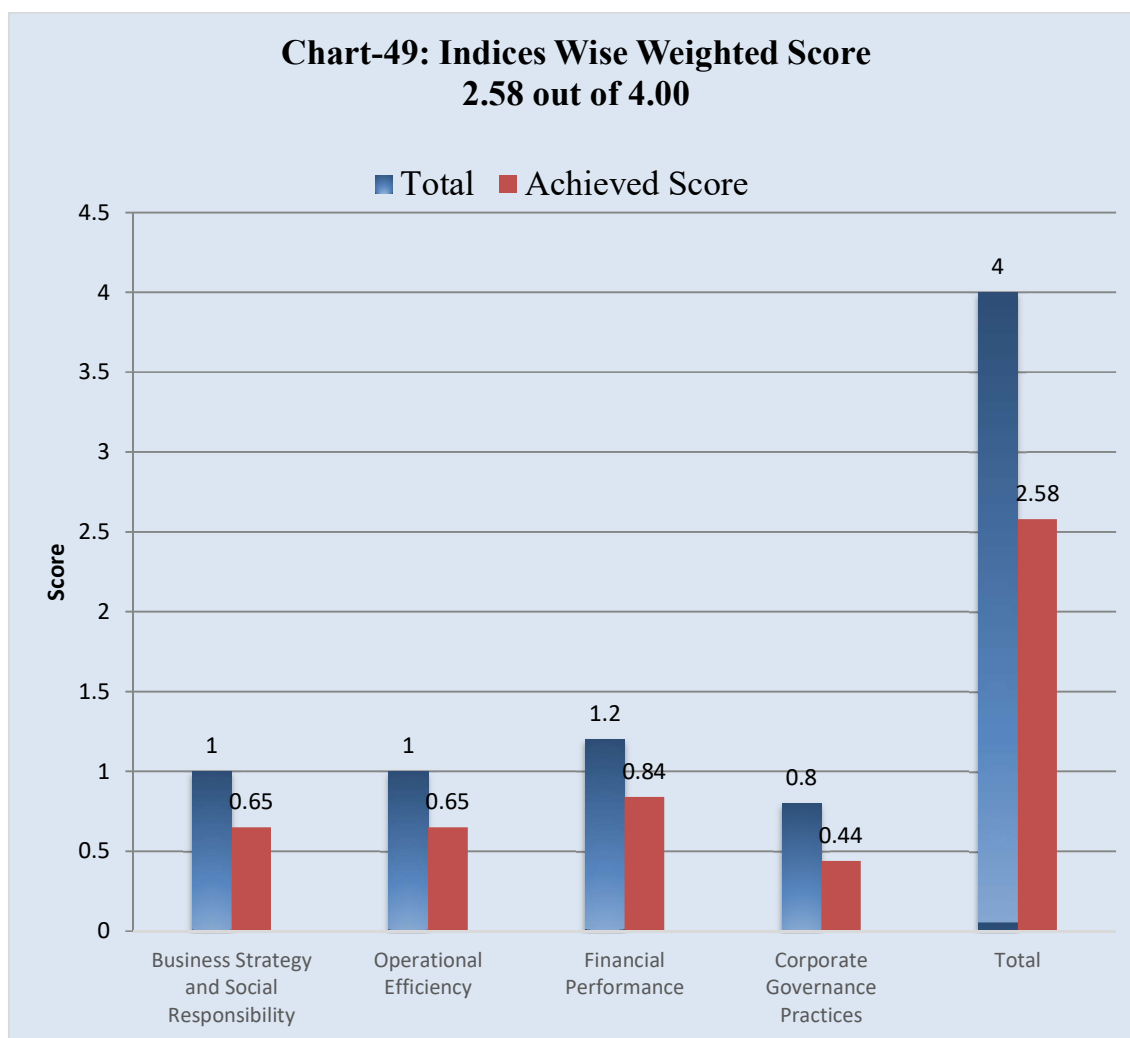


Indices wise overall score

Table-39

Name of Indices	Weighted Score (%)
A. Business Strategy and Social Responsibility	0.65
B. Operational Efficiency	0.65
C. Financial	0.84
D. Corporate Governance Practices	0.44
Total (A+B+C+D)	2.58

Chart-49: Indices Wise Weighted Score
2.58 out of 4.00

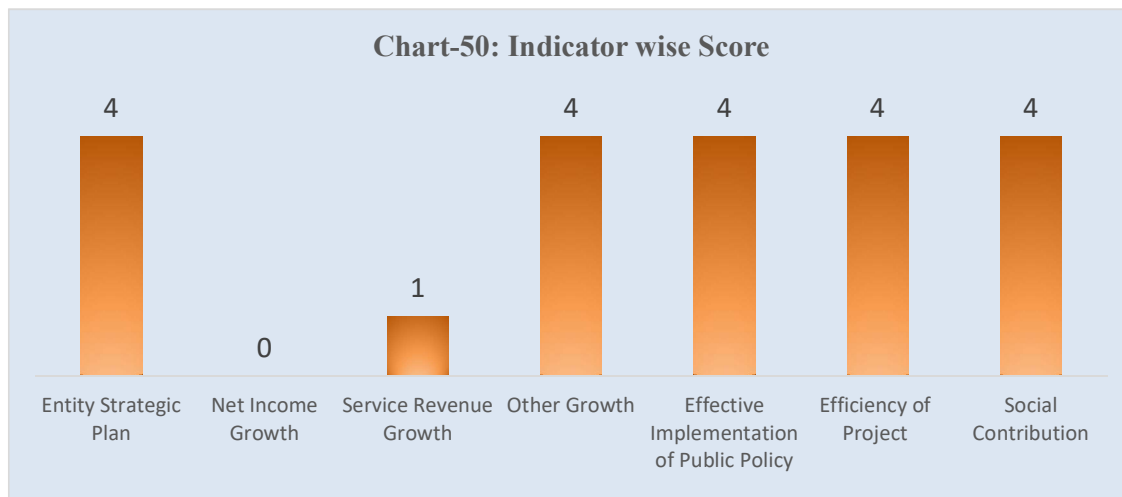


4.2.8 Indices wise achievement (Business Strategy and Social Responsibility, Operational Efficiency, Financial, Corporate Governance Practices) and overall performance of **Bangladesh Power Development Board (BPDB)** is described below.

A. Business Strategy and Social Responsibility

Table-40

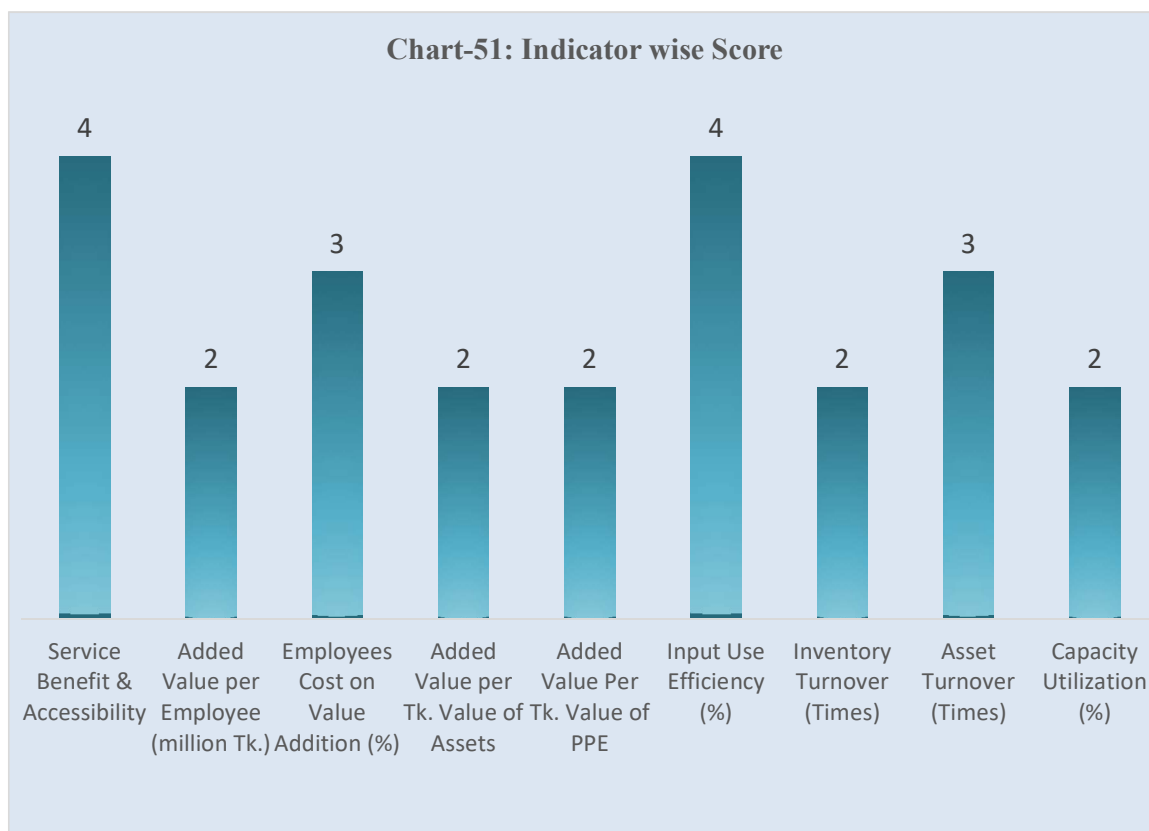
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-	Actual Performance	Achievement	
					Grade	Score
1	Entity Strategy					
	Entity Strategic Plan	QL	4	96.00%	Excellent	4
2	Growth Trajectory					
	2a.Net Income Growth	QN	4	(2600.66) %	Under Performing	0
	2b Service Revenue Growth	QN	4	6.80%	Fair	1
	2c. Other Growth	QL	3	92.00%	Excellent	4
3	Effective Implementation of Public Policy • Implement activities to achieve policy goal	QL	3	94.00%	Excellent	4
4	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved	QN	4	100%	Excellent	4
5	Social Contribution • Environmental Contribution • CSR/WPPF • Training/Volunteering	QL	3	92.00%	Excellent	4
Sub-Total			25			



B. Operational Efficiency

Table-41

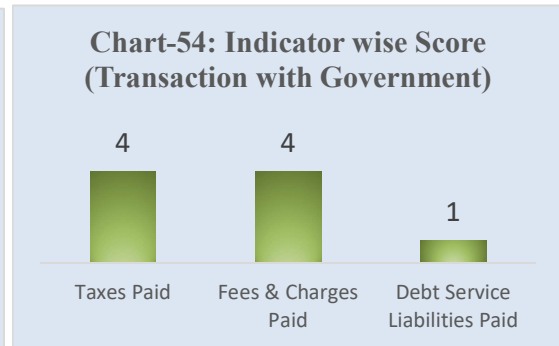
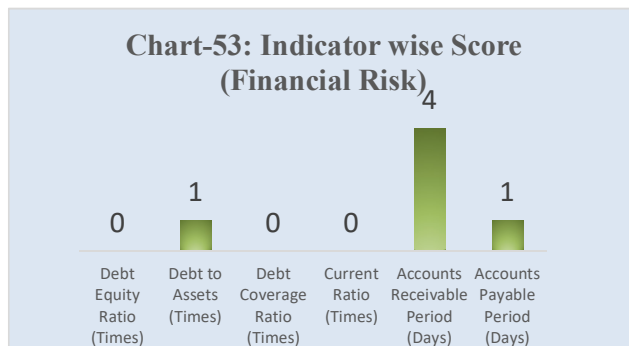
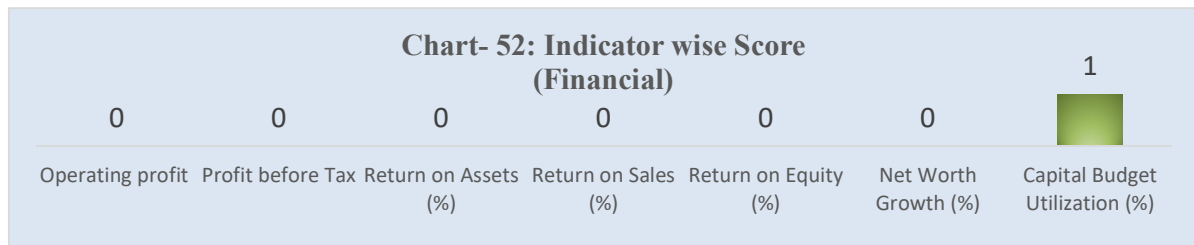
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Service Delivery					
	Service Benefit & Accessibility	QL	3	91.00%	Excellent	4
2	Labor Productivity					
	2a. Added Value per Employee (mil. Tk.)	QN	3	Tk. 2.66 mil.	Good	2
	2b. 2b. Employees Cost on Value Addition (%)	QN	2	11.43%	Very Good	3
3	Capital Productivity					
	3a. Added Value per Tk. Value of Assets	QN	3	Tk. 0.02	Good	2
	3b. Added Value Per Tk. Value of PPE	QN	2	Tk.0.05	Good	2
4	Production					
	4a. Input Use Efficiency (%)	QN	3	42.86%	Excellent	4
	4b. Inventory Turnover (Times)	QN	2	18.99	Good	2
	4c. Asset Turnover (Times)	QN	4	0.30	Very Good	3
	4d. Capacity Utilization (%)	QN	3	43%	Good	2
Sub-total			25			



C. Financial

Table-42

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
	i. Financial Performance					
1	Operating profit	QN	2	Tk. (4366.11) mil.	Under Performing	0
2	Profit before Tax	QN	2	Tk. (17993.48) mil.	Under Performing	0
3	Return on Assets (%)	QN	2	(2.29) %	Under Performing	0
4	Return on Sales (%)	QN	2	(7.52) %	Under Performing	0
5	Return on Equity (%)	QN	2	(54.67) %	Under Performing	0
6	Net Worth Growth (%)	QN	2	(49.53) %	Under Performing	0
7	Capital Budget Utilization (%)	QN	2	42.44%	Fair	1
	ii. Financial Risk					
1	Debt Equity Ratio (Times)	QN	1	22.90	Under Performing	0
2	Debt to Assets (Times)	QN	2	0.96	Fair	1
3	Debt Coverage Ratio (Times)		2	0.74	Under Performing	0
4	Current Ratio (Times)	QN	2	0.82	Under Performing	0
5	Accounts Receivable Period (Days)	QN	2	84.32	Excellent	4
6	Accounts Payable Period (Days)	QN	2	169.73	Fair	1
	iii) Transactions with Government					
1	Taxes Paid	QN	1	100%	Excellent	4
2	Fees & Charges Paid	QN	2	100%	Excellent	4
3	Debt Service Liabilities Paid	QN	2	64.35%	Fair	1
Sub-total			30			

