Social, political and economic background of Bangladesh.

Bangladesh, lying between India and Myanmar (Burma) on the Bay of Bengal, is one of the most densely populated countries in the world. The People's Republic of Bangladesh, a republic of Southern Asia, in the northeastern portion of the Indian subcontinent, bordered on the west, north, and east by India, and on the south by the Bay of Bengal. The area of the country is 147,570 square kilometers (56,977 square miles). The capital and largest city of Bangladesh is Dhaka. Geographically, historically, and culturally, Bangladesh forms the larger and more populous part of Bengal.

Bangladesh is well known as a developing country in the South Asia region. Bangladesh is in the full throes of change more than 41 years after gaining its independence in 1971 bloody liberation war with West Pakistan, today’s Pakistan. Bangladesh independence was hard won and exacted a tremendous human and economic toll. Three million people lost their lives in the liberation period. Millions more were displaced and these people needed resettlement. In the years since, Bangladesh has made important progress, primarily in the fields of education, health, population growth, food production and the management/prevention of natural catastrophes inequality, although still present to a considerable extent, is gradually being reduced. Bangladesh has also reported important economic growth in recent years (5.7% in 2010). Even so, Bangladesh is still one of the world’s least developing countries. Nearly half the population lives below the poverty line and the stabilization of population growth remains extremely difficult. Bangladesh is one of the worst victims of world warming and climate change. Facing regular natural disasters and after meeting the demand of increasing rate of population to ensure livelihood and food security is a great challenge for the country. The global food security situation has worsened and continues to represent a serious threat to humanity. With food price and essential commodities are still remaining high in developing countries, the number of people suffering from hunger has been growing relentlessly in recent years. The global economic crisis is aggravating the situation by reducing jobs and increasing poverty. The ever-increasing
threats of disasters due to climate change impacts; especially on agriculture, livelihood and food security are a further threat to the global poor. And again the poorest which are the hardest hit, are the most vulnerable and remain the hungriest. Political instability, dominance of powerful personalities and families, endemic corruption and nepotism, and the disregard for issues that plague development of the country is dissuading ordinary citizens from being involved in politics. Bangladesh is one of the world’s most crowded countries, surpassed only by the city-states of Hong Kong and Singapore. More than 34.6% people live in the urban areas of Bangladesh, almost half of them in four major cities: Dhaka, Chittagong, Rajshahi and Khulna.

The context: Bangladesh

Socio-economic and development context

With an estimated population of 140 million (estimate 2005), limited resources, and one of the highest population densities in the world, it has been hard for Bangladesh to sustain a strong economy and make sure that all of its citizens have the access to basic services. The per capita GDP is US$ 470 (2005) while 44.7% of the population live below the poverty line.

The human development index (HDI), developed by UNDP, rated Bangladesh 139 out of 177 countries for three measurable dimensions of human development: living a long and healthy life, being educated and having a decent standard of living. Countries were also rated on a scale for ‘building the capacity of women’ in which Bangladesh ranked 103 out of 140,

Half of Bangladesh's GDP is generated through the service sector though nearly two thirds of Bangladeshis are employed in the agricultural sector. This underlines the labour intensive and traditional character of the Bangladesh agricultural sector that mainly consists of marginal, subsistence farmers.

Like many other countries of the 3rd World Bangladesh is also beset with several social-economic problems. Furthermore, in the context of Bangladesh, its rural crisis is more acute. Being one the poorest countries of the world, most of its rural people live below the average poverty line. They are illiterate and ignorant. They out-number the available resources and job opportunities. Bangladesh government with its limited resources cannot alone help these people to come out of the prevailing worse situation. Considering this infra-structural socio-economic condition many
Non-Governmental Organizations commonly known as NGO like APCD have come forward and extended their helping hands to share in the uplift programmer in the rural as well as vulnerable urban areas of the country.

**Legal status of the organization**

Registered with:

NGO Affairs Bureau, Prime minister’s Office of Peoples Republic of Bangladesh.

Registration no. & date:

1335/99 Date: January 12, 1999.

Implementer Organization:

Association for Pisciculture and Cattle Development (APCD), Dhaka District, Bangladesh.

Office Address (1):

Head Office:

Association for Pisciculture and Cattle Development (APCD)

House-811, Raod-11, Avenue-6, Mirpur DOHS, Dhaka-1216

State: Bangladesh.
Phone Number: Hand Set: 01711-173318
E-mail Address: apcd_1335@yahoo.com

Office Address (2):

**Cox’s Bazar Office** : Association for Pisciculture and Cattle Development (APCD)
Nahar Mension, Sikder Para, Cox’s Bazar Sadar, Cox’s Bazar.

Phone Number: Hand Set: 01934625203
E-mail Address: apcd1335@gmail.com

Contact Person:

**Head Office**-Md. Liton Miah
Title: Executive Director
Position: Executive Chief
Hand Set: 01711-173318

Contact Person:

**Dhaka Office**- Asaduzzaman-Nur
Title: Vice-Chairman
Position: Executive Committee Member
Hand Set: 01710-067128
Contact Postal Address:

(1) House-811, Road-11, Avenue-6, Mirpur DOHS, Dhaka-1216
    State: Bangladesh.

(2) 17/10, Bhaban-B, Khilagaon, Dkaka-1229, Bangladesh.

Bank details:

Association for Pisciculture and Cattle Development (APCD)
Current Account No-1007465005001
IFIC Bank Limited
Shanti Nagar Branch

**Dhaka-Bangladesh**

Head of the organization:

a) Name - Md. Liton Miah.

b) Designation – Executive Director.

Name of Members of the Advisory committee:

1) Md. Abdur Rouf Chowdhury  Member of Parliament
2) Shreemoti Bharoti Nondhi Sharker  Member of Parliament
3) Gulam Murtaza Chowdhury  
Chairman (Friends Group of Inds.)

4) Promode Manking  
Member of Parliament

5) Md. Easin Ali  
Agriculture Scientist

Name of Consultants:

1) Sha Md. Shamim Hossain  
International audit officer
   (Education)
   TSB Bank
   Manchester, Padiham
   UK

2) Dr. Md. Raisul Azam  
Health Officer
   (Health)
   Haluaghat
   Mymensingh
   Bangladesh

3) Md. Ekhtiar Alam  
Assistant Commissioner
   (Human Rights)
   BCS (Postal)
   Chairman
   NBI Foundation
   Dhaka
   Bangladesh

4) Mr. Kamaruzzaman  
Profesor
   (Agriculture)
   Govt. Shahid Sohrawardi College
Dhaka
Bangladesh

5) Sgt. Asaduzzaman-Nur (Retd.BAF) Vice-Chairman
   (Disaster)               APCD
   Mymensingh               Bangladesh

Names of Members of the executive committee/Governing body:

1) Mrs. Momtaj Begum          Chairman.