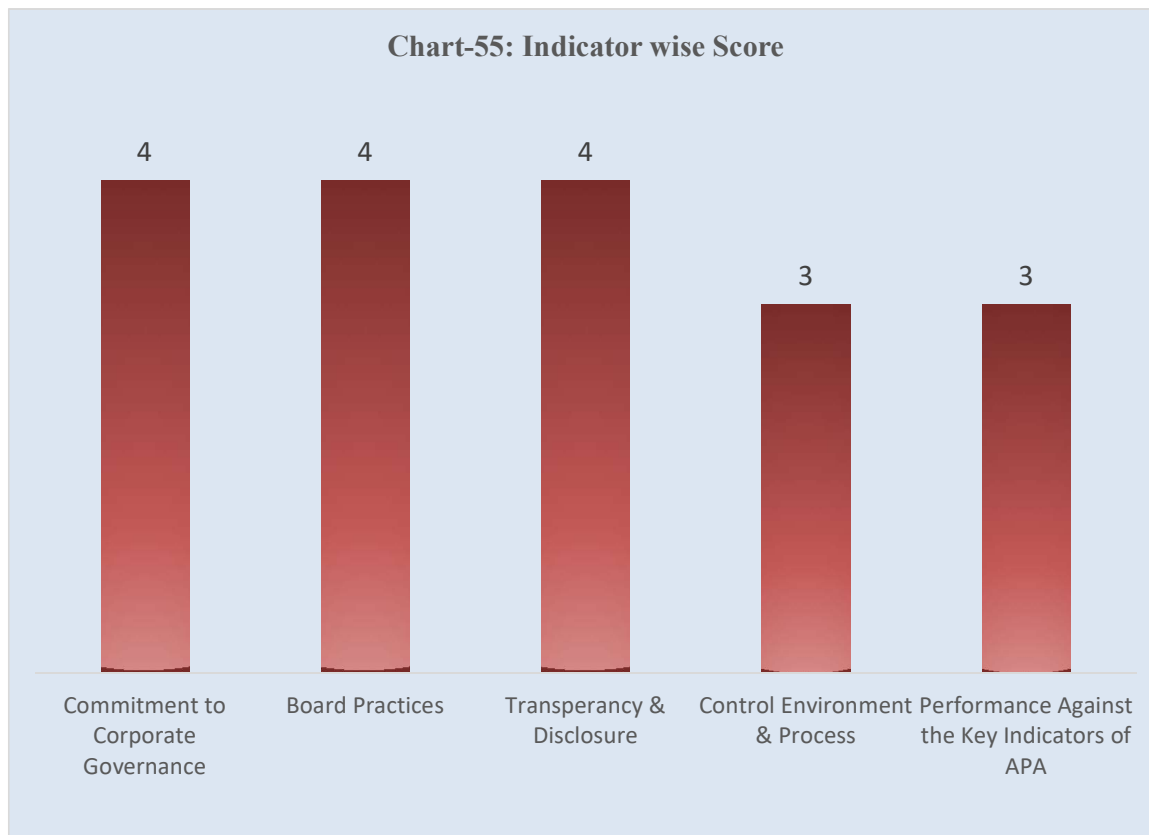


D. Corporate Governance Practices

Table-43

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Commitment to Corporate Governance	QL	4	91%	Excellent	4
2	Board Practices	QL	4	91%	Excellent	4
3	Transparency and Disclosure	QL	4	91%	Excellent	4
4	Control Environment and Process.	QL	4	82%	Very Good	3
5	Performance against the key Indicators of APA	QN	4	92.08%	Very Good	3
Sub-total			20			
Grand Total (A+B+C+D):			100			

Chart-55: Indicator wise Score

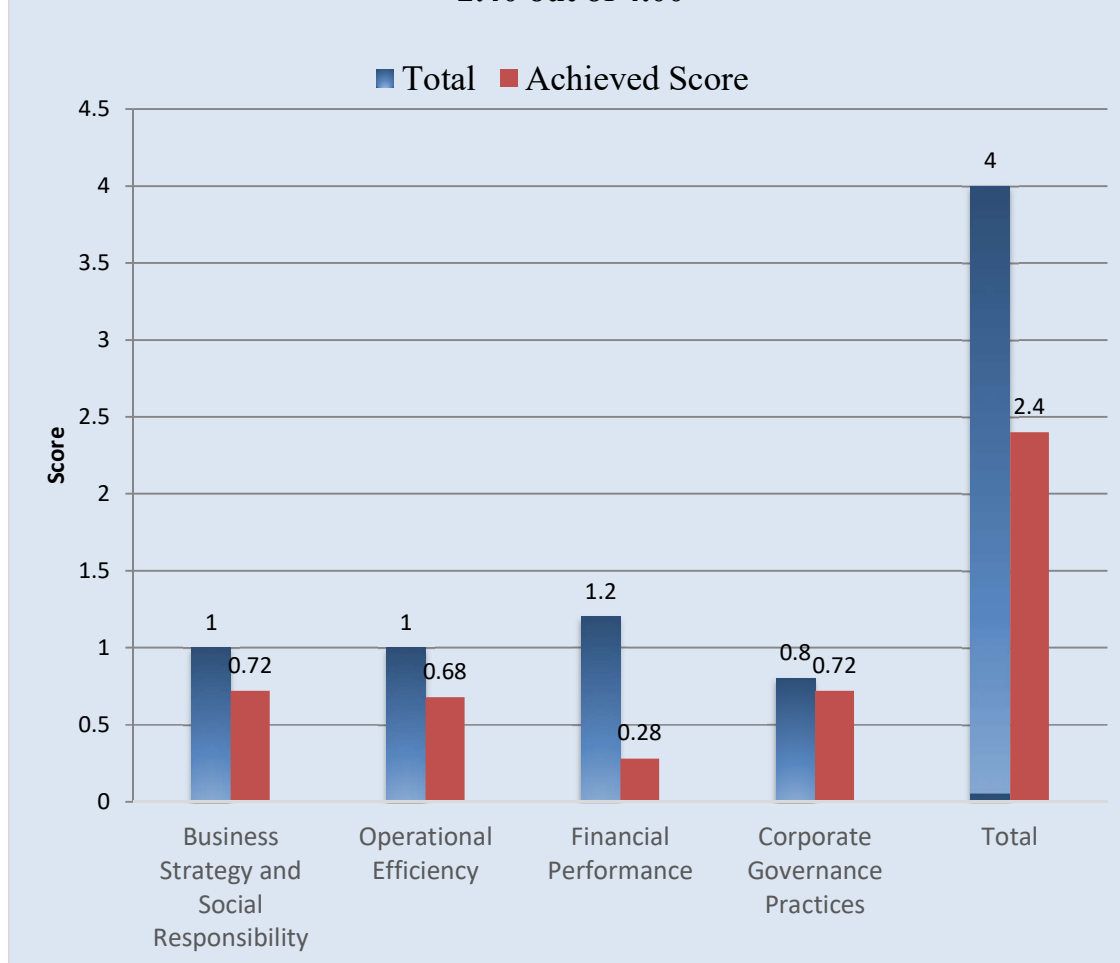


Indices wise overall score

Table-44

Name of Indices	Weighted Score (%)
A. Business Strategy and Social Responsibility	0.72
B. Operational Efficiency	0.68
C. Financial	0.28
D. Corporate Governance Practices	0.72
Total (A+B+C+D)	2.40

Chart-56: Indices Wise Weighted Score
2.40 out of 4.00

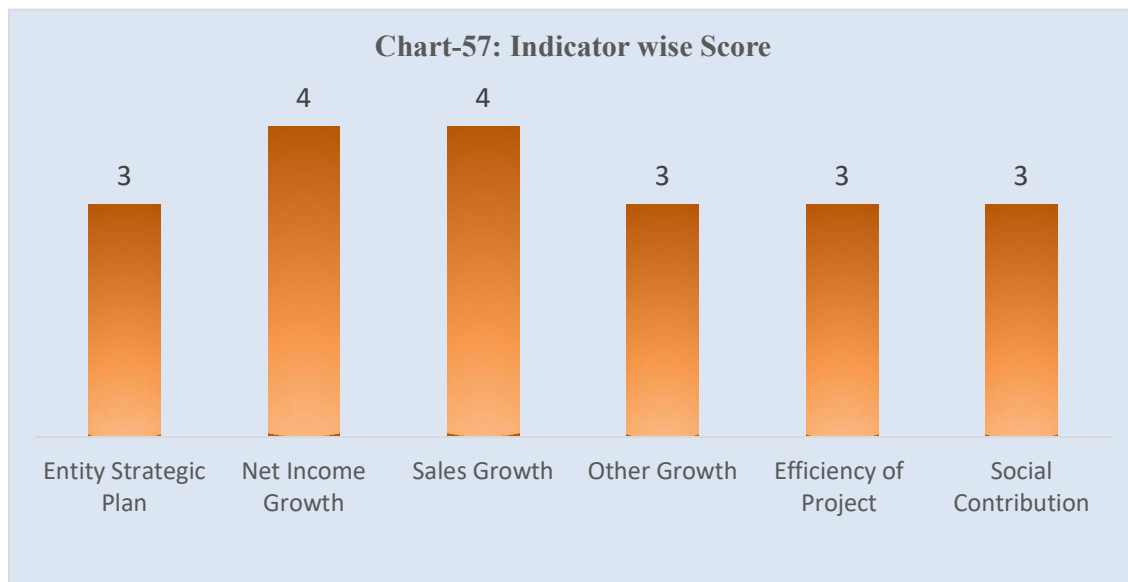


4.2.9 Indices wise achievement (Business Strategy and Social Responsibility, Operational Efficiency, Financial, Corporate Governance Practices) and overall performance of **Bangladesh Parjatan Corporation** is described below.

A. Business Strategy and Social Responsibility

Table-45

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Entity Strategy					
	Entity Strategic Plan	QL	5	88.00%	Very Good	3
2	Growth Trajectory					
	2a.Net Income Growth	QN	3	101.51%	Excellent	4
	2b Sales Growth	QN	3	62.63%	Excellent	4
	2c. Innovative/Other Growth	QL	4	88.00%	Very Good	3
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved	QN	5	86.98%	Very Good	3
4	Social Contribution • Environmental Contribution • CSR/WPPF • Training/Volunteering	QL	5	82.00%	Very Good	3
Sub-Total			25			

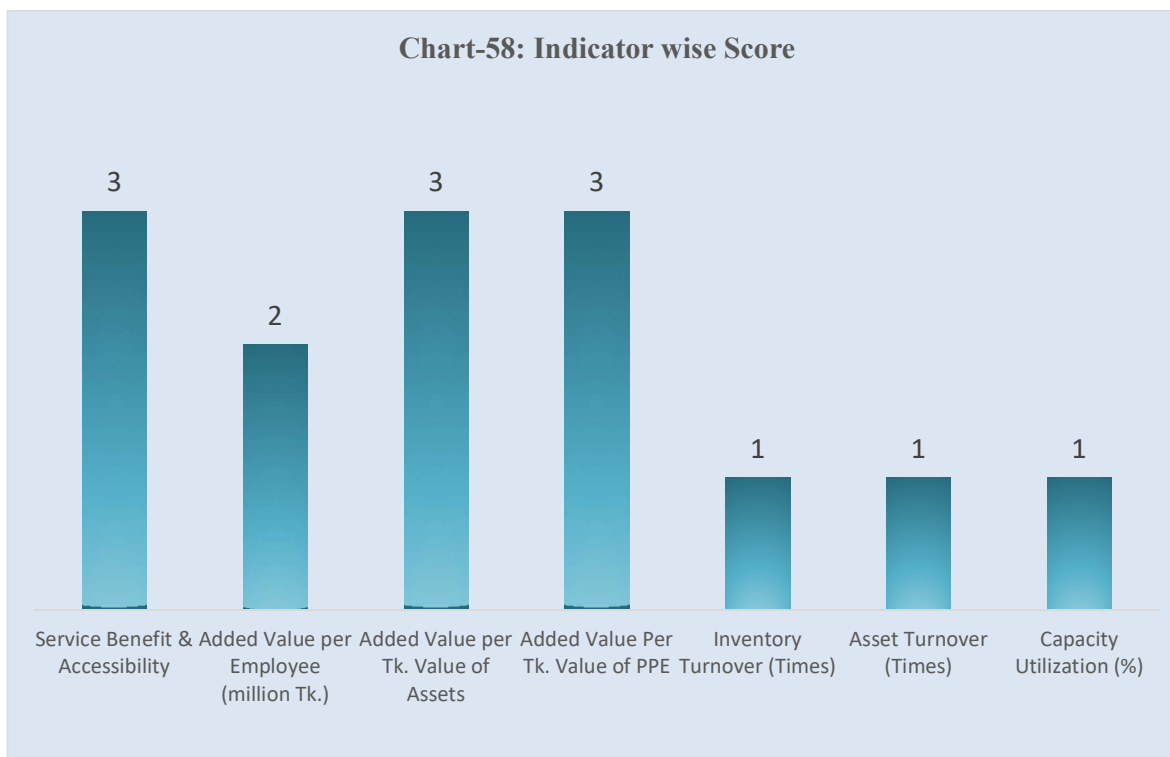


B. Operational Efficiency

Table-46

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Service Delivery					
	Service Benefit & Accessibility	QL	4	85.00%	Very Good	3
2	Labor Productivity					
	2a. Added Value per Employee (mil. Tk.)	QN	3	Tk. 2.47 mil.	Good	2
3	Capital Productivity					
	3a. Added Value per Tk. Value of Assets	QN	3	Tk. 0.28	Very Good	3
	3b. Added Value Per Tk. Value of PPE	QN	3	Tk. 1.62	Very Good	3
4	Production					
	4a. Inventory Turnover (Times)	QN	4	7.48	Fair	1
	4b. Asset Turnover (Times)	QN	4	0.34	Fair	1
	4c. Capacity Utilization (%)	QN	4	43.79%	Fair	1
Sub-total			25			

Chart-58: Indicator wise Score



C. Financial

Table-47

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for Sub-indicators	Actual Performance	Achievement	
					Grade	Score
	i. Financial Performance					
1	Operating profit	QN	2	Tk. (45.73) mil.	Under Performing	0
2	Profit before Tax	QN	2	Tk. 0.80 mil.	Under Performing	0
3	Return on Assets (%)	QN	2	0.02%	Under Performing	0
4	Return on Sales (%)	QN	2	0.07%	Under Performing	0
5	Return on Equity (%)	QN	2	0.03%	Under Performing	0
6	Net Worth Growth (%)	QN	2	15.93%	Very Good	3
7	Capital Budget Utilization (%)	QN	2	28.29%	Under Performing	0
	ii. Financial Risk					
1	Debt Equity Ratio (Times)	QN	2	0.17	Excellent	4
2	Debt to Assets (Times)	QN	2	0.14	Excellent	4
3	Debt Coverage Ratio (Times)	QN	2	24.31	Excellent	4
4	Current Ratio (Times)	QN	2	1.96	Very Good	3
5	Accounts Receivable Period (Days)	QN	2	571	Under Performing	0
6	Accounts Payable Period (Days)	QN	2	958	Under Performing	0
	iii) Transactions with Government					
1	Fees & Charges Paid	QN	2	100%	Excellent	4
2	Debt Service Liabilities Paid	QN	2	30.30%	Under Performing	0
Sub-total			30			

Chart- 59: Indicator wise Score (Financial)

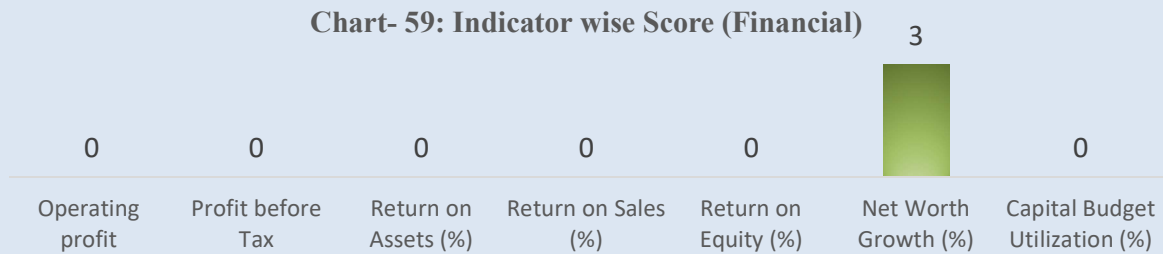


Chart-60: Indicator wise Score (Financial Risk)

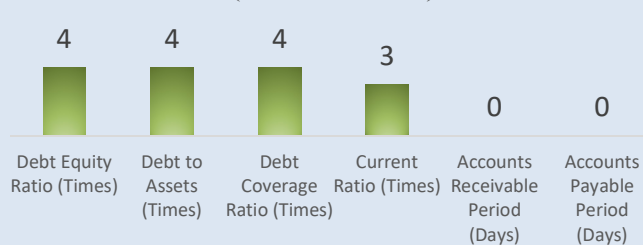
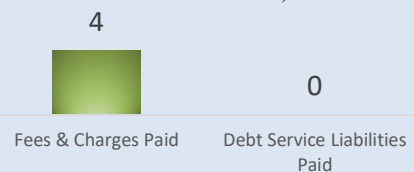


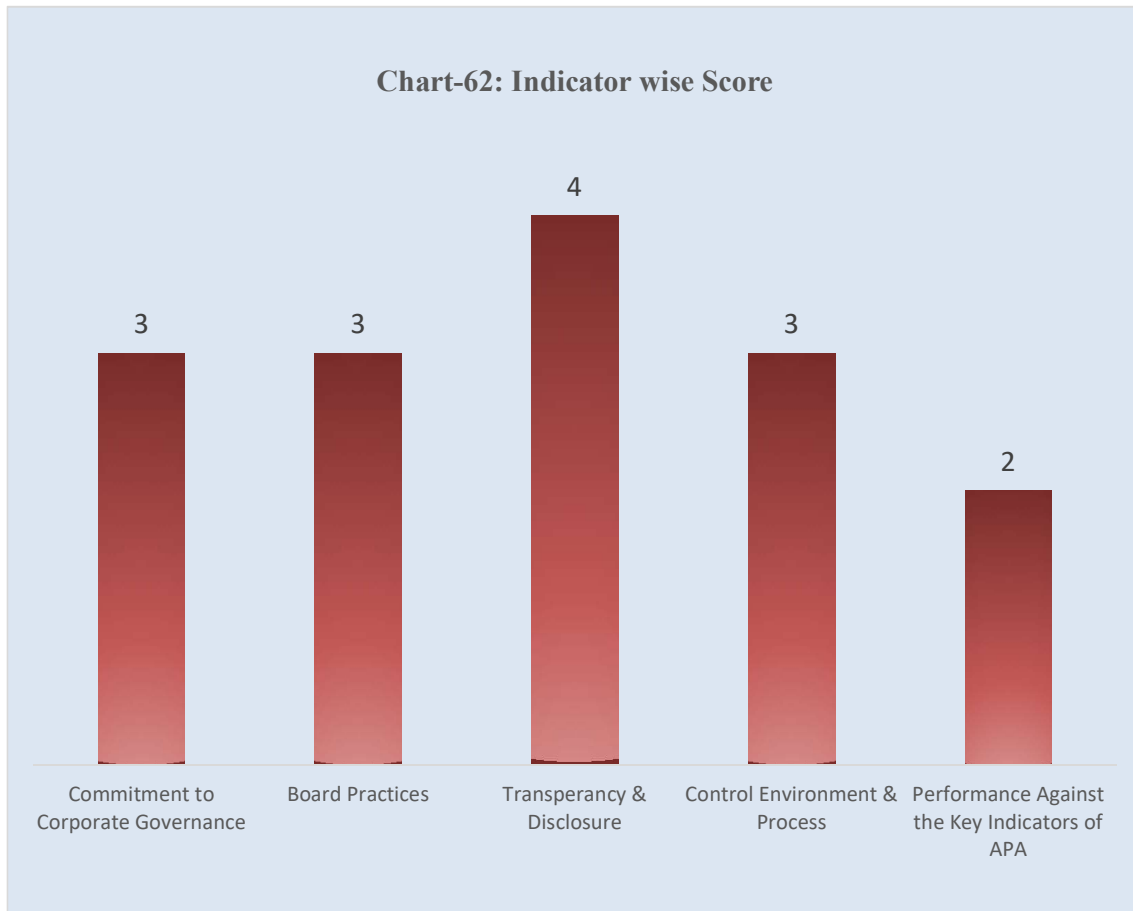
Chart-61: Indicator wise Score (Transaction with Government)



D. Corporate Governance Practices

Table-48

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Commitment to Corporate Governance	QL	4	85%	Very Good	3
2	Board Practices	QL	4	81%	Very Good	3
3	Transparency and Disclosure	QL	4	91%	Excellent	4
4	Control Environment and Process.	QL	4	82%	Very Good	3
5	Performance against the key Indicators of APA	QN	4	88.06%	Good	2
Sub-total			20			
Grand Total (A+B+C+D):			100			

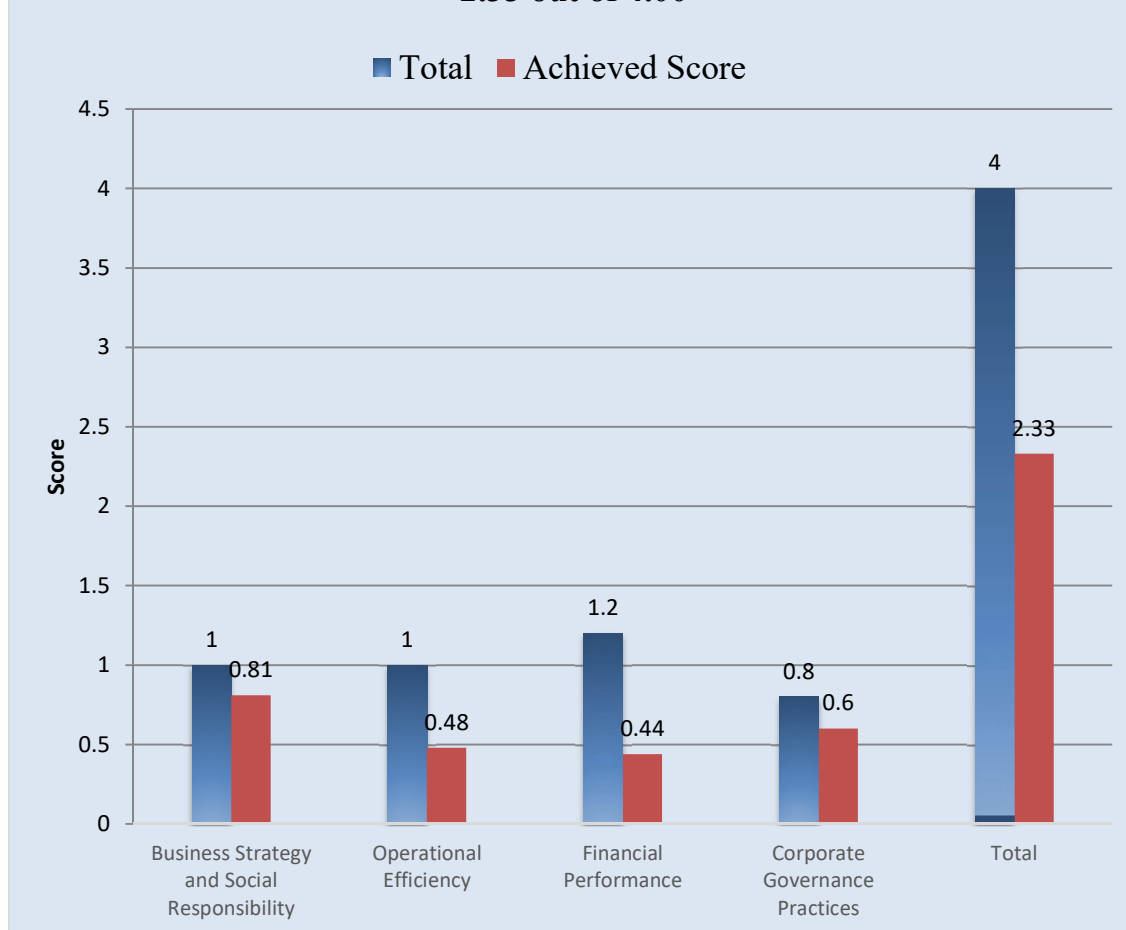


Indices wise overall score

Table-49

Name of Indices	Weighted Score (%)
A. Business Strategy and Social Responsibility	0.81
B. Operational Efficiency	0.48
C. Financial	0.44
D. Corporate Governance Practices	0.60
Total (A+B+C+D)	2.33

Chart-63: Indices Wise Weighted Score
2.33 out of 4.00

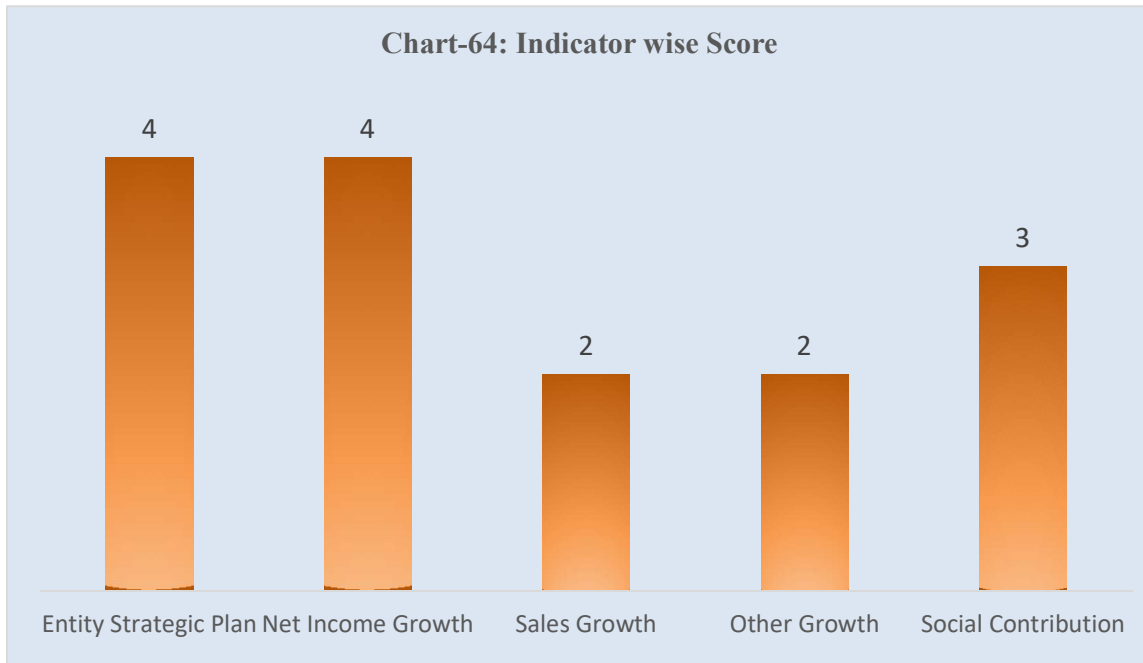


4.2.10 Indices wise achievement (Business Strategy and Social Responsibility, Operational Efficiency, Financial, Corporate Governance Practices) and overall performance of **Bangladesh Forest Industries Development Corporation (BFIDC)** is described below.

A. Business Strategy and Social Responsibility

Table-50

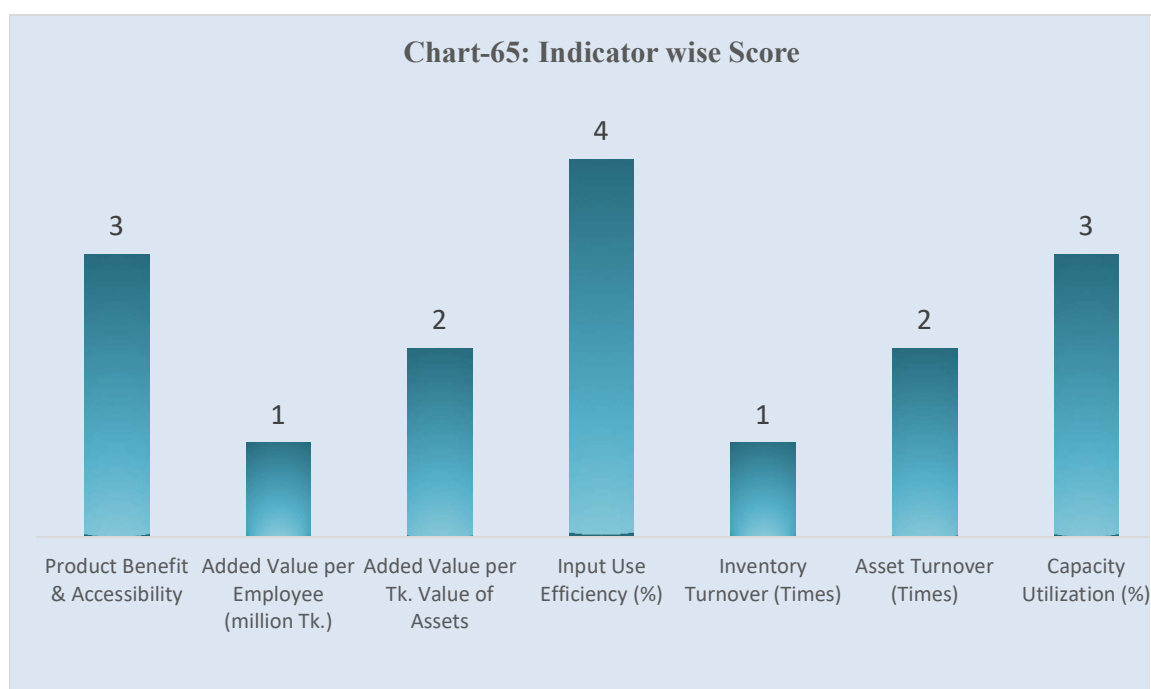
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Entity Strategy					
	Entity Strategic Plan	QL	5	93.00%	Excellent	4
2	Growth Trajectory					
	2a. Net Income Growth	QN	5	45.78%	Excellent	4
	2b. Sales Growth	QN	5	6.99%	Good	2
	2c. Other Growth	QL	5	72.00%	Good	2
3	Social Contribution					
	<ul style="list-style-type: none"> Environmental Contribution CSR/WPPF Training/Volunteering 	QL	5	81.00%	Very Good	3
Sub-Total			25			



B. Operational Efficiency

Table-51

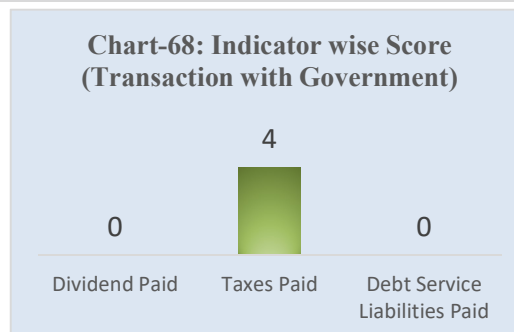
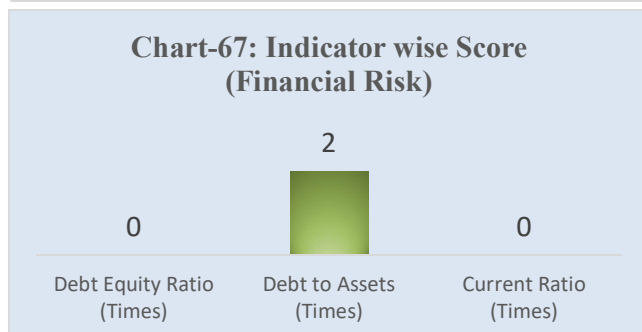
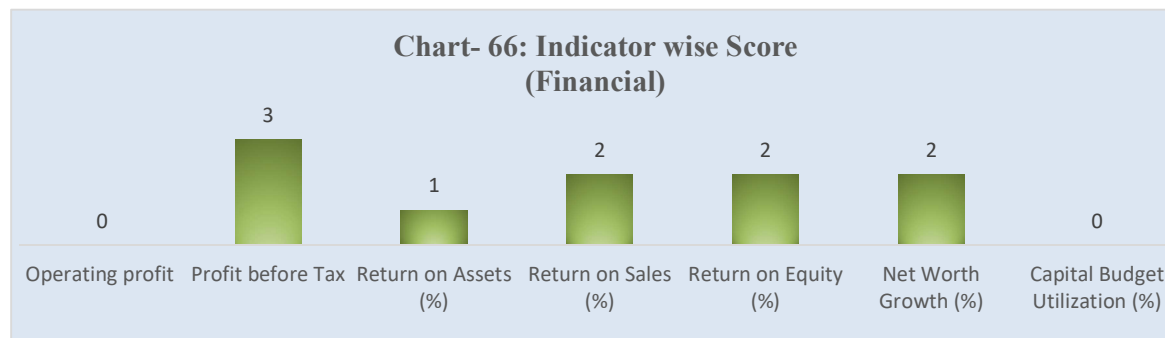
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Product Delivery					
	Product Benefit & Accessibility	QL	4	81.00%	Very Good	3
2	Labor Productivity					
	Added Value per Employee (mil. Tk.)	QN	3	Tk. 09 million	Fair	1
3	Capital Productivity					
	Added Value per Tk. Value of Assets	QN	3	Tk. 03	Good	2
4	Production					
	4a. Input Use Efficiency (%)	QN	4	25%	Excellent	4
	4b. Inventory Turnover (Times)	QN	3	2.74	Fair	1
	4c. Asset Turnover (Times)	QN	5	0.12	Good	2
	4d. Capacity Utilization (%)	QN	3	89.29	Very Good	3
Sub-total			25			