2) Assdujjaman-Nur            Vice Chairman

3) Md. Liton Miah             Executive Director

4) Sumon Ranjan Kar           Project Director

5) Sajjad Hossain (Akash)     Director

Staff Position:

a) No of permanent staff : 350

b) No of temporary/project staff : 120

c) No of volunteers : 140

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Member of.
   a) ISCG (Inter Sector Coordinator Group)
   b) FSC (Food Security Cluster)
   c) SSC (Shelter Security Cluster)
   d) SFB (Start Fund Bangladesh)
   e) ACT Alliance

Present sources of funds:
   a) Membership fees
   b) Intent
   c) Donation

Funding Sources:
APCD mostly receive funds from three sources. These are:

1) National organizations of different capitalistic states such as USAID, CIDA, IDB etc.

2) Different relief organizations such as OXFAM, CUSO, IDRF, AusRelief etc.

3) Different religious institutions such as Muslim Aid.
Donations generally come from individuals (e.g. from a fundraising appeal or given as a legacy) Companies, Charitable trusts and foundations and from Local and International Organizations by managing in-country programs.

Includes:

1. Islamic Educational, Scientific and Cultural Organization (ISESCO)
   **Country**: Kingdom of Morocco

2. Islamic Aid Bangladesh
   **Country**: Bangladesh

3. Caritas Bangladesh
   **Country**: Bangladesh

4. Bangladesh National Commission for UNESCO (BNCU)
   **Country**: Bangladesh

5. ADD International
   **Country**: Bangladesh

6. PKSF
   **Country**: Bangladesh

7. IPPF and FPAB
   **Country**: India and Bangladesh

8. IDRF
   **Country**: Canada
9. Jumma Net (Japan)

10. International Blue Crescent Relief and Development Foundation (IBC)
    **Country:** Turkey

11. WF-Aid
    **Country:** UK

12. The World Federation of KSIMC
    **Country:** UK

13. Shapla Neer
    **Country:** Japan

14. AusRelief
    **Country:** Australia

15. Penny Appeal
    **Country:** Australia

16. AMPRO Foundation
    **Country:** Singapore

17. Bedok youth society for the disabled
    **Country:** Singapore

18. Operation USA
    **Country:** USA
19. Family & Community Circle
   Country: USA

20. Niwano Peace Foundation
   Country: Japan

All the expenditures of first three projects were maintained by our own contributions (for example, working as a house tutor, part time job etc).

Target beneficiaries:

Poor People especially Women, Adolescent & Children who live below the poverty line most are Landless, Marginal farmers, Widows, Orphans, Distressed women, Divorced, Day labor etc.

Introduction:

Association for Pisciculture and Cattle Development (APCD) is a non-government social organization. It is established in 1999 for socioeconomically back ward rural men and women of the country.
Association for Pisciculture and Cattle Development is also strongly committed to work as a development partner with the government and many other development organizations to build a strong nation. Subsequently the organization registered with the department of Social Services; NGO Affairs Bureau Registration no-1335/1999. Government of the republic of Bangladesh and its aim is to create a self-reliant development process among the poor people within the purview of the Government policy to alleviate poverty.

**Organization Background Information:**

Association for Pisciculture and Cattle Development (APCD) is an organization which got the Reg no-1335. In 1999 from NGO Affairs Bureau, Prime minister’s Office of Peoples Republic of Bangladesh. Our aim is to create awareness among people so that they can realize the obstacles of development i.e. illiteracy, unemployment, population growth, early marriage, unhygienic sanitation, unhealthy physical condition and so on. As a result they will be trying to eradicate those hindrances and we are to help them to execute those. We have total 27 members in general committee. Among them 5 members are from executive committee. Our plan is to take all the necessary steps for the development of the country including constructions (Culvert, Drainage system, School, Orphanage, Hospital, Adult center, Cyclone center, Accommodation of Disabilities etc) wherever it is required.

**Mission:**

Our mission is to work on the issues of natural resource management through community participation, good governance, poverty alleviation and economic growth as approaches for addressing sustainable development.

**Vision:**

A country free from all forms of exploitation and discrimination where everyone has the chance to realize their potential.

**Goal:**

The overarching goal of Association for Pisciculture and Cattle Development (APCD) are to alleviate poverty and improve the quality of lives of the landless and helpless rural poor by providing them all types of encouraging and helping services.

**Objectives:**

- Create awareness among people about their problems, solutions and organize them.
• Encouraging organized poor towards economic development.

• Utilizing local resources.

• Eradicating unsocial activities ensuring social dignity and peace through promoting human resource development.

• Making people aware of health, providing healthcare services and eradicating malnutrition; providing sanitation services for improving rural health; installing tube-well for safe drinking water.

• Making people motivated for population control.

• Eradicating illiteracy through adult and children literacy programs, and carrying out such programs.

• Making people aware about the equal rights of women in the society and ensuring rights of women through empowering/encouraging them.

• Encouraging and organizing women against all kinds of oppressions including violence against women, dowry, early marriage, divorce and polygamy for enhancing their status.

• Arranging relief and rehabilitation during natural disaster.

• Arranging rehabilitation or orphan children, old people and persons with disability.

• Giving training and rehabilitation o physically and mentally retarded persons.

• Implementing welfare projects for adolescents involved in criminal activities.

• Implementing projects for criminals freed from jail.

• Implementing projects for socially challenged persons.

• Establishing coordination among social welfare institutions.

• Making schools child-friendly to bring disinterested children to schools and establish child rights.

Additional Activities:
• Media IEM campaign though individual, group, mass gathering electronics & papers.
• Conduct seminars., workshop and training for staffs community leaders, religious leaders, village doctor and social workers.
• Development of appropriate programs to work among the truck drivers, helpers, sex workers & other high risk groups.
• Conduct awareness and sensitization campaign with in college Madrasa & other educational & training institution student.
• Arrange & conduct non-formal education -for the children of the sex workers.

**Target people:** A simple socio-economic survey (The identification Survey) of all families in the project area is undertaken and each family is rated either poor or non-poor (genera). According to key indicators of income, land ownership and food deficit status, poor households are categorized as follows:

1. **Hard core poor:** The worst-off group distinctly below the poverty thresholds, with virtually no cultivable land (not even homestead land) and chronic food deficit (one meal per day)

2. **Very poor:** Household around the threshold boundary of poverty with land ownership less the 50 decimals, occasional food deficit (two meals per day)

3. **Less poor:** Currently above the poverty threshold (with three meals per day) but within the boundary of income erosion pressures. Such households pose a hidden but critical problem of what may be called “Tomorrow’s Poor”.