C. Financial

Table-52

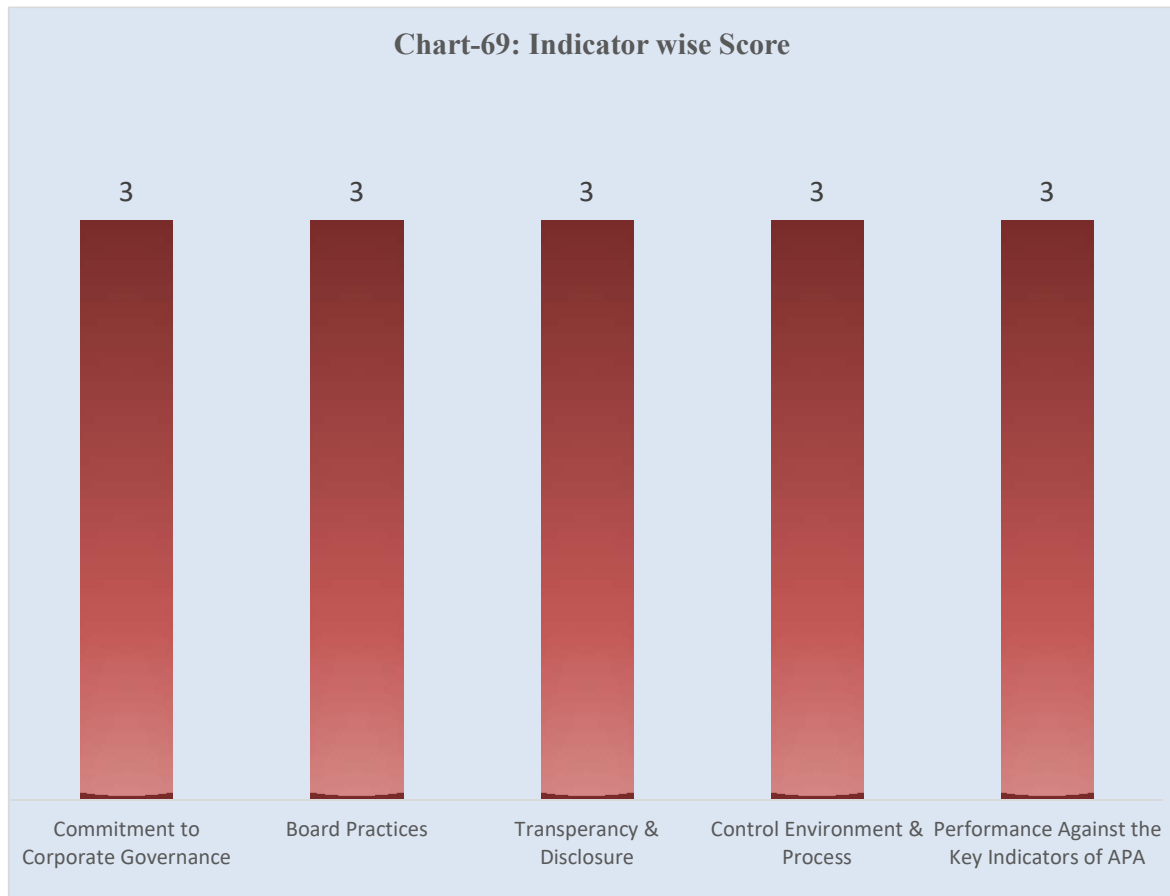
Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
	i. Financial Performance					
1	Operating profit	QN	2	Tk. (181.90) mil.	Under-performing	0
2	Profit before Tax	QN	2	Tk. 274.42 mil.	Very Good	3
3	Return on Assets (%)	QN	2	1.32%	Fair	1
4	Return on Sales (%)	QN	2	10.87%	Good	2
5	Return on Equity (%)	QN	2	5.88%	Good	2
6	Net Worth Growth (%)	QN	2	3.73%	Good	2
7	Capital Budget Utilization (%)	QN	2	10.97%	Under-performing	0
	ii. Financial Risk					
1	Debt Equity Ratio (Times)	QN	3	3.46	Under-performing	0
2	Debt to Assets (Times)	QN	3	0.78	Good	2
3	Current Ratio (Times)	QN	3	1.13	Under-performing	0
	iii. Transactions with Govt.					
1	Dividend Paid	QN	2	0%	Under-performing	0
2	Taxes Paid	QN	2	100%	Excellent	4
3	Debt Service Liabilities Paid	QN	3	0%	Under-performing	0
Sub-total			30			



D. Corporate Governance Practices

Table-53

Serial No.	Indicators & Sub-Indicators	Types of Measurement	Weight for sub-indicators	Actual Performance	Achievement	
					Grade	Score
1	Commitment to Corporate Governance	QL	4	81%	Very Good	3
2	Board Practices	QL	4	82%	Very Good	3
3	Transparency and Disclosure	QL	4	82%	Very Good	3
4	Control Environment and Process	QL	4	81%	Very Good	3
5	Performance against the key Indicators of APA	QN	4	97.50%	Very Good	3
Sub-total			20			
Grand Total (A+B+C+D):			100			

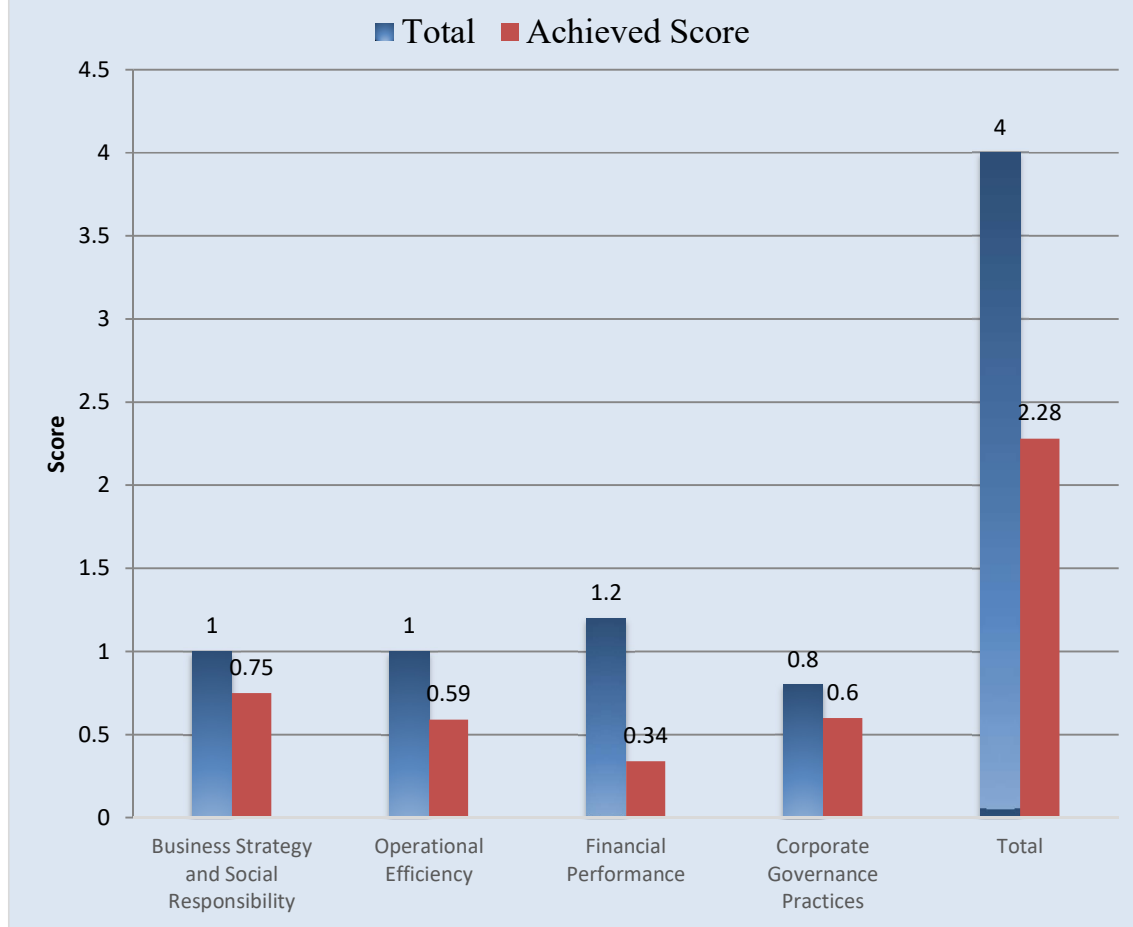


Indices wise overall score

Table-54

Name of Indices	Weighted Score (%)
A. Business Strategy and Social Responsibility	0.75
B. Operational Efficiency	0.59
C. Financial	0.34
D. Corporate Governance Practices	0.60
Total (A+B+C+D)	2.28

**Chart-70: Indices Wise Weighted Score
2.28 out of 4.00**



5. Recommendations

Based on the finding of selected 10 SOEs and ABs Independent Performance Evaluation, the following recommendations are made:

5.1 Bangladesh Overseas Employment and Service Ltd (BOESL):

To improve the performance of BOESL the following recommendations are made based on the finding of IPE.

- a) BOESL should take effective measures to achieve their set target for overseas employment by 2025.
- b) The entity should plan to create overseas employment opportunities, especially for women and poor people with an aim to reduce poverty.
- c) It should form Board Committees such as Audit Committee, Remuneration and Nomination Committee for internal control and compliance.
- d) Audit department should report to Board directly instead of Secretary of BOESL to ensure independence of the Audit Department.
- e) BOESL should comply “IAS-12: Income Taxes” for presentation of Deferred Tax Liability in AFS properly.
- f) BOESL should properly record all unadjusted advances received from the different Overseas Companies in their Current Liabilities accounts instead of Current Assets.
- g) The entity should provide adequate disclosure detailing the basis of reasons for transferring the retained earnings to the reserve fund.

5.2 Bangladesh Shipping Corporation (BSC):

To improve the performance of BSC the following recommendations are made based on the finding of IPE:

- a) BSC should take initiative to buy all ships as per Ships Acquisition Plan for increasing their shipping services in the international sea routes;
- b) The entity should arrange on the job training for the newly recruited Nautical and Engineering Cadets to create skilled manpower in the maritime sector.
- c) BSC’s marine workshop should be upgraded and automated to provide all types of shipping services efficiently and timely.
- d) Financial Statements of the BSC appear to have been prepared without due attention to IFRS. Financial Statements need to be prepared in accordance with applicable IAS and IFRS to improve financial discipline, disclosure, and reporting.
- e) Auditor’s observations regarding impairment test, revenue recognition and impairment loss need to be recognized.

5.3 Bangladesh Bridge Authority (BBA):

Based on the finding of IPE following recommendations are made to improve the performance of BBA:

- a) BBA should implement Digital Toll Collection System for bridges which still operate manually to ensure quicker and easier traffic movement.
- b) To establish uninterrupted transport communication network BBA should try to complete all mega projects within the stipulated period.
- c) The entity should form Board Committees (such as Audit Committee, Remuneration and Nomination Committee) for better internal control and compliance.
- d) Financial Statements of the BBA appear to have been prepared without due attention to IFRS. Financial Statements need to be prepared in accordance with applicable IAS and IFRS to improve financial discipline, disclosure and reporting.
- e) The entity should reconcile the FDR balance with the system generated schedule;
- f) BBA should maintain Fixed Assets Register, adjust/settle unadjusted accounts and follow VAT & TDS rules as suggested by the Auditors.

5.4 Chittagong Port Authority (CPA):

To improve the performance of CPA the following recommendations are made based on the finding of IPE:

- a) Container handling Process should be automated fully to improve the handling productivity and efficiency.
- b) CPA should implement the existing terminals upgraded plan for multipurpose uses.
- c) Terminal Operating System (TOS) should be implemented to ensure safety, security and operations of all kinds of cargos and vehicles.
- d) CPA should take strategic plan to reduce the ships turnaround period to less than one day.
- e) CPA should form Board Committees such as Audit Committee, Remuneration and Nomination Committee for internal control and compliance.
- f) CPA is advised to maintain specific provision against the FDR with Padma Bank Ltd as per applicable IAS/IFRS.
- g) Financial Statements of the CPA appear to have been prepared without due attention to IFRS. Financial Statements need to be prepared in accordance with applicable IAS and IFRS to improve financial discipline, disclosure and reporting.
- h) CPA should provide appropriate evidence as required by the auditors.

5.5 Khulna Development Authority (KDA):

To improve the performance of KDA the following recommendations are made based on the finding of IPE:

- a) To improve operative income of KDA:
 - i. Automation process should be implemented for all types of revenue collection to provide reliable and quick service to the stakeholders.
 - ii. Based on Detail Area Plan, KDA should develop more residential area for the people of Khulna city, Mongla, Nawapara and Rupsha to mitigate housing problem.
 - iii. It should take steps to increase revenue of its markets, bus-terminal and community center.
- b) KDA is advised to form Board Committees such as Audit Committee, Remuneration and Nomination Committee for internal control and compliance.
- c) Financial Statements of the KDA appear to have been prepared without due attention to IFRS. Financial Statements need to be prepared in accordance with applicable IAS and IFRS to improve financial discipline, disclosure and reporting.

5.6 Bangladesh Petroleum Corporation (BPC):

To improve the performance of BPC the following recommendations are made based on the finding of IPE:

- a) To ensure the safety and security of operational work of all depots “Automation of oil depots” Project should be implemented within the stipulated period;
- b) To increase the processing capacity of crude oil “Installation of ERL unit-2 project” should be completed as early as possible;
- c) The entity is implementing a good number of Pipeline Installation Projects to increase the operational efficiency in discharging the importable crude/refined oil as well as save time and reduce lighterage and tanker handling cost. All those projects should be completed within timeline;
- d) BPC should form Board Committees such as Audit Committee, Remuneration and Nomination Committee for internal control and compliance;
- e) BPC should comply applicable IAS/IFRS for fair presentation of AFS.
- f) BPC is advised to implement ongoing all projects on time.

5.7 Bangladesh Small and Cottage Industries Corporation (BSCIC):

To improve the performance of BSCIC the following actions may be taken:

- a) BSCIC should maintain central database, software/server to store SCI information/data.
- b) The entity should take initiative to re-allot its allotted but unused and vacant industrial plots that remain vacant for long time.
- c) BSCIC should form Board Committees such as Audit Committee, Remuneration and Nomination Committee for Internal Control and Compliance.
- d) The entity should assist the industrial entrepreneurs to install Effluent Treatment Plant (ETP) and Central Effluent Treatment Plant (CETP) as and where applicable to prevent from environmental pollution.
- e) BSCIC should prepare its financial statements on the basis of IAS/IFRS guideline.
- f) The entity should take appropriate steps to publish its AFS timely.
- g) BSCIC should include accumulated costs of all its ongoing projects in “Capital Work in Progress” account for fair presentation of their Annual Financial Statements.
- h) The entity should undertake necessary measures to complete its ongoing projects within the stipulated timeline.

5.8 Bangladesh Power Development Board (BPDB):

To improve the performance of BPDB the following recommendations are made based on the finding of IPE:

- a) BPDB produced 459 MW of electricity from renewable sources during 2021-22. So, they should implement more renewable energy-based projects to find sustainable solutions and produce clean energy.
- b) The entity should implement the Enterprise Resource Planning (EPR) Software as per their target to run the operational activities smoothly.
- c) BPDB should reduce their system loss within the acceptable range.
- d) Financial Statements of the BPDB appear to have been prepared without due attention to IFRS. Financial Statements need to be prepared in accordance with

applicable IAS and IFRS to improve financial discipline, disclosure and reporting.

- e) The entity should take appropriate measures to realize the huge outstanding receivable amount from the debtors.
- f) BPDB transferred transmission asset to PGCB as equity shares, the same amount is also showing in asset account of BPDB. This duplication should be avoided in financial statements.
- g) Discrepancy between PGCB and BPDB with regard to wheeling charge should be resolved.
- h) BPDB should reconcile bank accounts and provide the relevant documents as required by the auditors.
- i) BPDB is advised to prepare consolidated statements as per IAS 28.