**Beneficiaries:** Beneficiaries of the organization are mainly ultra poor household, land less, near land less, marginal farmers, small business men and malnourished mother, adolescents and child (men, women and children) of the rural area those who have less than 50 decimal of land and no other regular source of income except selling their physical labors and who are neglected in the society.
Name of the Project

**Complete projects:**

1. Education, Livelihood and Sponsorship
2. Women Empowerment and Child Protection
3. Health, WASH & Humanitarian Response
4. Seasonal programmes
5. Ramadan
6. Qurbani
7. Research
8. Winter programmes

**Ongoing projects:**

1. Food Safety-1
   - **Duration:** 2 Year (2017 to 2018)
   - **Expenditure:** Maintained by Jumma Net
   - **Location:** Dist- Cox’s Bazar, Dhaka-Bangladesh
   - **Beneficiaries and Participants:** Around 4500 Rohingya families.

2. Food Safety-2
   - **Duration:** 2 Year (2017 to 2018)
   - **Expenditure:** Maintained by International Blue Crescent Relief and Development
Foundation (IBC)

Location: Dist- Cox’s Bazar, Dhaka-Bangladesh

Beneficiaries and Participants: Around 1000 Rohingya families.

3. Food Safety-3

Duration: 1 year (2017 to 2018)

Expenditure: Maintained by AusRelief

Location: Dist- Cox’s Bazar, Dhaka-Bangladesh

Beneficiaries and Participants: Around 1700 Rohingya families.

4. Food Safety-4

Duration: 1 year (2017 to 2018)

Expenditure: Maintained by Shapla Neer

Location: Dist- Cox’s Bazar, Dhaka-Bangladesh

Beneficiaries and Participants: Around 600 Rohingya families.

5. Emergency Help-9

Duration: Continue

Expenditure: Maintained by IDRF, Canada

Location: Dist- Cox’s Bazar, Dhaka-Bangladesh

Beneficiaries and Participants: Around 1200 Rohingya families were benefited.

6. Food Safety-5

Duration: Continue (2017 to 2018)
**Expenditure:** The World Federation of KSIMC  
**Location:** Dist- Rangamati, Bandarban and Cox’s Bazar.  
**Beneficiaries and Participants:** Around 1500 families were benefited.

7. **Emergency Response for Myanmar's Rohingya in Bangladesh (ERMRB)**  
Duration: 1 Year (From July to June 2018)  
**Expenditure:** Jumma Net, Japan  
**Location:** Dist- Cox’s Bazar.  
**Beneficiaries and Participants:** Around 25000 Rohingya families.

8. **Hygiene, Sanitation and Water Supply (HSWS)**  
Duration: 1 year (2017 to 2018)  
**Expenditure:** Canadian Government, Canada  
**Location:** Dist- Cox’s Bazar.  
**Beneficiaries and Participants:** Around 5000 Rohingya families were benefited.

9. **Hygiene, Sanitation and Water Supply-1 (HSWS-1)**  
Duration: 2 years (From November, 2017 to 2018)  
**Expenditure:** IDRF  
**Location:** Dist- Cox’s Bazar.  
**Beneficiaries and Participants:** Around 4500 Rohingya families were benefited.

10. **Hygiene, Sanitation and Water Supply1 (HSWS)**  
Duration: 1 years (From November, 2017 to 2018)
11. Emergency Health Program for Rohingya Refugees
   Duration: 2017 to 2018
   Expenditure: IDRF
   Location: Dist- Cox’s Bazar.
   Beneficiaries and Participants: Around 18,000 Rohingya families were benefited.

12. Spread Warm Love in Winter for Rohingya Refugee (SWLWR)
   Duration: 2017 to 2018
   Expenditure: Operation USA
   Location: Dist- Cox’s Bazar.
   Beneficiaries and Participants: Around 1335 Rohingya families.

13. Emergency Food Help
   Duration: 2017 to 2018
   Expenditure: WF-Aid
   Location: Dist- Cox’s Bazar, Dhaka-Bangladesh
   Beneficiaries and Participants: Around 500 Rohingya families.

14. Emergency Food Help-2
   Duration: 2017 to 2018
Expenditure: IDRF  
Location: Dist- Cox’s Bazar, Dhaka-Bangladesh  
**Beneficiaries and Participants:** Around 8500 Rohingya families.

15. Emergency Food Help  
**Duration:** 2017 to 2018  
**Expenditure:** AusRelief  
Location: Dist- Cox’s Bazar, Dhaka-Bangladesh  
**Beneficiaries and Participants:** Around 1,700 Rohingya families.

16. Qurbani Program  
**Duration:** 2018  
**Expenditure:** IDRF  
Location: Dist- Cox’s Bazar, Dhaka-Bangladesh  
**Beneficiaries and Participants:** Around 2500 Rohingya families.

17. Qurbani Program  
**Duration:** 2018  
**Expenditure:** AusRelief  
Location: Dist- Cox’s Bazar, Dhaka-Bangladesh  
**Beneficiaries and Participants:** Around 1500 Rohingya families.

18. Qurbani Program  
**Duration:** 2018  
**Expenditure:** AMPRO Foundation
**Location**: Dist- Cox’s Bazar, Dhaka-Bangladesh

**Beneficiaries and Participants**: Around 1200 Rohingya families.

19. Qurbani Program

**Duration**: 2018

**Expenditure**: Penny Appeal- Australia

**Location**: Dist- Cox’s Bazar, Dhaka-Bangladesh

**Beneficiaries and Participants**: Around 2500 Rohingya families.

20. Qurbani Program

**Duration**: 2018

**Expenditure**: Bedok youth society for the disabled

**Location**: Dist- Cox’s Bazar, Dhaka-Bangladesh

**Beneficiaries and Participants**: Around 2500 Rohingya families.

21. Qurbani Program

**Duration**: 2018

**Expenditure**: IDRF

**Location**: Dist- Cox’s Bazar, Dhaka-Bangladesh

**Beneficiaries and Participants**: Around 800 host community.

22. Qurbani Program

**Duration**: 2018

**Expenditure**: AusRelief

**Location**: Dist- Mymensingh and Netrokon districtis-Bangladesh
**Beneficiaries and Participants**: Around 1200 Bangladeshi Citizens.

23. Qurbani Program
   - **Duration**: 2018
   - **Expenditure**: AMPRO Foundation
   - **Location**: Dist- Mymensingh and Netrokon districtis-Bangladesh
   - **Beneficiaries and Participants**: Around 900 Bangladeshi Citizens.

24. Qurbani Program
   - **Duration**: 2018
   - **Expenditure**: Penny Appeal- Australia
   - **Location**: Dist- Mymensingh and Netrokon districtis-Bangladesh
   - **Beneficiaries and Participants**: Around 1800 Bangladeshi Citizens.

25. Qurbani Program
   - **Duration**: 2018
   - **Expenditure**: Bedok youth society for the disabled
   - **Location**: Dist- Mymensingh and Netrokon districtis-Bangladesh
   - **Beneficiaries and Participants**: Around 700 Bangladeshi Citizens.

26. Removal of Illiteracy Program (RIP)
   - **Duration**: 4 Years (From 28 August 2010 to......)
   - **Expenditure**: Maintained by APCD and Caritas Bangladesh
   - **Location**: Dist- Mymensingh, Dhaka-Bangladesh
**Beneficiaries and Participants:** Around 500 Children and local villagers were benefited.