5.9 Bangladesh Parjatan Corporation:

To improve the performance of Bangladesh Parjatan Corporation the following recommendations are made based on the finding of IPE.

- a) The corporation should have long term plan and implement eco-tourism, rural tourism, and community tourism in the country;
- b) The entity should take initiative to implement the Enterprise Resource Planning (ERP) system;
- c) The entity should take different business promotional program to increase its hotels and motels occupancy rate by providing various attractive offers and increases facilities for the customers.
- d) The corporation should take customer feedback and based on that should offer competitive package facilities which may help to recover its operational loss and increase their income.
- e) The entity is advised to assess effectiveness of existing training program and take measures to boost up tourism.
- f) Bangladesh Parjatan Corporation should prepare unit wise annual financial statements and incorporate those in the consolidated financial statement with a view to making disclosure of financial position of the units.
- g) The entity should maintain Asset Register with cost/price and implement accounting software for disclosure of accounts.

5.10. Bangladesh Forest Industries Development Corporation (BFIDC):

To improve the performance of BFIDC the following recommendations are made based on the finding of IPE:

- a) BFIDC should take initiatives to upgrade and adopt the modern technology for rubber processing and furniture manufacturing plant to reduce the process loss as well as produce modern design and quality rubber/furniture products.
- b) The entity shall undertake modern and appropriate business plan to export more rubber.
- c) BFIDC should train-up their manpower for a better and modern efficient operation.
- d) BFIDC is advised to form Board Committees, such as Audit Committee, Remuneration and Nomination Committee for internal control and compliance.
- e) BFIDC should prepare its financial statements (including cash flow statement) on the basis of IAS/IFRS guidelines.

6. Conclusion

Independent Performance Evaluation (IPE) reports of selected 10 SOEs and ABs have been prepared based on their audited financial statements, data and relevant documents for FY 2021-22. During FY 2021-22 BPDB and BPC's cost of sales/services and financial expenses increased significantly due to that they incurred huge operating loss as well as net loss. Besides this BFIDC, Bangladesh Parjatan Corporation and KDA also incurred operating loss, but they earned net profit during FY 2021-22. So BPDB, BPC, BFIDC, KDA and Bangladesh Parjatan Corporation should take effective measures to recover their operating loss.

Therefore, for sustainable development of selected 10 SOEs/ABs are required to improve their overall performance by executing their master plan and program within timeline. The selected 10 SOEs/ABs should also take appropriate steps to comply the relevant IAS/IFRS and resolve the financial anomalies mentioned in their audit report 2021-22. These steps will help to create employment opportunity, increase GDP, reduce poverty and ensure socio-economic development of Bangladesh.

Performance Evaluation Results of BOESL

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
A	Business Strategy and Social Responsibility:	30			
1	Entity Strategy: Entity Strategic Plan		6	4	0.24
2	Growth Trajectory: 2a. Net Income Growth		6	4	0.24
	2b. Service Revenue Growth		6	4	0.24
	2c. Other Growth		6	4	0.24
4	Social Contribution: • Environmental Contribution • CSR/WPPF • Training/Volunteering		6	4	0.24
	Sub Total		30		1.20
B	Operational Efficiency:	30			
1	Service Delivery: Service benefits and Accessibility		8	4	0.32
2	Labor Productivity: Added Value Per Employee		8	3	0.24
3	Capital Productivity: Added Value Per TK Value of Assets		8	4	0.32
4	Production:				
	Asset Turnover		6	2	0.12
	Sub Total		30		1.00
C	Financial:	20			
	i. Financial Performance:				
1	Operating profit		1	3	0.03
2	Profit before tax		1	4	0.04
3	Return on assets		2	3	0.06
4	Return on Service Revenue		2	4	0.08
5	Return on equity		2	4	0.08
6	Net worth growth		2	4	0.08
7	Capital budget utilization		2	4	0.08
	ii. Financial Risk:				
1	Debt equity ratio		2	4	0.08
2	Debt to assets		2	4	0.08
3	Current ratio		2	3	0.06
	iii. Transactions with Government:				
1	Dividend paid		1	4	0.04
2	Taxes paid		1	4	0.04
	Sub Total		20		0.75

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	4	0.16
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	3	0.12
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	4	0.16
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	3	0.12
5	Performance against the key Indicators of APA: Total Performance score achieved on APA		4	3	0.12
	Sub Total		20		0.68
	Grand Total (A+B+C+D)	100	100		3.63

Performance Evaluation Results of BSC

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
A	Business Strategy and Social Responsibility:	25			
1	Entity Strategy: Entity Strategic Plan		5	4	0.20
2	Growth Trajectory: 2a. Net Income Growth		4	4	0.16
	2b. Service Revenue Growth		4	4	0.16
	2c. Other Growth		4	4	0.16
3	Effective Implementation of Public Policy: Implement activities to achieve policy goal		4	4	0.16
4	Social Contribution: • Environmental Contribution • CSR / WPPF • Training / Volunteering		4	3	0.12
	Sub Total		25		0.96
B	Operational Efficiency:	25			
1	Service Delivery: • Service benefits and Accessibility		5	3	0.15
2	Labor Productivity: 2a. Added Value Per Employee		3	2	0.06
	2b. Employees cost on Value addition (%)		3	1	0.03
3	Capital Productivity: 3a. Added Value Per TK Value of Assets		3	4	0.12
	3b. Added Value Per TK Value of PPE		3	4	0.12
4	Production: 4a. Asset Turnover		4	4	0.16
	4b. Capacity Utilization		4	4	0.16
	Sub Total		25		0.80
C	Financial:	30			
	i. Financial Performance:				
1	Operating profit		2	4	0.08
2	Profit before tax		2	4	0.08
3	Return on assets		2	4	0.08
4	Return on Service Revenue		2	4	0.08
5	Return on equity		2	4	0.08
6	Net worth growth		2	4	0.08
7	Capital budget utilization		2	0	0.00
	ii. Financial Risk:				
1	Debt equity ratio		2	3	0.06
2	Debt to assets		2	3	0.06
3	Debt coverage ratio		2	4	0.08
4	Current ratio		2	4	0.08
5	Accounts receivable period		2	3	0.06
	iii. Transactions with Government:				
1	Dividend paid		2	4	0.08
2	Taxes paid		2	4	0.08
3	Debt Service Liabilities Paid		2	4	0.08
	Sub Total		30		1.06

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	4	0.16
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	4	0.16
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	4	0.16
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	4	0.16
5	Performance against the key Indicators of APA: Total Performance score achieved on APA		4	2	0.08
	Sub Total		20		0.72
	Grand Total (A+B+C+D)	100	100		3.54

Performance Evaluation Results of BBA

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
A	Business Strategy and Social Responsibility:	25			
1	Entity Strategy: Entity Strategic Plan		5	4	0.20
2	Growth Trajectory: 2a. Net Income Growth		4	0	0.00
	2b. Service Revenue Growth		4	3	0.12
	2c. Other Growth		4	3	0.12
3	Efficiency of Project Implementation/ Project Goal Achievement: Percentage of estimated target achieved		4	4	0.16
4	Social Contribution: • Environmental Contribution • CSR / WPPF • Training / Volunteering		4	3	0.12
	Sub Total		25		0.72
B	Operational Efficiency:	25			
1	Service Delivery: Service benefits and Accessibility		5	4	0.20
2	Labor Productivity: 2a. Added Value Per Employee		5	4	0.20
3	Capital Productivity: 3a. Added Value Per TK Value of Assets		5	4	0.20
	3b. Added Value Per TK Value of PPE		5	4	0.20
4	Production:				
	Asset Turnover		5	4	0.20
	Sub Total		25		1.00
C	Financial:	30			
	i. Financial Performance:				
1	Operating profit		2	1	0.02
2	Profit before tax		2	4	0.08
3	Return on assets		2	4	0.08
4	Return on Service Revenue		2	4	0.08
5	Return on equity		2	3	0.06
6	Net worth growth		2	4	0.08
7	Capital budget utilization		2	3	0.06
	ii. Financial Risk:				
1	Debt equity ratio		3	4	0.12
2	Debt to assets		2	4	0.08
3	Debt Coverage Ratio		3	2	0.06
4	Current ratio		2	4	0.08
	iii. Transactions with Government:				
1	Dividend paid		2	4	0.08
2	Taxes paid		2	4	0.08
3	Debt Service Liabilities Paid		2	4	0.08
	Sub Total		30		1.04

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	4	0.16
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	4	0.16
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	2	0.08
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	4	0.16
5	Performance against the key Indicators of APA: Total Performance score achieved on APA		4	3	0.12
	Sub Total		20		0.68
	Grand Total (A+B+C+D)	100	100		3.44

Performance Evaluation Results of CPA

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
A	Business Strategy and Social Responsibility:	25			
1	Entity Strategy: Entity Strategic Plan		4	4	0.16
2	Growth Trajectory: 2a. Net Income Growth		5	4	0.20
	2b. Service Revenue Growth		5	4	0.20
	2c. Other Growth		3	2	0.06
3	Efficiency of Project Implementation/ Project Goal Achievement: Percentage of estimated target achieved		5	4	0.20
4	Social Contribution: • Environmental Contribution • CSR / WPPF • Training / Volunteering		3	3	0.09
	Sub Total		25		0.91
B	Operational Efficiency:	25			
1	Service Delivery: • Service benefits and Accessibility		5	3	0.15
2	Labor Productivity: 2a. Added Value Per Employee		3	4	0.12
	2b. Employees cost on value addition (%)		2	1	0.02
3	Capital Productivity: 3a. Added Value Per TK Value of Assets		3	4	0.12
	3b. Added Value Per TK Value of PPE		2	4	0.08
4	Production:				
	a. Asset Turnover		5	4	0.20
	b. Capacity Utilization (%)		5	4	0.20
	Sub Total		25		0.89
C	Financial:	30			
	i. Financial Performance:				
1	Operating profit		2	4	0.08
2	Profit before tax		2	4	0.08
3	Return on assets		2	4	0.08
4	Return on Service Revenue		2	4	0.08
5	Return on equity		3	4	0.12
6	Net worth growth		2	2	0.04
7	Capital budget utilization		2	0	0.00
	ii. Financial Risk:				
1	Debt equity ratio		3	4	0.12
2	Debt to assets		3	4	0.12
3	Debt Coverage Ratio		2	4	0.08
4	Current ratio		2	0	0.00
5	Accounts Receivable Period		1	0	0.00
6	Accounts Payable Period		1	0	0.00
	iii. Transactions with Government:				
1	Dividend paid		1	4	0.04
2	Taxes paid		1	4	0.04
3	Debt Service Liabilities Paid		1	4	0.04
	Sub Total		30		0.92

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	3	0.12
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	2	0.08
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	2	0.08
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	4	0.16
5	Performance against the key Indicators of APA: Total Performance score achieved on APA		4	1	0.04
	Sub Total		20		0.48
	Grand Total (A+B+C+D)	100	100		3.20

Performance Evaluation Results of KDA

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
A	Business Strategy and Social Responsibility:	25			
1	Entity Strategy: Entity Strategic Plan		6	4	0.24
2	Growth Trajectory: 2a. Net Surplus Growth		2	0	0.00
	2b. Service Revenue Growth		2	2	0.04
	2c. Other Growth		3	3	0.09
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved		6	4	0.24
4	Social Contribution: • Environmental Contribution • CSR / WPPF • Training / Volunteering		6	4	0.24
	Sub Total		25		0.85
B	Operational Efficiency:	25			
1	Service Delivery: Service benefits and Accessibility		5	3	0.15
2	Labor Productivity: 2a. Added Value Per Employee		5	1	0.05
3	Capital Productivity: 3a. Added Value Per TK Value of Assets		5	1	0.05
	3b. Added Value Per TK Value of PPE		5	2	0.10
4	Production: Asset Turnover		5	3	0.15
	Sub Total		25		0.50
C	Financial:	30			
	i. Financial Performance:				
1	Surplus of Income over Expenditure		2	0	0.00
2	Surplus before tax		2	4	0.08
3	Return on assets		2	1	0.02
4	Return on Service Revenue		3	4	0.12
5	Return on equity		2	1	0.02
6	Net worth growth		3	3	0.09
	ii. Financial Risk:				
1	Debt equity ratio		3	4	0.12
2	Debt to assets		3	4	0.12
3	Current ratio		3	4	0.12
	iii. Transactions with Government:				
1	Dividend/Contribution paid		3	1	0.03
2	Taxes paid		4	4	0.16
	Sub Total		30		0.88

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	3	0.12
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	3	0.12
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	4	0.16
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	3	0.12
5	Performance against the key Indicators of APA: Total Performance score achieved on APA		4	3	0.12
	Sub Total		20		0.64
	Grand Total (A+B+C+D)	100	100		2.87

Performance Evaluation Results of BPC

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
A	Business Strategy and Social Responsibility:	25			
1	Entity Strategy: Entity Strategic Plan		5	4	0.20
2	Growth Trajectory: 2a. Net Income Growth		2	0	0.00
	2b. Sales Growth		4	4	0.16
	2c. Other Growth		3	3	0.09
3	Effective Implementation of Public Policy Implement activities to achieve policy goal		4	4	0.16
4	Efficiency of Project Implementation/ Project Goal Achievement: Percentage of estimated target achieved		4	4	0.16
4	Social Contribution: • Environmental Contribution • CSR / WPPF • Training / Volunteering		3	4	0.12
	Sub Total		25		0.89
B	Operational Efficiency:	25			
1	Product Delivery: • Product benefits and Accessibility		3	3	0.09
2	Labor Productivity: 2a. Added Value Per Employee		2	0	0.00
3	Capital Productivity: 3a. Added Value Per TK Value of Assets		2	0	0.00
	3b. Added Value Per TK Value of PPE		2	0	0.00
4	Production:				
	4a. Input Use Efficiency (%)		4	4	0.16
	4b. Inventory Turnover (Times)		4	4	0.16
	4c. Asset Turnover (Times)		4	4	0.16
	4d. Capacity Utilization (%)		4	4	0.16
	Sub Total		25		0.73
C	Financial:	30			
	i. Financial Performance:				
1	Operating profit		2	0	0.00
2	Profit before tax		2	0	0.00
3	Return on assets		2	0	0.00
4	Return on Sales		2	0	0.00
5	Return on equity		2	0	0.00
6	Net worth growth		2	0	0.00
7	Capital budget utilization		2	0	0.00
	ii. Financial Risk:				
1	Debt equity ratio		2	3	0.06
2	Debt to assets		2	3	0.06
3	Current ratio		3	4	0.12
4	Accounts Receivable Period (Days)		2	0	0.00
5	Accounts Payable Period (Days)		2	4	0.08
	iii. Transactions with Government:				
1	Taxes paid		3	4	0.12
2	Debt Service Liabilities Paid		2	0	0.00
	Sub Total		30		0.44

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	4	0.16
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	4	0.16
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	4	0.16
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	3	0.12
5	Performance against the key Indicators of APA: Total Performance score achieved on APA		4	2	0.08
	Sub Total		20		0.68
	Grand Total (A+B+C+D)	100	100		2.74