27. Amader Krishok (working for the cultivators to provide all the agricultural facilities)

   **Duration:** 2 Years (From May 2014 to 30 June 2018)
   
   **Expenditure:** Maintained by own fund
   
   **Location:** Dist- Mymensingh, Dhaka Bangladesh
   
   **Beneficiaries and Participants:** Around one lakh farmer and local villagers were benefited.

28. Working in the roads of Dhaka city to observe the fare of local busses which is taken from the passenger’s weather it is fair or not.

   **Duration:** Year (From August 2014 to September 2017)
   
   **Expenditure:** Maintained by APCD and ADD Bangladesh
   
   **Location:** Dist-Dhaka, Bangladesh
   
   **Beneficiaries and Participants:** Around 50 lakh man, women, children and student were benefited.

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**Procurement Policy**

**Objectives**

- To have an overarching framework for procurement that is to be followed by all procurement personnel in order to bring efficiency and effectiveness in the system with a view to contributing towards achievement of the objectives of APCD.
- To ensure transparency, fairness and integrity in the procurement procedure.
- To harness competitiveness in the procurement system through adherence to clear guidelines and procedures by all concerned personnel so that best value for every taka spent can be attained.
- To devise a balanced system of guidelines that can be applied during normal as well as emergency situations e.g. flood, earthquake, cyclone and other natural calamities.
To involve all stakeholders in the procurement process in a meaningful way so that planning and coordination can be done timely and right product can be procured in right quality and quantity and supplied to right place in right time.

To assign responsibilities and ensure accountabilities through allocation of financial powers to various levels of managers and top executives of APCD.

To meet the requirement of donor agencies and other local and international bodies, who all are partners in progress with APCD, through reforming procurement practices in line with modern donor and commercial usage.

To have an audit trail through maintenance of necessary documents, files and records as stipulated in these guidelines and procedures.

**Procurement Requirement (PR)**

- Procurement starts from the identification of the needs and planning of the process and continues until the goods and related services, non-consulting services and consulting services are delivered and/or performed satisfactorily. Initial step of procurement process is the identification of needs and making plan so that any constraint or critical target can be anticipated and appropriate actions can be undertaken.

- There will be yearly Procurement Requirement (PR) for each program of APCD. PR will consider both field level and Head Office (HO) level requirement irrespective of capital and recurring items.

- Well ahead of the beginning of the Fiscal Year (FY), the field offices of different programs will prepare PR and forward the same by 30 September of each year to the respective programs at the HO through proper channel duly vetted. The concerned officers of the respective programs at HO will consolidate all field level requirements and put up, after necessary scrutiny, for approval of the concerned Program Director. Upon approval of the Director the field purchase portion of the PR (i.e. the procurement which will be undertaken at the field level) will be returned to them for necessary action after confirmation of the availability of budget by the Finance Department.

- Respective Program Director’s office will consolidate the HO and the field level PR to be centrally procured and forward the same to the Procurement Department (PD) for necessary action upon validation of budget availability by the Finance Department.

**Procurement Plan (PP)**
PD shall, after reviewing the PR received from various programs and departments, prepare the HO level PP. PD shall, while preparing the PP, check the following:

(i) That the Finance Department has confirmed the budgetary allocation.
(ii) That all requirements included in the PR are clearly identified/specified.
(iii) That it is clear when the goods/services are required and to be delivered/performe.
(iv) Whether any other formality/legal requirement is applicable to the specific procurement.
(v) That aggregation of requirement of two or more programs to form a single package has been done.

Grouping and Packaging

- Each item could be procured separately under a specific purchase proposal. However, considering the number of items normally required for procurement under each program is huge, item by item procurement would certainly not result in the most economic and efficient purchase for APCD.
- Hence the overall procurement plan for a program under APCD requires dividing it into individual procurement packages and ensuring that processing of all packages are completed within the appropriate timetable.
- Grouping into lots and packages is to be done in order to achieve the economies of scale. Similar items may be grouped together to form a ‘Lot’. ‘Lots’ can form a ‘Package/Tender’ depending on the object of procurement. If large quantities of single products/commodities/services are being procured, then division into lots within a package should take into consideration supplier’s/service providers capability with respect to present condition, transportation costs, storage capacities etc. (i.e. dividing large quantities into smaller quantities, each representing a lot within the same invitation to tender). Non-consulting services and consulting services are more likely being procured under individual related services in all those cases were grouping is not appropriate for technical or economic reasons.
- Splitting: larger quantities of the same item may not be divided into several packages (tenders), but may be divided into several lots within the same package to allow smaller suppliers to participate; example: large quantities of slates required at a specific date (start of school year) shall be procured through a single tender, but the single tender (package) may contain several lots of smaller quantities (e.g. if a total of 1,000,000 slates is required, five lots with
200,000 slates each could be included, etc.). Using more than one package (tender) would be regarded as splitting and is not allowed. Similar items (i.e. items which could be offered by the same manufacturers/suppliers) can be grouped in the same lot/package for smaller quantities/values and/or procured through separate packages (tenders) for large quantities/values.

- To develop a Procurement Plan for an individual procurement package the following will be required:
  - (a) Accurate description of ‘Package’ and subsequent ‘Lot’ thereof, if any;
  - (b) Unit of measurement;
  - (c) Approximate quantity of Items,
  - (d) Estimated cost;
  - (e) Procurement method to be used;
  - (f) Approval level; and
  - (g) Time schedule for processing a tender/quotation such as:
    - (i) Invitation for tender/quotation
    - (ii) Signing of contract
    - (iii) Completion of contract

**Procurement Scheduling:**

- One of the considerations in choosing contract packaging is the timing when goods/services are needed. After preliminary packaging, plans have been formulated and, by implication, the method of procurement to be used for each is tentatively determined by the nature and size of the packages. Besides, it is necessary to verify that these combinations will permit the goods/services to be delivered/performed at the times they are needed for the program. The best way to check this is to work backwards from the desired date of delivery/performance to determine whether sufficient time is available to carry out the necessary procurement steps/processes for each procurement contract.
Approval of Procurement Plan:

- In general the Director, Procurement shall approve the Final HO level Procurement Plan (PP). However, for those packages that requires higher level approval as per Table of Authority of Financial Power shall have to be placed for consideration and approval of the concerned top executive before undertaking any procurement.
- Procurement Plan is a dynamic thing and it may have to be changed over time to include new requirements of program arising out of new projects and changed circumstances. Hence PP will be reviewed and, if necessary, revised twice in a year to make it more flexible and requirement friendly.
- The approved final HO level PP is to be circulated to all concerned program and departments for their information and compliance.

Key Role in Procurement

- To accomplish fair and efficient procurement process the responsible officers and departments will be:
  - (i) The field level and head office level end users;
  - (ii) The budget holder (Finance Department);
  - (iii) Approving authorities at different levels as per Table of Authority;
  - (iv) The concerned Departments / Programme Directors; and
  - (v) Procurement Department (PD).
- Close co-operation amongst all these levels is essential to achieve success in procurement.

Field Procurement

- Managers/In-charge officers of field offices, with the approval of Competent Financial Authority (CFA), will carry out field level purchases as per approved PR. A Purchase Committee comprising of minimum 3 members and headed by respective Managers/in charge officers are to be formed to process the purchases. For local purchases, which are within the financial power of the respective Managers, the Quotation Method (QM) or Direct Purchase Method (DPM) as described hereunder, and as applicable, shall be followed. For purchase of perishables and other daily necessities,
cash purchases as per DPM may be applied as per Table of Authority. The construction department’s field engineers may for DPM/QM request approval via SMS/email/fax from head office following the Table of Authority and the approval shall be given, following the Table of Authority, also via SMS; the required paperwork may be completed post procurement, but in any case not later than thirty (30) days from the date of the SMS/email/fax approval request.

- For local purchase beyond the financial power of respective manager/in charge officer, necessary Requisition Forms (RF) / Material Intends along with collected quotations after necessary market verification need to be forwarded to the respective office of the Program Director for approval. The respective office of the Program Director, upon verification and vetting with previously approved PR, shall accord necessary approval as per Table of Authority and return the RF to respective manager/in charge officer of the field office for initiating purchases. If the RF is not included in the previously approved PR, necessary budget clearance is to be obtained from the finance department before according such sanction.

- **Central Procurement**
  - At the HO level, the concerned program/department will initiate Requisition Form (RF) in triplicate as per approved PP and as per Table of Authority. First and Second copies shall be sent to the Finance Department for budgetary position and notation of budget code. Upon concurrence, the Finance Department will send the first copy to Procurement Department (PD), the second copy being retained for records. After receipt of the RF, PD will initiate procurement activity as per guidelines and procedures laid down hereunder. Subsequently required PR may be included in the PP provided budgetary approval has been given by the Accounts and Finance Department.

- **Procurement Method**
  - Procurement under APCD will be governed by the following four methods for goods and related services:
    - Open Tendering Method (OTM), including its variation International Competitive Tendering (ICT);
    - Limited Tendering Method (LTM);
    - Quotation Method (QM); and
    - Direct Purchase Method (DPM).
Procurement under APCD will be governed by the following four methods for non-consulting services:

(i) Open Tendering Method (OTM);

(ii) Limited Tendering Method (LTM);

(iii) Quotation Method (QM); and

(iv) Direct Purchase Method (DPM);

**Important General Issues**

- **Expertise and Probity**
  Divisions within the Department should ensure that staff involved in purchasing or placing contracts is familiar with the National and International rules that may apply. It is also incumbent on this Department to take measures to separate functions within the procurement cycle, by ensuring that, for example, ordering and receiving goods and services are distinct from payment for goods and services.

- **Casual Purchases.**
  Divisions should examine purchasing profiles to minimize casual or “once off” purchases. An appropriate contracting arrangement should be put in place for efficient and cost effective delivery of recurring supplies and services.

- **Pilot Projects**
  Where a procurement process involves a pilot stage, the pilot should be conducted in a manner that allows and encourages the identification of a range of acceptable options.
- **Sole Suppliers**
  Where it is necessary to deal with a sole supplier, service provider or contractor, arrangements, which provide best value for money, should be negotiated. Divisions should take care when they face such a scenario. Open-ended arrangements with these distributors should be avoided where possible.

- **Conflict of Interest**
  Divisions should be aware of potential conflicts of interest in the tendering process and should take appropriate steps to avoid them.

- **Statutory Provisions**
  Before awarding a contract, Divisions should ensure that tenderers have regard to statutory provisions relating to minimum pay, legally binding industrial or sectorial agreements and relevant health and safety issues, when preparing tenders.

- **Collusive Tendering**
  Divisions should watch for anti-competitive practices such as collusive tendering.

- **Criminal Convictions**
  Candidates or tenderers who have been convicted of involvement in organized crime, fraud, corruption or money laundering must be excluded from performing a public contract.

This policy is designed to ensure a common approach across the Department of Transport in the procurement of products, equipment and services. The policies and principles set out herein will ensure that this Department will comply with the very best practices across the Civil Service and the public sector as a whole. Implementation of these policies and principles will ensure this Department and Government Guidelines, gets best value for money and ensures that in general, a competitive process is carried out in an open, objective and transparent manner to achieve best value for money in public procurement.
It is very important that the public procurement function is discharged honestly, fairly and in a manner that secures best value for public money. This Department must be cost effective and efficient in the use of resources while upholding the highest standards of probity and integrity.

**Strategic Plan of Operation**

Association for Pisciculture and Cattle Development (APCD) is a regional based non-profitable, non-political and non-governmental development organization (NGO) was established in the year of 1999 by a few like-minded social workers under the leadership of Md. Liton Miah in Bangladesh with a view to improve the socio-economic condition of the rural targeted poor families especially ultra-poor. APCD has excellent linkages with the community, local elected bodies, Local, National and International NGOs, Government departments and united nation bodies. It has been working for the quality improvement of the underprivileged ethnic/tribal communities along with other minority and majority communities without distinction of caste, creed and religion for nearly fifteen years and earned reputation in development.

**Development approach**

*Integrated and rights-based participatory development approach.*

APCD is a rights-based development organization. It specially focuses on ultra poor women. Since its inception, APCD firmly believes that people are at the center of concerns for sustainable development. According to APCD, the rights-based approach is concerned not just with civil and political rights but also with social, economic and cultural rights.

**The key elements that govern rights-based approach of APCD are:**

- Participatory approach and the right to participate.
• Promoting inclusive social and economic development.
• Mutual accountability in respect of rights and responsibilities and
• A holistic perspective focusing on understanding root causes, removing constraints and creating opportunities and choices for livelihood development.

The three principles that APCD follows and perhaps all the rights-based organizations follow are: participation of all the stakeholders, inclusion of the needs of all the deprived segments of population and fulfilling their obligations.

**Governance Structure**

The organization has a central office at Guatala, Dhobaura, Mymesingh, to supervise and control the operational activates along with maintaining coordination with Govt. & other concerned authorities.

**Management Structure**

The organization has a general body with 27 (Twenty Seven) members none as General Council exercise supreme power in all matters. The members of this council elect the executive committee. The Executive Committee consists of 5 (Five) members. Executive director performs all functions of the organization and as such responsible for all activities of the organization.