Performance Evaluation Results of BSCIC

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
A	Business Strategy and Social Responsibility:	25			
1	Entity Strategy: Entity Strategic Plan		4	3	0.12
2	Growth Trajectory: 2a. Net Surplus Growth		5	4	0.20
	2b. Service Revenue Growth		5	0	0.00
	2c. Other Growth		4	2	0.08
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved		4	4	0.16
4	Social Contribution: • Environmental Contribution • CSR / WPPF • Training / Volunteering		3	3	0.09
	Sub Total		25		0.65
B	Operational Efficiency:	25			
1	Service Delivery: Service benefits and Accessibility		4	3	0.12
2	Labor Productivity: 2a. Added Value Per Employee		4	2	0.08
	2b. Employees cost on Value addition (%)		4	4	0.16
3	Capital Productivity: 3a. Added Value Per TK Value of Assets		4	2	0.08
	3b. Added Value Per TK Value of PPE		4	4	0.16
4	Production: Asset Turnover		5	1	0.05
	Sub Total		25		0.65
C	Financial:	30			
	i. Financial Performance:				
1	Operating Surplus		2	3	0.06
2	Surplus before tax		2	3	0.06
3	Return on assets		2	1	0.02
4	Return on Service Revenue		2	4	0.08
5	Return on equity		2	2	0.04
6	Net worth growth		2	0	0.00
7	Capital budget utilization		2	4	0.08
	ii. Financial Risk:				
1	Debt equity ratio		3	3	0.09
2	Debt to assets		3	3	0.09
3	Debt coverage ratio		2	4	0.08
4	Current ratio		2	0	0.00
	iii. Transactions with Government:				
1	Fees & charges paid		3	4	0.12
2	Debt Service Liabilities Paid		3	4	0.12
	Sub Total		30		0.84

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	3	0.12
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	2	0.08
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	2	0.08
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	2	0.08
5	Performance against the key Indicators of APA: Total Performance score achieved on APA		4	2	0.08
	Sub Total		20		0.44
	Grand Total (A+B+C+D)	100	100		2.58

Annexure VIII

Performance Evaluation Results of BPDB

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
A	Business Strategy and Social Responsibility:	25			
1	Entity Strategy: Entity Strategic Plan		4	4	0.16
2	Growth Trajectory: 2a. Net Income Growth		4	0	0.00
	2b. Service Revenue Growth		4	1	0.04
	2c. Other Growth		3	4	0.12
3	Effective Implementation of Public Policy: Implement activities to achieve policy goal		3	4	0.12
4	Efficiency of Project Implementation/ Project Goal Achievement: Percentage of estimated target achieved		4	4	0.16
5	Social Contribution: • Environmental Contribution • CSR / WPPF • Training / Volunteering		3	4	0.12
	Sub Total		25		0.72
B	Operational Efficiency:	25			
1	Service Delivery: Service benefits and Accessibility		3	4	0.12
2	Labor Productivity: 2a. Added Value Per Employee		3	2	0.06
	2b. Employees cost on Value addition (%)		2	3	0.06
3	Capital Productivity: 3a. Added Value Per TK Value of Assets		3	2	0.06
	3b. Added Value Per TK Value of PPE		2	2	0.04
4	Production:				
	4a. Input use Efficiency		3	4	0.12
	4b. Inventory Turnover		2	2	0.04
	4c. Asset Turnover		4	3	0.12
	4d. Capacity Utilization		3	2	0.06
	Sub Total		25		0.68

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
C	Financial:	30			
	i. Financial Performance:				
1	Operating profit		2	0	0.00
2	Profit before tax		2	0	0.00
3	Return on assets		2	0	0.00
4	Return on Service Revenue		2	0	0.00
5	Return on equity		2	0	0.00
6	Net worth growth		2	0	0.00
7	Capital budget utilization		2	1	0.02
	ii. Financial Risk:				
1	Debt equity ratio		1	0	0.00
2	Debt to assets		2	1	0.02
3	Debt coverage ratio		2	0	0.00
4	Current ratio		2	0	0.00
5	Accounts receivable period		2	4	0.08
6	Accounts payable period		2	1	0.02
	iii. Transactions with Government:				
1	Taxes paid		1	4	0.04
2	Fees & charges paid		2	4	0.08
3	Debt Service Liabilities Paid		2	1	0.02
	Sub Total		30		0.28

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	4	0.16
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	4	0.16
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	4	0.16
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	3	0.12
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 		4	3	0.12
	Sub Total		20		0.72
	Grand Total (A+B+C+D)	100	100		2.40

Performance Evaluation Results of Bangladesh Parjatan Corporation

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
A	Business Strategy and Social Responsibility:	25			
1	Entity Strategy: Entity Strategic Plan		5	3	0.15
2	Growth Trajectory: 2a. Net Income Growth		3	4	0.12
	2b. Sales Growth		3	4	0.12
	2c. Innovative/Other Growth		4	3	0.12
3	Efficiency of Project Implementation/ Project Goal Achievement: Percentage of estimated target achieved		5	3	0.15
4	Social Contribution: • Environmental Contribution • CSR / WPPF • Training / Volunteering		5	3	0.15
	Sub Total	25			0.81
B	Operational Efficiency:	25			
1	Service Delivery: Service benefits and Accessibility		4	3	0.12
2	Labor Productivity: Added Value Per Employee		3	2	0.06
3	Capital Productivity: 3a. Added Value Per TK Value of Assets		3	3	0.09
	3b. Added Value Per TK Value of PPE		3	3	0.09
4	Production: 4a. Inventory Turnover		4	1	0.04
	4b. Asset Turnover		4	1	0.04
	4c. Capacity Utilization		4	1	0.04
	Sub Total	25			0.48
C	Financial:	30			
	i. Financial Performance:				
1	Operating profit		2	0	0.00
2	Profit before tax		2	0	0.00
3	Return on assets		2	0	0.00
4	Return on Service Revenue		2	0	0.00
5	Return on equity		2	0	0.00
6	Net worth growth		2	3	0.06
7	Capital budget utilization		2	0	0.00
	ii. Financial Risk:				
1	Debt equity ratio		2	4	0.08
2	Debt to assets		2	4	0.08
3	Debt coverage ratio		2	4	0.08
4	Current ratio		2	3	0.06
5	Accounts receivable period		2	0	0.00
6	Accounts payable period		2	0	0.00
	iii. Transactions with Government:				
1	Fees & charges paid		2	4	0.08
2	Debt Service Liabilities Paid		2	0	0.00
	Sub Total	30			0.44

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	3	0.12
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	3	0.12
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	4	0.16
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	3	0.12
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 		4	2	0.08
	Sub Total		20		0.60
	Grand Total (A+B+C+D)	100	100		2.33

Annexure X

Performance Evaluation Results of BFIDC

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
A	Business Strategy and Social Responsibility:	25			
1	Entity Strategy: Entity Strategic Plan		5	4	0.20
2	Growth Trajectory: 2a. Net Income Growth		5	4	0.20
	2b. Sales Growth		5	2	0.10
	2c. Other Growth		5	2	0.10
3	Social Contribution: • Environmental Contribution • CSR / WPPF • Training / Volunteering		5	3	0.15
	Sub Total	25			0.75
B	Operational Efficiency:	25			
1	Product Delivery: Product benefits and Accessibility		4	3	0.12
2	Labor Productivity: Added Value Per Employee		3	1	0.03
3	Capital Productivity: Added Value Per TK Value of Assets		3	2	0.06
4	Production: 4a. Input use Efficiency		4	4	0.16
	4b. Inventory Turnover		3	1	0.03
	4c. Asset Turnover		5	2	0.10
	4d. Capacity Utilization		3	3	0.09
	Sub Total	25			0.59
C	Financial:	30			
	i. Financial Performance:				
1	Operating profit		2	0	0.00
2	Profit before tax		2	3	0.06
3	Return on assets		2	1	0.02
4	Return on Sales		2	2	0.04
5	Return on equity		2	2	0.04
6	Net worth growth		2	2	0.04
7	Capital budget utilization		2	0	0.00
	ii. Financial Risk:				
1	Debt equity ratio		3	0	0.00
2	Debt to assets		3	2	0.06
3	Current ratio		3	0	0.00
	iii. Transactions with Government:				
1	Dividend paid		2	0	0.00
2	Taxes paid		2	4	0.08
3	Debt Service Liabilities Paid		3	0	0.00
	Sub Total	30			0.34

Serial No	Name of Indices, Indicators and Sub-indicators	Weight for Indices	Weight for Sub indicators	Score Obtained	Weighted Score (%)
D	Corporate Governance Practices:	20			
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 		4	3	0.12
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 		4	3	0.12
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 		4	3	0.12
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 		4	3	0.12
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 		4	3	0.12
	Sub Total		20		0.60
	Grand Total (A+B+C+D)	100	100		2.28

Standard of Evaluation

Bangladesh Overseas Employment and Services Limited (BOESL)

Standards of Indices A: Business Strategy and Social Responsibility

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	Entity Strategic Plan	QL	6	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Income Growth	QN	6	20% or more	18% to 19%	16% to 17%	14% to 15%	Below 14%
	2b. Service Revenue Growth	QN	6	20% or more	18% to 19%	16% to 17%	14% to 15%	Below 14%
	2c. Other Growth	QL	6	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Social Contribution	QL	6	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices B: Operational Efficiency

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Service Delivery							
	Service Benefit & Accessibility	QL	8	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	Added Value per Employee (million Tk.)	QN	8	Tk. 3.50million or more	Tk. 3.0to3.49 million	Tk. 2.5to2.99 million	Tk. 2.00to2.49 million	less than 2.0 million
3	Capital Productivity							
	Added Value per Tk. Value of Assets	QN	8	0.10 or more	Tk. 0.08to 0.09	Tk. 0.06to 0.07	Tk. 0.04to 0.05	Below Tk. 0.04
4	Production							
	Asset Turnover (Times)	QN	6	0.20 or more	0.16to0.19	0.12to0.15	0.08to0.11	Below0.08
Sub-total			30					

Standards of Indices C: Financial

FY 2021-22

		Standard						
Serial No.	Indicators & Sub-indicators	Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
	i. Financial							
1	Operating profit	QN	1	Tk. 150 million or more	Tk. 140to Tk.149 million	Tk. 130toTk. 139 million	Tk. 120toTk. 129 million	Below Tk. 120 million
2	Profit before Tax	QN	1	Tk. 200 million or more	Tk. 180toTk. 199 million	Tk. 160toTk. 179 million	Tk. 140toTk. 159 million	Below Tk. 140 million
3	Return on Assets (%)	QN	2	10% or more	8%to9%	6%to7%	4%to5%	Below 4%
4	Return on Service Revenue (%)	QN	2	60% or more	50%to 59%	40%to 49%	30%to 39%	Below 30%
5	Return on Equity (%)	QN	2	16% or more	14%to 15%	12%to13%	10%to11%	Below 10%
6	Net Worth Growth (%)	QN	2	15% or more	13%to 14%	11%to 12%	9%to 10%	Below 9%
7	Capital Budget Utilization (%)	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
	ii. Financial Risk							
1	Debt Equity Ratio (Times)	QN	2	1.50or less	1.51 to 2.00	2.01 to 2.50	2.51 to 3.00	More than 3.00
2	Debt to Assets (Times)	QN	2	0.60or less	0.61 to 1.00	1.01 to 1.40	1.41 to 1.80	More than 1.80
3	Current Ratio (Times)	QN	2	2.00 or more	1.75to 1.99	1.50to 1.74	1.25to 1.49	Below 1.25
	iii. Transactions with Govt.							
1	Dividend Paid	QN	1	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Taxes Paid	QN	1	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices D: Corporate Governance Practices

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/ regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments <ul style="list-style-type: none"> • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) <ul style="list-style-type: none"> • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%

Bangladesh Shipping Corporation (BSC)

Standards of Indices A: Business Strategy and Social Responsibility

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	Entity Strategic Plan	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Income Growth	QN	4	65% or more	60% to 64%	55% to 59%	50% to 54%	Below 50%
	2b. Service Revenue Growth	QN	4	50% or more	45% to 49%	40% to 44%	35% to 39%	Below 35%
	2c. Other Growth	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Effective Implementation of Public Policy: Implement activities to achieve policy goal	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Social Contribution	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices B: Operational Efficiency

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Service Delivery							
	Service Benefit & Accessibility	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	2a. Added Value per Employee (million Tk.)	QN	3	Tk. 10 million or more	Tk. 8 to 9 million	Tk. 6 to 7 million	Tk. 4 to 5 million	Below Tk. 4 million
	2b. Employees cost on Value addition (%)	QN	3	16% or more	14% to 15%	12% to 13%	10% to 11%	Below 10%
3	Capital Productivity							
	3a. Added Value per Tk. Value of Assets	QN	3	Tk. 0.12 or more	Tk. 0.10 to Tk. 0.11	Tk. 0.08 to Tk. 0.09	Tk. 0.06 to Tk. 0.07	Below Tk. 0.06
	3b. Added Value per Tk. Value of PPE	QN	3	Tk. 0.15 or more	Tk. 0.13 to Tk. 0.14	Tk. 0.11 to Tk. 0.12	Tk. 0.09 to Tk. 0.10	Below Tk. 0.09
4	Production							
	4a. Asset Turnover (Times)	QN	4	0.12 or more	0.11 to 0.119	0.10 to 0.109	0.09 to 0.099	Below .09
	4b. Capacity Utilization (%)	QN	4	91-100%	81-90%	71-80%	41-70%	Below 41%
Sub-total			25					

Standards of Indices C: Financial

FY 2021-22

		Standard						
Serial No.	Indicators & Sub-indicators	Types of Measurement	Weight for Sub-	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
	i. Financial Performance							
1	Operating profit	QN	2	Tk. 800 million or more	Tk. 750 to Tk. 799 million	Tk. 700 to Tk. 749 million	Tk. 650 to Tk. 699 million	Below Tk. 650 million
2	Profit before Tax	QN	2	Tk. 1000 million or more	Tk. 900 to Tk. 999 million	Tk. 800 to Tk. 899 million	Tk. 700 to Tk. 799 million	Below Tk. 700 million
3	Return on Assets (%)	QN	2	3.50% or more	3.00% to 3.49%	2.50% or to 2.99%	2.50% to 2.49%	Below 2.0%
4	Return on Service Revenue (%)	QN	2	20% or more	18% to 19%	16% to 17%	14% to 15%	Below 14%
5	Return on Equity (%)	QN	2	12% or more	10% to 11%	8% to 9%	6% to 7%	Below 6%
6	Net Worth Growth (%)	QN	2	10% or more	9.00% to 9.99%	8.00% to 8.99%	7.00% to 7.99%	Below 7.00%
7	Capital Budget Utilization (%)	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
	ii. Financial Risk							
1	Debt Equity Ratio (Times)	QN	2	1.5 or less	1.51 to 2.0	2.01 to 2.50	2.51 to 3.00	More than 3.0
2	Debt to Assets (Times)	QN	2	0.60 or less	0.61 to 1.00	1.01 to 1.40	1.41 to 1.80	More than 1.80
3	Debt Coverage Ratio (Times)	QN	2	2.0 or more	1.75 to 1.99	1.50 to 1.74	1.25 to 1.49	Below 1.25
4	Current Ratio (Times)	QN	2	2.0 or more	1.75 to 1.99	1.50 to 1.74	1.25 to 1.49	Below 1.25
5	Accounts Receivable Period (Days)	QN	2	30 days or less	31 to 40 days	41 to 50 days	51 to 60 days	more than 60 days
	iii. Transactions with Govt.							
1	Dividend Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Taxes Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Debt Service Liabilities Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices D: Corporate Governance Practices

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%

Bangladesh Bridge Authority (BBA)

Standards of Indices A: Business Strategy and Social Responsibility

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	1a. Entity Strategic Plan	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Income Growth	QN	4	20.00% or more	15.00% to 19.99%	10.00% to 14.99%	5.00% to 9.99%	Below 5.00%
	2b. Service Revenue Growth	QN	4	11.00% or more	9.00% to 10.99%	7.00% to 8.99%	5.00% to 6.99%	Below 5.00%
	2c. Other Growth	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved"	QN	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Social Contribution • Environmental Contribution • CSR/WPPF • Training/Volunteering	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices B: Operational Efficiency

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Service Delivery							
	Service Benefit & Accessibility	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	Added Value per Employee (million Tk.)	QN	5	Tk. 33.00 million or more	Tk. 30.00 to 32.99 million	Tk. 27.00 to 29.99 million	Tk. 24.00 to 26.99 million	Below Tk. 24.00 million
3	Capital Productivity							
	3a. Added Value per Tk. Value of Assets	QN	5	Tk. 0.10 or more	Tk. 0.08 to 0.099	Tk. 0.06 to 0.079	Tk. 0.04 to 0.059	Below Tk. 0.04
	3b. Added Value Per Tk. Value of PPE	QN	5	Tk. 0.20 or more	Tk. 0.18 to 0.199	Tk. 0.16 to 0.179	Tk. 0.14 to 0.159	Below Tk. 0.14
4.	Production Asset Turnover (Times)	QN	5	0.13 or more	0.12 to 0.129	0.11 to 0.119	0.10 to 0.109	Below 0.10
Sub-total			25					