**Different-dimensional activities of APCD:**

• **Aspects of Rural Development:**

  It is quite difficult to define Rural Development in a sentence. As we know our rural life covers a wide range elements and components both natural and man-made like population, environment, religion, culture, health, education, agriculture, economy and so on. Hence in a general and broader sense rural development aims at improvement of the quality of the rural mass, their life and way of life. In fact rural development encompasses the whole range of activities related to the improvement of the following:
- Environment, i.e. land, water and air.
- Physical infrastructure such as roads, waterway, and irrigation canals, embankment, housing, sanitation, energy, etc.
- People, i.e. the education and training, health, population control, etc.
- Economic activities such as agriculture, fishery, trade and commerce, banking, rural industries.
- Welfare activities such as relief, recreation, culture old age security, etc.

However, in the opinion of many development professionals and policy makers APCD have proved and is also proving themselves proficient enough to improve the fate of the poor mass of the society who are mostly remain ignored in the Government programmed planning and implementation procedure. On the other hand the APCD have succeeded in generating awareness among the ignorant people and motivated them to participate in different development activities those are meant for them.

- **Poverty Alleviation:**
  
  Nearly 85% of the population of Bangladesh lives in rural areas and most of them live below the average poverty line. They don’t have regular income for their livelihood and don’t possess productive assets or resources. This community of the society doesn’t get proper attention in Government Programmer Planning. Besides, Government efforts towards reduction of poverty are quite inadequate. In such a miserable condition APCD comes forward with poverty alleviating programmes.
  
  Besides mobilizing the poor, APCD provides them with needed inputs and services for agricultural development such as organic agriculture, livestock and poultry, horticulture, sericulture, bee-keeping, nursery development, irrigation and water management, and non-firm activities as handicrafts, weaving, local transport, etc.
  
  APCD also make remarkable contribution in promoting appropriate technology for the betterment of the poor. APCD also provides for skill development in the field of livestock and poultry, horticulture, handicrafts etc.

- **Environment, health and population control:**
Bangladesh, formerly widely known as an ecological sound belt, is today discussed to be an environmentally endangered region. The crucial problems in Bangladesh include deforestation, desertification and damage to the genetic and aquatic environment. APCD takes programmer on social forestry, water and sanitation and aquacultures to tackle those problems. In the field of health APCD have made meaningful contribution in extending health services to the poor through medical camps. APCD claims notable success in population control through education; motivation and contraceptive delivery, in reducing infant and child mortality through extended immunization programmed and also in controlling tuberculosis and leprosy through preventive education and curative care.

- **Education:**
  APCD concentrates its efforts on eradicating illiteracy through functional education. They have been particularly working on children’s education programmed and trying to minimize the rate of dropouts, which is found to be alarmingly high in Government and other schools. Measures taken by the APCD for eradicating illiteracy are adult educational activity, signature learning, and nursery for babies, supply of educational materials, feeder school operation, etc.

**Human Resources Policies:**

**Mid-Level & Field-Level Recruitment & Selection Process:**

For mid-level and field level recruitment, APCD mostly relies on external sources. The recruitment and selection procedure for mid-level and field-level candidates of APCD is given below:

**Advertisement & Collection of CV’s:**

If there is any vacancy in field-level (such as vacancy for Field Manager), APCD gives advertisement in the local newspaper only. On the other hand, if there is any vacancy in mid-level (such as vacancy for Regional Manager), we do give advertisement in local newspapers as well on
the website of BD jobs. After the advertisement procedure, we collect only the hardcopies of the CV for field level vacancy and for mid-level vacancy, we collect only the soft copies of the CV. After collecting all the CV’s within the deadline of the advertisement, we move to the next phase.

**CV Screening & Shortlisting Candidates:**

After collection of CV’s from the interested candidates, the District Manager shortlist the CV’s of the field-level candidates and the HR Department screens the CV’s of mid-level candidates. Based on the required skills and qualification, the candidates are shortlisted for the written test for both field and mid-level vacancy.

**Written Test or Practical Test:**

Written test is taken for the mid-level candidates where theoretical questions related to job description are asked and mathematical reasoning of candidates are checked. Moreover, the field-level candidates have to go through a practical test where they have to perform a sample task related to job description. Candidates with good marks in written or practical test will be called for the first interview in the central office.

**First Interview:**

Three members from the HR Department will be there in the interview board and they will conduct interview sequentially. The questions will be pre-determined and the candidates will be asked basically about APCD, NGOs, Development programs and their past experience etc. The shortlisted candidates will be called for the final interview.

**Final Interview:**

Three members from the top-level and HR department will conduct the final interview sequentially. Questions for this interview will not be pre-determined and basically in this interview, candidate’s skills will be judged through situational questions. Moreover, for the mid-level candidates, verbal communication skills and smartness will also be a key factor.

**Background Check:**
After the final interview, APCD conducts a background check only for the selected mid-level candidates. No background check is done for field-level candidates. The information that are checked is given below: Whether the submitted certificates are correct or not. For the verification of certificates, we do contact with the respective educational institution. Permanent address and other relative information are confirmed by physical verification.

**Offering Appointment Letter:**

After the final interview, the District Manager appoints the selected field level candidates. On the other hand, the mid-level employees are appointed by the HR department of APCD.

**Training & Development:**

The selected candidates in field level and mid-level will be on the probation period for one year. Within this one-year, the candidates will be given training so that they can conduct their daily duties smoothly and also to enhance their skills and practical knowledge. After one year, candidates with good performance will become the permanent employees of APCD.

**Top-Level Recruitment & Selection Process:**

For top-level recruitment, APCD also relies on external sources. The recruitment and selection procedure for top-level recruitment of APCD is given below:

**Advertisement & Collection of CV’s:**

If there is any vacancy in top-level (such as vacancy for Director HR), APCD gives advertisement in local newspapers as well as on the website BD jobs. After the advertisement procedure, we collect only the soft copies of the CV. After collecting all the CV’s within the deadline of the advertisement, we move to the next phase.
CV Screening & Shortlisting Candidates:

After collection of CV from the interested candidates, the EVP of HR shortlists the CV’s of the candidates. Based on the required skills, qualification and level of experience, the candidates are shortlisted for the interview.

Interview:

Three members from the top-level will conduct the final interview sequentially. Questions for this interview will be based on the skills and level of experience of the candidates. Mainly the leadership quality, verbal communication, and knowledge about the related field will be judged in this interview.

Offering Appointment Letter:

After the final interview, the EVP (HR) of APCD will appoint the proper candidate(s).

Gender Policy

Why a Gender Policy?

The developed countries and the key organizations by their activities confirmed that gender equality and the empowerment of women are at the heart of the MDGs and are pre-conditions for overcoming poverty, hunger, and disease. Poverty, excessive workloads, weak political and legal representation, limiting social and cultural traditions, poor health and the disproportionate impact of health crises stemming from too frequent and often unwanted pregnancies and more recently threats like HIV-AIDS, illiteracy, inadequate education and training opportunities are among the key constraints that prohibit women and girls from realizing their full potential and meaningfully contributing to development in their communities. The above realities reflect the inequalities between women and men in access and control over resources as well as decision-making opportunities. More specifically:
Gender differences between women and men are cultural constructed and often result in discrimination mostly affecting women through class, race, ethnicity, disabilities and sexual orientations.

Women are disproportionately represented among the poor, the most marginalized and oppressed in the world.

Gender differences may require differential strategies and resource allocations.

Given equal opportunities, women and men together and separately can be active agents of change in the community and in their families, adding greater social force to transform their countries and communities for the better.

While principles of gender equality represent only one set of concerns promoted by APCD, the need for continuous monitoring in this area is clear. It has been almost 10 years since we undertook a focused gender audit and reviewed our gender strategy. There are currently no clear policy instruments that guide the actions of the organization. Moreover, the APCD strategy 2011-2015 mandates us to put in place policies, systems and procedures that include gender equality guidelines. These guidelines enable APCD management to develop detailed gender strategies and actions.

Objectives of Gender Policy

APCD’s gender policy aims to translate the APCD vision of equity and justice into action and to serve as a standard that will hold its leadership and staff accountable to appropriate gender outcomes. Further, the policy seeks to strengthen gender sensitivity and guide the organization toward an enabling environment within APCD for men and women, boys and girls as well as among our various partner organizations, and the communities in which we work. Finally, the policy will be used by APCD and partners to monitor and evaluate progress towards achievement of these intentions. The following are specific objectives.

- To provide a framework and serve as reference document that will guide and hold senior managers and staff accountable to the gender equality commitment of the organization
➢ To ensure the integration of gender equality and equity dimensions in all programs and projects and to accord equal benefits to men and women, boys and girls.
➢ To illustrate good gender practice models for partners and other who utilize our services
➢ To create a healthy and collegial working environment for men and women at APCD workplaces which demonstrate the value of mutual respect and teamwork.

Our Commitment to Gender Equality

APCD policies and strategies are built around equality and fairness. These principles commit us to treat all human beings (women, girls, men, boys and other disadvantaged groups or individuals) equally, enabling them to realize their full rights and potentials.

Through this policy, APCD commits to:

1. Promote gender equality as a universally accepted human right and adhere to various international instruments.

2. Address structural (cultural or traditional) injustices that create barriers to the realization of women’s and girls’ rights and equality, which include gender based violence and other forms of exploitation.

3. Ensure equal representation and contribution of men and women in all APCD management structures (leadership teams, staff, and trustees), policy and decision processes.

4. Foster the integration of gender equality and equity in all programs and projects and ensure equal benefits to men/women and boys/girls.

5. Develop strategies that empower women and girls as key partners in ending poverty, promoting peace and justice.

6. Create programs that will actively engage the whole community, including men and boys, as allies in promoting gender equality.
7. Work with our partners (community members, donors, and governments, civil society organization) to promote and support gender equality

8. Hold ourselves (trustees, management and staff) accountable to gender equality standards

9. Formulate and implement organizational policies, practices and systems that treat men and women, boys and girls as equals.

10. Ascertain that all APCD programs from inception, design, implementation, monitoring and evaluation use standard gender analysis frameworks and gender sensitive tools such as gender disaggregated data to achieve equal program benefit in access, control and decision making

11. Mainstream gender in all its programs and organizational structures

12. Strive continuously to become a dynamic and learning organization that places gender equality and women’s empowerment at the heart of our work.

Through the above principles, APCD’s explicitly commits itself and its resources to support gender equality as an important pillar of its vision and comply with various international instruments.

**Policy Implementation**

APCD will implement, monitor and evaluate this policy on a periodic base. Each APCD region and country is expected to develop context specific and realistic implementation plans that reflect the spirit and the letter of this policy. Each regional and country leader will adhere to and report on the following.

**Communications**

1. Challenge language that normalizes discrimination and stereotypes.

2. Promote women and men as active agents for change and avoid using negative stereotyped images that discriminate against either men or women or boys and girls
3. Reflect a balanced view of men and women, boys and girls in our publications and other printed materials

4. Refrain from using images (photos, drawings, pictures) that lower the dignity of women or men

Organizational Policy and practice

1. We will ensure coherence between and among all our human resources policies – disability, diversity, gender, equal opportunities, health and safety, and grievance.

2. Our human resources policies will adhere to gender equality norms, with our leadership ensuring and reporting on equitable representation and balanced diversity in all functions of the organization board, staff and management

3. Each country and regional team will ensure that appropriate gender competencies are built into job descriptions across program units

4. The president and senior staff will demonstrate and report on gender commitment through recruitment, selection, and promotion processes at the trustees, senior management and staff levels.

5. Ensure that men and women staff has equal access to organizational resources for development and personal growth.

6. Human Resource manuals and other policies will spell out the gender equality commitment and will be part of staff orientation and performance appraisal.

At Workplace

1. Set up work places that are safe for women employees, that is free from sexual harassment, and put in place mechanisms to address any form of harassment and violence.

2. Wherever possible, establish flexible working hours and allow working from home for parents caring for babies

3. Provide security for men and women at the work place -- in the office or the field.
4. Ensure all new staff undergoes orientation on the gender policy and expected behavior at the work place.

5. Have a gender focal person in each country and regional office as applicable

**Program**

1. Collect gender disaggregated data for all programs and project and use the information for planning, design, implementation, monitoring and reporting on equal benefits analysis by men and women including decision making

2. Ensure equal representation of men and women in all APCD and partner programs and more importantly in the decision making, access to and control of resources

3. Include gender equality standards to assess partners for selecting programs and projects partnership

4. Build capacity of program and partners staff to address issues of gender diversity and inequality

5. Mainstream gender in all aspects of programs/projects planning, design, implementation, monitoring and evaluation

6. Establish that all APCD trainings (internal and external) are gender-sensitive in content, materials and illustrations used.

**Monitoring, Reporting and Accountability**

We will ensure that all staff understand the gender policy and have appropriate tools to implement it in their sphere of work. This will be an integral part of staff orientation. The Human Resources manual will detail procedures for staff that may have complaints or concerns possibly arising from lack of compliance with gender equality standards. More specifically;

1. All staff will be responsible for reflecting APCD’s values on gender equality in their attitudes and actions

2. Gender sensitivity and contribution to this policy by all staff will be an integral part of annual staff performance appraisal. The staff appraisal tools will include that gender sensitivity and contributions are included.
3. All projects, programs, country and regional reports will include gender disaggregated data and information as standard monitoring and reporting procedures.

4. APCD will proactively extend support to its partners in developing their own gender policies, strategies, and programs.

5. Implementation of the gender policy will be monitored annually alongside the five year strategy of APCD.

6. The President and senior managers will be responsible for ensuring implementation of the policy across the organization.

7. The policy will be reviewed every five years to ensure that it is relevant to and reflects APCD’s efforts and actions.

**Anti-Corruption Policy**

The purpose of the Anti-Corruption Policy of the APCD is to prevent and detect corruption. APCD’s tolerance towards all forms of bribery and corruption is zero.