Standards of Indices C: Financial

FY 2021-22

		Standard						
Serial No.	Indicators & Sub-indicators	Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
	i. Financial Performance							
1	Operating profit	QN	2	Tk. 5,000 million or more	Tk. 4,500 to Tk. 4,999 million	Tk. 4,000 to Tk. 4,499 million	Tk. 3,500 to Tk. 3,999 million	Below Tk. 3,500 million
2	Profit before Tax	QN	2	Tk. 4,500 million or more	Tk. 4,000 to Tk. 4,499 million	Tk. 3,500 to Tk. 3,999 million	Tk. 3,000 to Tk. 3,499 million	Below Tk. 3,000 million
3	Return on Assets (%)	QN	2	7.00% or more	6.00%to 6.99%	5.00%to 5.99%	4.00%to 4.99%	Below 4.00%
4	Return on Service Revenue (%)	QN	2	50.00% or more	45.00% to 49.99%	40.00% to 44.99%	35.00% to 39.99%	Below 35%
5	Return on Equity (%)	QN	2	10% or more	8.00%to 9.99%	6.00%to7.99%	4.00%to5.99%	Below 4.00%
6	Net Worth Growth (%)	QN	2	8.00 % or more	7.00%to 7.99%	6.00% to 6.99%	5.00 %to 5.99%	Below 5.00%
7	Capital Budget Utilization (%)	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
	ii. Financial Risk							
1	Debt Equity Ratio (Times)	QN	3	1.50or less	1.51 to 1.75	1.76 to 2.00	2.01 to 2.25	More than 2.25
2	Debt to Assets (Times)	QN	2	0.60or less	0.61 to 1.00	1.1 to 1.4	1.41 to 1.8	More than 1.8
3	Debt Coverage Ratio (Times)	QN	3	2.00 or more	1.75to 1.99	1.50to 1.74	1.25to 1.49	Below 1.25
4	Current Ratio (Times)	QN	2	2.00 or more	1.75to 1.99	1.50to 1.74	1.25to 1.49	Below 1.25
	iii. Transactions with Govt.							
1	Dividend Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Taxes Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Debt Service Liabilities Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices D: Corporate Governance Practices

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%

Chittagong Port Authority (CPA)

Standards of Indices A: Business Strategy and Social Responsibility

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	Entity Strategic Plan	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Income Growth	QN	5	10% or more	9% to 9.99%	8% to 8.99%	7% to 7.99%	Below 7%
	2b. Service Revenue Growth	QN	5	10% or more	9% to 9.99%	8% to 8.99%	7% to 7.99%	Below 7%
	2c. Other Growth	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved"	QN	5	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Social Contribution • Environmental • Contribution • CSR/WPPF • Training/Volunteering	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices B: Operational Efficiency

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Service Delivery							
	Service Benefit & Accessibility	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	2a. Added Value per Employee (million Tk.)	QN	3	Tk. 4.00 million or more	Tk. 3.5 to 3.99 million	Tk. 3.0 to 3.49 million	Tk. 2.50 to 2.99 million	Below Tk. 2.50 million
	2b. Employees cost on value addition (%)	QN	2	20.00% or more	16.00 to 19.99%	12.00 to 15.99%	8.00 to 11.99%	Below 8.00%
3	Capital Productivity							
	3a. Added Value per Tk. Value of Assets	QN	3	Tk. 0.10 or more	Tk. 0.08 to 0.999	Tk. 0.06 to 0.799	Tk. 0.04 to 0.599	Below Tk. 0.04
	3b. Added Value Per Tk. Value of PPE	QN	2	Tk. 0.36 or more	Tk. 0.32 to 0.359	Tk. 0.28 to 0.0319	Tk. 0.24 to 0.279	Below Tk. 0.24
4.	Production							
	4a. Asset Turnover (Times)	QN	5	0.13 or more	0.12 to 0.129	0.11 to 0.119	0.10 to 0.109	Below 0.10
	4b. Capacity Utilization (%)	QN	5	91-100%	81-90%	71-80%	41-70%	Below 41%
Sub-total			25					

Standards of Indices C: Financial

FY 2021-22

		* Standard						
Serial No.	Indicators & Sub-indicators	Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
	i. Financial Performance							
1	Operating profit	QN	2	Tk. 10000 million or more	Tk. 9000 to Tk. 9999 million	Tk. 8000 to Tk. 8999 million	Tk. 7000 to Tk. 7999 million	Below Tk. 7000 million
2	Profit before Tax	QN	2	Tk. 13,000 million or more	Tk. 12,000 to Tk. 12,999 million	Tk. 11000 to Tk. 11,999 million	Tk. 10,000 to Tk. 10,999 million	Below Tk. 10,000 million
3	Return on Assets (%)	QN	2	5% or more	4% to 4.99%	3% to 3.99%	2% to 2.99%	Below 2%
4	Return on Service Revenue (%)	QN	2	30% or more	28% to 29.99%	26% to 27.99%	24% to 25.99%	Below 24%
5	Return on Equity (%)	QN	3	10% or more	9% to 9.99%	8% to 8.99%	7% to 7.99%	Below 7%
6	Net Worth Growth (%)	QN	2	12.00 % or more	11% to 11.99%	10% to 10.99%	9% to 9.99%	Below 9%
7	Capital Budget Utilization (%)	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
	ii. Financial Risk							
1	Debt Equity Ratio (Times)	QN	3	1.50 or less	1.51 to 1.75	1.76 to 2.00	2.01 to 2.25	More than 2.25
2	Debt to Assets (Times)	QN	3	0.60 or less	0.61 to 1.00	1.1 to 1.4	1.41 to 1.8	More than 1.8
3	Debt Coverage Ratio (Times)	QN	2	2.00 or more	1.75 to 1.99	1.50 to 1.74	1.25 to 1.49	Below 1.25
4	Current Ratio (Times)	QN	2	2.00 or more	1.75 to 1.99	1.50 to 1.74	1.25 to 1.49	Below 1.25
5	Accounts Receivable Period (Days)	QN	1	60 days or less	61 days to 80 days	81 days to 100 days	101 days to 120 days	More than 120 days
6	Accounts Payable Period (Days)	QN	1	60 days or less	61 days to 80 days	81 days to 100 days	101 days to 120 days	More than 120 days
	iii. Transactions with Govt.							
1	Dividend Paid	QN	1	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Taxes Paid	QN	1	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Debt Service Liabilities Paid	QN	1	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices D: Corporate Governance Practices

FY 2021-22

Serial No.	Indicators & Sub-indicators	* Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments <ul style="list-style-type: none"> • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) <ul style="list-style-type: none"> • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%

Khulna Development Authority (KDA)

Standards of Indices A: Business Strategy and Social Responsibility

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	Entity Strategic Plan	QL	6	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Surplus Growth	QN	2	25% or more	20% to 24%	15% to 19%	10% to 14%	Below 10%
	2b. Service Revenue Growth	QN	2	20% or more	15% to 19%	10% to 14%	5% to 9%	Below 5%
	2c. Other Growth	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved"	QN	6	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Social Contribution • Environmental Contribution • CSR	QL	6	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices B: Operational Efficiency

FY 2021-22

Serial No.	Indicators & Sub-indicators	* Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Service Delivery							
	Service Benefit & Accessibility	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	Added Value per Employee (million Tk.)	QN	5	Tk. 1.0 million or more	Tk. 0.85 to 0.99 million	Tk. 0.70 to 0.84 million	Tk. 0.55 to 0.69 million	Below Tk. 0.55 million
3	Capital Productivity							
	3a. Added Value per Tk. Value of Assets	QN	5	Tk. 0.05 or more	Tk. 0.04 to 0.049	Tk. 0.03 to 0.039	Tk. 0.02 to 0.029	Below Tk. 0.02
	3b. Added Value Per Tk. Value of PPE	QN	5	Tk. 0.05 or more	Tk. 0.04 to 0.049	Tk. 0.03 to 0.039	Tk. 0.02 to 0.029	Below Tk. 0.02
4	Production							
	Asset Turnover (Times)	QN	5	0.05 or more	0.04 to 0.049	0.03 to 0.039	0.02 to 0.029	Below 0.02
Sub-total			25					

Standards of Indices C: Financial

FY 2021-22

		* Standard						
Serial No.	Indicators & Sub-indicators	Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
	i. Financial Performance							
1	Surplus of Income over Expenditure	QN	2	Tk. 10 million or more	Tk. 8 to Tk. 9 million	Tk. 6 to Tk. 7 million	Tk. 4 to Tk. 5 million	Below Tk. 4 million
2	Surplus before Tax	QN	2	Tk. 110 million or more	Tk. 105 to Tk. 109 million	Tk. 100 to Tk. 104 million	Tk. 95 to Tk. 99 million	Below Tk. 95 million
3	Return on Assets (%)	QN	2	2% or more	1.75% to 1.99%	1.5% to 1.74%	1.25% to 1.49%	Below 1.25%
4	Return on Service Revenue (%)	QN	3	35% or more	30% to 34%	25% to 29%	20% to 24%	Below 20%
5	Return on Equity (%)	QN	2	2% or more	1.75% to 1.99%	1.50% to 1.74%	1.25% to 1.49%	Below 1.25%
6	Net Worth Growth (%)	QN	3	1.00 % or more	0.75% to 0.99%	0.50% to 0.74%	0.25% to 0.49%	Below 0.25%
	ii. Financial Risk							
1	Debt Equity Ratio (Times)	QN	3	1.50 or less	1.51 to 2.00	2.01 to 2.50	2.51 to 3.00	More than 3.00
2	Debt to Assets (Times)	QN	3	0.60 or less	0.61 to 1.00	1.1 to 1.4	1.41 to 1.8	More than 1.8
3	Current Ratio (Times)	QN	3	2.00 or more	1.75 to 1.99	1.50 to 1.74	1.25 to 1.49	Below 1.25
	iii. Transactions with Govt.							
1	Contribution Paid	QN	3	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Taxes Paid	QN	4	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices D: Corporate Governance Practices

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%

Bangladesh Petroleum Corporation (BPC)

Standards of Indices A: Business Strategy and Social Responsibility

FY 2021-22

Serial No.	Indicators & Sub-indicators	* Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	Entity Strategic Plan	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Income Growth	QN	2	20% or more	18% to 19%	16% to 17%	14% to 15%	Below 14%
	2b. Sales Growth	QN	4	20% or more	18% to 19%	16% to 17%	14% to 15%	Below 14%
	2c. Other Growth	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Effective Implementation of Public Policy • Implement activities to achieve policy goal	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved	QN	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Social Contribution • Environmental Contribution CSR	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices B: Operational Efficiency

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Product Delivery							
	Product Benefit & Accessibility	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	Added Value per Employee (million Tk.)	QN	2	Tk. 800 million or more	Tk. 700to799 million	Tk. 600to699 million	Tk. 500to599 million	Below Tk. 500 million
3	Capital Productivity							
	3a. Added Value per Tk. Value of Assets	QN	2	Tk. 0.15 or more	Tk. 0.13to 0.14	Tk. 0.11to 0.12	Tk. 0.09to 0.10	Below Tk. 0.09
	3b. Added Value Per Tk. Value of PPE	QN	2	Tk. 25 or more	Tk. 20to 24	Tk. 15to 19	Tk. 10to 14	Below Tk. 10
4	Production							
	4a. Input Use Efficiency (%)	QN	4	97% or more	95% to 96%	93% to 94%	91% to 92%	Below 91%
	4b. Inventory Turnover (Times)	QN	4	35 or more	30 to 34	25 to 29	20 to 24	Below 20%
	4c. Asset Turnover (Times)	QN	4	0.75 or more	0.65 to 0.74	0.55 to 0.64	0.45 to 0.54	Below 0.45
	4d. Capacity Utilization (%)	QN	4	91-100%	81-90%	71-80%	41-70%	Below 41%
Sub-total			25					

Standards of Indices C: Financial

FY 2021-22

		Standard						
Serial No.	Indicators & Sub-indicators	Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
	i. Financial Performance							
1	Operating profit	QN	2	Tk. 90000 million or more	Tk. 80000 to Tk. 89999 million	Tk. 70000 to Tk. 79999 million	Tk. 60000 to Tk. 69999 million	Below Tk. 60000 million
2	Profit before Tax	QN	2	Tk. 80000 million or more	Tk. 70000 to Tk. 79999 million	Tk. 60000 to Tk. 69999 million	Tk. 50000 to Tk. 59999 million	Below Tk. 50000 million
3	Return on Assets (%)	QN	2	12% or more	10%to11%	8%to9%	6%to7%	Below 6%
4	Return on Sales (%)	QN	2	20% or more	18%to 19%	16% to17%	14% to15%	Below 14%
5	Return on Equity (%)	QN	2	25% or more	23%to 24%	21%to22%	19%to20%	Below 19%
6	Net Worth Growth (%)	QN	2	20% or more	18%to 19%	16% to17%	14% to15%	Below 14%
7	Capital Budget Utilization (%)	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
	ii. Financial Risk							
1	Debt Equity Ratio (Times)	QN	2	1.50or less	1.51 to 2.00	2.01 to 2.50	2.51 to 3.00	More than 3.00
2	Debt to Assets (Times)	QN	2	0.60or less	0.61 to 1.00	1.1 to 1.4	1.41 to 1.8	More than 1.8
3	Current Ratio (Times)	QN	3	2.00 or more	1.75to 1.99	1.50to 1.74	1.25to 1.49	Below 1.25
4.	Accounts Receivable Period (Days)	QN	2	60 days or less	61 days to 80 days	81 days to 100 days	101 days to 120 days	More than 120 days
5.	Accounts Payable Period (Days)	QN	2	60 days or less	61 days to 80 days	81 days to 100 days	101 days to 120 days	More than 120 days
	iii. Transactions with Govt.							
1	Taxes Paid	QN	3	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Debt Service Liabilities Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices D: Corporate Governance Practices

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%

Bangladesh Small and Cottage Industries Corporation (BSCIC)

Standards of Indices A: Business Strategy and Social Responsibility

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	Entity Strategic Plan	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Surplus Growth	QN	5	20.00% or more	18.00% to 19.99%	16.00% to 17.99%	14.00% to 15.99%	Below 14.00%
	2b. Service Revenue Growth	QN	5	10.00% or more	8.00% to 9.99%	6.00% to 7.99%	4.00% to 5.99%	Below 4.00%
	2c. Other Growth	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved"	QN	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Social Contribution •Environmental Contribution •CSR/WPPF •Training/Volunteering	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices B: Operational Efficiency

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Service Delivery							
	Service Benefit & Accessibility	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	2a. Added Value per Employee (million Tk.)	QN	4	Tk.1.50 million or more	Tk. 1.25 to 1.49 million	Tk.1.00 to 1.24 million	Tk.0.75 to 0.99 million	Below Tk. 0.75 million
	2b. Employees Cost on Value Addition (%)	QN	4	45.00% or more	40.00% to 44.99%	35.00% to 39.99%	30.00% to 34.99%	Below 30.00%
3	Capital Productivity							
	3a. Added Value per Tk. Value of Assets	QN	4	Tk. 0.10 or more	Tk. 0.08 to 0.099	Tk. 0.06 to 0.079	Tk. 0.04 to 0.059	Below Tk. 0.04
	3b. Added Value Per Tk. Value of PPE	QN	4	Tk. 0.20 or more	Tk. 0.18 to 0.199	Tk. 0.16 to 0.179	Tk. 0.14 to 0.159	Below Tk. 0.14
4	Production							
	Asset Turnover (Times)	QN	5	0.15 or more	0.13 to 0.149	0.11 to 0.129	0.09 to 0.109	Below 0.09
Sub-total			25					

Standards of Indices C: Financial

FY 2021-22

		Standard						
Serial No.	Indicators & Sub-indicators	Types of Measurement	Weight for Sub-	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
	i. Financial Performance							
1	Operating Surplus	QN	2	Tk. 450 million or more	Tk. 400 to Tk. 449 million	Tk. 350 to Tk. 399 million	Tk. 300 to Tk. 349 million	Below Tk. 300 million
2	Surplus before Tax	QN	2	Tk. 550 million or more	Tk. 500 to Tk. 549 million	Tk. 450 to Tk. 499 million	Tk. 400 to Tk. 449 million	Below Tk. 400 million
3	Return on Assets (%)	QN	2	3.00% or more	2.75% to 2.99 %	2.50 % to 2.74%	2.00% to 2.49%	Below 2.00%
4	Return on Service Revenue (%)	QN	2	20.00% or more	18.00% to 19.99%	16.00% to 17.99%	14.00% to 15.99%	Below 14.00%
5	Return on Equity (%)	QN	2	6.00% or more	5.00% to 5.99%	4.00% to 4.99%	3.00% to 3.99%	Below 3.00%
6	Net Worth Growth (%)	QN	2	7.00% or more	6.00% to 6.99%	5.00% to 5.99 %	4.00% to 4.99%	Below 4.00%
7	Capital Budget Utilization (%)	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
	ii. Financial Risk							
1	Debt Equity Ratio (Times)	QN	3	0.90or less	0.91 to 1.00	1.01 to 1.10	1.11 to 1.20	More than 1.20
2	Debt to Assets (Times)	QN	3	0.40or less	0.41 to 0.50	0.51 to 0.60	0.61 to 0.70	More than 0.70
3	Debt Coverage Ratio (Times)	QN	2	2.00 or more	1.75to 1.99	1.50to 1.74	1.25to 1.49	Below 1.25
4	Current Ratio (Times)	QN	2	2.00 or more	1.75to 1.99	1.50to 1.74	1.25to 1.49	Below 1.25
	iii. Transactions with Govt.							
1	Fees & Charges Paid	QN	3	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Debt Service Liabilities Paid	QN	3	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices D: Corporate Governance Practices

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments <ul style="list-style-type: none"> • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) <ul style="list-style-type: none"> • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%

Bangladesh Power Development Board (BPDB)

Standards of Indices A: Business Strategy and Social Responsibility

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	Entity Strategic Plan	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Income Growth	QN	4	10.00% or more	9.00% to 9.99%	8.00% to 8.99%	7.00% to 7.99%	Below 7.00%
	2b. Service Revenue Growth	QN	4	12.00% or more	10.00% to 11.99%	8.00% to 9.99%	6.00% to 7.99%	Below 6.00%
	2c. Other Growth	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Effective Implementation of Public Policy •Implement activities to achieve policy goal	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved"	QN	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Social Contribution •Environmental Contribution •CSR/WPPF •Training/Volunteering	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices B: Operational Efficiency

Indices: B. Operational Efficiency

Table 2(a): Standards of Indices B

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Service Delivery							
	Service Benefit & Accessibility	QL	3	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	2a. Added Value per Employee (million Tk.)	QN	3	Tk.4.00 million or more	Tk. 3.00to3.99 million	Tk.2.00 to2.99 million	Tk.1.00 to1.99 million	Below Tk. 1.00 million
	2b. Employees Cost on Value Addition (%)	QN	2	12.00% or more	10.00% to 11.99%	8.00% to 9.99%	6.00% to 7.99%	Below 6%
3	Capital Productivity							
	3a. Added Value per Tk. Value of Assets	QN	3	Tk. 0.04or more	Tk. 0.03to 0.049	Tk. 0.02to 0.039	Tk. 0.01to 0.029	Below Tk. 0.01
	3b. Added Value Per Tk. Value of PPE	QN	2	Tk. 0.07or more	Tk. 0.06to 0.069	Tk. 0.05to 0.059	Tk. 0.04to 0.049	Below Tk. 0.04
4	Production							
	4a. Input Use Efficiency (%)	QN	3	42.00% or more	40.00% to 41.99%	38.00% to 39.99%	36.00% to 37.99%	Below 36%
	4b. Inventory Turnover (Times)	QN	2	22.00 or more	20.00 to 21.99	18.00 to 19.99	16.00 to 17.99	Below 16.00
	4c. Asset Turnover (Times)	QN	4	0.40 or more	0.30 to 0.399	0.20 to 0.299	0.10 to 0.199	Below 0.10
	4d. Capacity Utilization (%)	QN	3	62.00% or more	52.00% to 61.99%	42.00% to 51.99%	32.00% to 41.99%	Below 32.00%
Sub-total			25					

		Standard						
Serial No.	Indicators & Sub-indicators	Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
i. Financial Performance								
1	Operating profit	QN	2	Tk. 15000 million or more	Tk. 13000 to Tk. 14999 million	Tk. 11000 to Tk. 12999 million	Tk. 9000 to Tk. 10999 million	Below Tk. 9000 million
2	Profit before Tax	QN	2	Tk. 3000 million or more	Tk. 2500 to Tk. 2999 million	Tk. 2000 to Tk. 2499 million	Tk. 1500 to Tk. 1999 million	Below Tk. 1500 million
3	Return on Assets (%)	QN	2	0.11% or more	0.09%to0.109 %	0.07%to0.089%	0.05%to0.069%	Below 0.05%
4	Return on Service Revenue (%)	QN	2	0.30% or more	0.25%to0.299%	0.20%to0.249%	0.15%to0.199%	Below 0.15%
5	Return on Equity (%)	QN	2	1.25% or more	1%to1.24%	0.75%to0.99%	0.50%to0.74%	Below 0.50%
6	Net Worth Growth (%)	QN	2	10% or more	8%to9.99%	6% to7.99%	4%to5.99%	Below 4%
7	Capital Budget Utilization (%)	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
	ii. Financial Risk							
1	Debt Equity Ratio (Times)	QN	1	0.70or less	0.71 to 1.00	1.01 to 1.30	1.31 to 1.60	More than 1.60
2	Debt to Assets (Times)	QN	2	0.40or less	0.41 to 0.60	0.61 to 0.80	0.81 to 1.00	More than 1.00
3	Debt Coverage Ratio (Times)	QN	2	2.00 or more	1.75to 1.99	1.50to 1.74	1.25to 1.49	Below 1.25
4	Current Ratio (Times)	QN	2	2.00 or more	1.75to 1.99	1.50to 1.74	1.25to 1.49	Below 1.25
5.	Accounts Receivable Period (Days)	QN	2	90 days or less	91 days to 110 days	111 days to 130 days	131 days to 150 days	More than 150 days
6.	Accounts Payable Period (Days)	QN	2	120 days or less	121 days to 140 days	141 days to 160 days	161 days to 180 days	More than 180 days
	iii. Transactions with Govt.							
1	Taxes Paid	QN	1	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Fees & Charges Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Debt Service Liabilities Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices D: Corporate Governance Practices

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%

Bangladesh Parjatan Corporation

Standards of Indices A: Business Strategy and Social Responsibility

FY 2021-22

Serial No.	Indicators & Sub-indicators	* Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	Entity Strategic Plan	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Income Growth	QN	3	10.00% or more	9.00% to 9.99%	8.00% to 8.99%	7.00% to 7.99%	Below 7.00%
	2b. Sales Growth	QN	3	12.00% or more	10.00% to 11.99%	8.00% to 9.99%	6.00% to 7.99%	Below 6.00%
	2c. Innovative/Other Growth	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Efficiency of Project Implementation/ Project Goal Achievement: • Percentage of estimated target achieved"	QN	5	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Social Contribution •Environmental Contribution •CSR/WPPF •Training/Volunteering	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices B: Operational Efficiency

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Service Delivery							
	Service Benefit & Accessibility	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	Added Value per Employee (million Tk.)	QN	3	Tk.3.00 million or more	Tk. 2.50 to 2.99 million	Tk.2.00 to 2.49 million	Tk.1.50 to 1.99 million	Below Tk. 1.50 million
3	Capital Productivity							
	3a. Added Value per Tk. Value of Assets	QN	3	Tk. 0.30 or more	Tk. 0.28 to 0.29	Tk. 0.26 to 0.27	Tk. 0.24 to 0.25	Below Tk. 0.24
	3b. Added Value Per Tk. Value of PPE	QN	3	Tk. 1.75 or more	Tk. 1.50 to 1.74	Tk. 1.25 to 1.49	Tk. 1.00 to 1.24	Below Tk. 1.00
4	Production							
	4a. Inventory Turnover (Times)	QN	3	12 or more	10 to 11	8 to 9	6 to 7	Below 6
	4b. Asset Turnover (Times)	QN	3	0.45 or more	0.40 to 0.44	0.35 to 0.39	0.30 to 0.34	Below 0.30
	4c. Capacity Utilization (%)	QN	3	91-100%	81-90%	71-80%	41-70%	Below 41%
Sub-total			25					

Standards of Indices C: Financial

FY 2021-22

		Standard						
Serial No.	Indicators & Sub-indicators	Types of Measurement	Weight for Sub-	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
	i. Financial Performance							
1	Operating profit	QN	2	Tk. 10.00 million or more	Tk. 8.00 to Tk. 9.99 million	Tk. 6.00 to Tk. 7.99 million	Tk. 4.00 to Tk. 5.99 million	Below Tk. 4.00 million
2	Profit before Tax	QN	2	Tk. 8.00 million or more	Tk. 6.00 to Tk. 7.99 million	Tk. 4.00 to Tk. 5.99 million	Tk. 2.00 to Tk. 3.99 million	Below Tk. 2.00 million
3	Return on Assets (%)	QN	2	3.00 % or more	2.50 %to 2.99 %	2.00 %to 2.49 %	1.50 %to 1.99 %	Below 1.50%
4	Return on Sales (%)	QN	2	10.00% or more	8.00%to 9.99%	6.00% to 7.99%	4.00% to 5.99%	Below 4.00%
5	Return on Equity (%)	QN	2	4.00% or more	3.50% to 3.99%	3.00%to 3.49%	2.50%to 2.99%	Below 2.50%
6	Net Worth Growth (%)	QN	2	17% or more	15%to 16%	13% to14%	11% to12%	Below 11%
7	Capital Budget Utilization (%)	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
	ii. Financial Risk							
1	Debt Equity Ratio (Times)	QN	2	1.50 or less	1.51 to 2.00	2.01 to 2.50	2.51 to 3.00	More than 3.00
2	Debt to Assets (Times)	QN	2	0.60 or less	0.61 to 1.00	1.01 to 1.40	1.41 to 1.80	More than 1.80
3	Debt Coverage Ratio (Times)	QN	2	2.00 or more	1.75to 1.99	1.50to 1.74	1.25to 1.49	Below 1.25
4	Current Ratio (Times)	QN	2	2.00 or more	1.75to 1.99	1.50to 1.74	1.25to 1.49	Below 1.25
5.	Accounts Receivable Period (Days)	QN	2	90 days or less	91 days to 110 days	111 days to 130 days	131 days to 150 days	More than 150 days
6.	Accounts Payable Period (Days)	QN	2	90 days or less	91 days to 110 days	111 days to 130 days	131 days to 150 days	More than 150 days
	iii. Transactions with Govt.							
1	Fees & Charges Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Debt Service Liabilities Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices D: Corporate Governance Practices

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%

Bangladesh Forest Industries Development Corporation (BFIDC)

Standards of Indices A: Business Strategy and Social Responsibility

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Entity Strategy							
	Entity Strategic Plan	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Growth Trajectory							
	2a. Net Income Growth	QN	5	20% or more	18% to 19%	16% to 17%	14% to 15%	Below 14%
	2b. Sales Growth	QN	5	10% or more	8% to 9%	6% to 7%	4% to 5%	Below 4%
	2c. Other Growth	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Social Contribution	QL	5	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices B: Operational Efficiency

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Product Delivery							
	Product Benefit & Accessibility	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Labor Productivity							
	Added Value per Employee (mil. Tk.)	QN	3	Tk. 0.20 million or more	Tk. 0.15 to 0.19 million	Tk. 0.10 to 0.14 million	Tk. 0.05 to 0.09 million	Below 0.05 million
3	Capital Productivity							
	Added Value per Tk. Value of Assets	QN	3	Tk. 0.05 or more	Tk. 0.04 to Tk. 0.049	Tk. 0.03 to Tk. 0.039	Tk. 0.02 to Tk. 0.029	Below Tk. 0.02
4	Production							
	4a. Input Use Efficiency (%)	QN	4	25% or more	23% to 24%	21% to 22%	19% to 20%	Below 19%
	4b. Inventory Turnover (Times)	QN	3	5.00 or more	4.00 to 4.99	3.00 to 3.99	2.00 to 2.99	Below 2.00
	4c. Asset Turnover (Times)	QN	5	0.15 or more	0.13 to 0.14	0.11 to 0.12	0.09 to 0.10	Below .09
	4d. Capacity Utilization (%)	QN	3	91-100%	81-90%	71-80%	41-70%	Below 41%
Sub-total			25					

Standards of Indices C: Financial

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-indicators	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
	i. Financial Performance							
1	Operating profit	QN	2	Tk. 100 million or more	Tk. 90 to Tk. 99 million	Tk. 80 to Tk. 89 million	Tk. 70 to Tk. 79 million	Below Tk. 70 million
2	Profit before Tax	QN	2	Tk. 300 million or more	Tk. 250 to Tk. 299 million	Tk. 200 to Tk. 249 million	Tk. 150 to Tk. 199 million	Below Tk. 150 million
3	Return on Assets (%)	QN	2	2.5% or more	2.0% to 2.49%	1.5% to 1.99%	1.0% to 1.49%	Below 1.0%
4	Return on Sales (%)	QN	2	14% or more	12% to 13%	10% to 11%	8% to 9%	Below 8%
5	Return on Equity (%)	QN	2	7% or more	6% to 6.99%	5% to 5.99%	4% to 4.99%	Below 4%
6	Net Worth Growth (%)	QN	2	5% or more	4% to 4.99%	3% to 3.99%	2% to 2.99%	Below 2%
7	Capital Budget Utilization (%)	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
	ii. Financial Risk							
1	Debt Equity Ratio (Times)	QN	3	1.5 or less	1.51 to 1.75	1.76 to 2.00	2.01 to 2.25	More than 2.25
2	Debt to Assets (Times)	QN	3	0.50 or less	0.51 to 0.65	0.66 to 0.80	0.81 to 0.95	More than 0.95
3	Current Ratio (Times)	QN	3	2.0 or more	1.75 to 1.99	1.5 to 1.74	1.25 to 1.49	Below 1.25
	iii. Transactions with Govt.							
1	Dividend Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Taxes Paid	QN	2	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Debt Service Liabilities Paid	QN	3	91-100%	81-90%	71-80%	41-70%	Below 41%

Standards of Indices D: Corporate Governance Practices

FY 2021-22

Serial No.	Indicators & Sub-indicators	Standard						
		Types of Measurement	Weight for Sub-	Grade: Excellent Score: 4	Grade: Very Good Score: 3	Grade: Good Score: 2	Grade: Fair Score: 1	Grade: Under-performing Score: 0
1	Commitment to Corporate Governance: <ul style="list-style-type: none"> • Code of Conduct • Ethics • Key policies of Board • Board structure • Employees service rules/regulations • Appointment of Board Secretary 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
2	Board Practices: <ul style="list-style-type: none"> • Composition of Board of Directors and number of meetings held • TOR of board • Number of independent Board Directors • Name & Number of board committees and number of meetings held • Number of board decisions that have been implemented 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
3	Transparency and Disclosure: <ul style="list-style-type: none"> • Board of directors and Senior managers name and biographies • Audited financial statement • Citizen charter • APA • Code of conduct 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
4	Control Environment and Process: <ul style="list-style-type: none"> • Entity's internal control systems for different departments • Internal audit procedure and reporting authority • Entity's computer-based management information system (database) • Any authority of the board to mitigate the entity's emergency situation • Measures taken for safe working environment in the entity's premises 	QL	4	91-100%	81-90%	71-80%	41-70%	Below 41%
5	Performance against the key Indicators of APA: <ul style="list-style-type: none"> • Total Performance score achieved on APA 	QN	4	100%	90%	80%	70%	60%