1. **Backgrounds and Purpose**

The purpose of this Anti-Corruption Policy is made for the APCD to prevent and detect corruption. APCD has a zero tolerance approach towards all forms of bribery and corruption. This approach is already established and set out in APCD’s Code of Conduct.

The Policy is applied to all units and functions of the APCD group.

The Policy shall be complied with, where applicable, however taking into account the local legislation and the separate instructions relating to bribery and corruption.

2. **Basic principles**

The Policy applies to APCD directors, officers and employees countrywide. The Policy also applies to consultants, suppliers, distributors, partners, agents and/or any other third parties acting on behalf of APCD.

APCD requires employees and associates to act honestly and with integrity at all times. Furthermore, APCD requires employees to safeguard all the material, immaterial and human resources for which they are responsible.
APCD will not tolerate any level of corruption. All allegations of bribery and corruption (anonymous or otherwise) will be investigated thoroughly without regard to the suspected person’s position, length of service or relationship to APCD.

Any breaches of the Code or other corporate guidelines or policies will be investigated, and, based on the findings; appropriate corrective measures will be taken.

The Policy is informed to all associates with a notion that APCD expects all activities carried out on their behalf in compliance with the Policy.

3. General Prohibitions

Corruption is a specific form of fraud, which is defined as the abuse of entrusted power for private gain. It is also defined as the unlawful use of a position in order to get an advantage in contravention of duty.

A facilitation payment is any facilitating or expediting payment to a foreign official, political party, or party official the purpose of which is to expedite or to secure the performance of a routine governmental action, such as obtaining permits, licenses, or other official documents or processing governmental papers, such as visas and work orders.

In particular, Employees and associates are prohibited from directly or indirectly giving, promising, authorizing or offering money or anything else of value to anyone in connection with business dealings in order to obtain an improper advantage.

Employees are prohibited from directly or indirectly asking, demanding, accepting, and receiving anything of value from any associates in connection with business dealings in order to obtain an improper advantage.

Facilitation payments are a form of corruption and are strictly prohibited.

Political activity, charity and other donations as well as business gifts are regulated in Code of Conduct, existing policies and guidelines.

4. Responsibilities

4.1. Board of Directors
The Board of Directors conducts oversight of the Policy.

4.2. Executive Directors and His Functions

The Policy is approved by The Board of Directors based on executive Director’s (ED) proposal. The ED and the other directors are responsible for executive Functions and are responsible for that the Policy is introduced and communicated to all employees. They are also responsible for the interpretation of the Policy and that the Policy is evaluated on a regular basis. They are also responsible for that relevant anti-corruption training for employees is provided.

4.3. Management

The primary responsibility for the implementation of the Policy in daily business is with respective management in operating units. Members of the respective management teams need to be familiar with types of bribery and corruption that might occur within his/her area of responsibility and be alert for any indication of irregularity.

The respective management is responsible for ensuring that an adequate system of internal controls exists within areas of responsibility and that such controls operate effectively.

4.4. Employees

All employees are required to:

Conduct themselves in accordance with legislation, APCD’s Governance Manual, Code of Conduct, the Policy, and other Group policies;

Act with propriety and integrity, especially in dealing with Third Parties;

An employee who discovers or suspects violations must inform APCD Directors and Internal audit immediately.

5. Investigation of Suspected Violations
The ED and his directors together with the Internal Audit will handle and make decisions on all suspected acts that are reported or observed otherwise. An investigation plan will be made in each case and if necessary, the external specialists will be used in fraud investigation. The ED will make the decision whether to refer the case to an external specialist agency for independent investigation. After the independent investigation, the Ed and appropriate senior management will make the decision on the necessary actions.

6. Engagement of Third Parties

The services of Third Parties are needed to assist APCD in its activities. APCD may be liable if a Third Party acts improperly and bribes others on behalf of APCD. Therefore it is essential to perform adequate due diligence of Third Parties.

6.1. Due Diligence

The appropriate level of due diligence to prevent bribery will vary depending on the risks arising from the particular relationship and the type of services to be provided by the Third Party.

6.2. Documentation

All contracts with Third Parties must be in writing, and filed and recorded along with the results of the due diligence process.

6.3. Fees

Payments made to Third Parties should represent no more than an appropriate remuneration for legitimate services rendered by such Third Parties. No payments shall be made without a detailed invoice, which accurately describes the services provided and expenses incurred. No part of the payment should be passed on by the Third Party as a bribe or otherwise in contradiction of the Policy.

7. Confidentiality

All information received related to the investigation will be treated with confidence. The results of investigation will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputation of persons suspected but subsequently found innocent of wrongful conduct and to protect APCD from potential civil liability.
Any employee who suspects a violation of the Policy is not allowed to attempt to personally conduct investigations or interviews related to any suspected act.

**Child Protection Policy:**

APCD introduces and follows 7 elements of child protection policy and procedures. These 7 elements are given below.

1) **PERSONNEL RECRUITMENT:**
   
   All employees, contractors, trustees, officers, interns and volunteers, whether paid or unpaid, full time or part time, temporary or long-term, having direct or indirect contact with children undergo a thorough and standardized recruitment process.

   To ensure that the organization hires the best possible staff to work with children who are best suited to the specific role they are undertaking and to ensure that unsuitable candidates / child abusers are deterred from applying and are not recruited into the organization.

2) **EDUCATION AND TRAINING:**

   There are opportunities within the organization to develop and maintain the necessary skills and understanding to safeguard children.

   To ensure that all personnel and children themselves understand the importance of child protection, so that all personnel know how to implement policies and procedures and work to the same high standards and that children know best how to protect themselves and make use of the policies and procedures in place.

3) **MANAGEMENT STRUCTURE:**

   A management process is adopted in order to facilitate the implementation of the child protection policy and procedures.
Without effective management support, staff working on child protection may feel isolated and be unaware of where responsibilities lie and policies and procedures may fall through the gaps / not be taken seriously / not be acted on / not be fully implemented / not run smoothly.

4) BEHAVIOUR PROTOCOLS:

Written guidelines for all employees, contractors, trustees, interns, volunteers and visitors detailing ensure appropriate behavior with children. You might want to consider developing behavior guidelines with children for appropriate behavior by children towards children.

To clarify what constitutes appropriate and inappropriate behavior towards children and to ensure that all personnel understand and abide by behaviors which create a ‘child safe environment’ that respects children’s physical and mental integrity / space / privacy. Behaviors guidelines also allow children to know what behavior to expect from personnel and from each other, to know the difference between ‘good touch’ and ‘bad touch’ and when to speak out if they feel uncomfortable. To avoid potential misunderstandings, this may lead to false allegations of child abuse.

5) COMMUNICATION GUIDELINES:

There is a set of guidelines to control confidential information regarding children and to prevent the presentation of degrading images of children through the organization’s publications and website.

To clarify what constitutes appropriate and inappropriate use of written, visual and verbal information relating to children and to ensure that all personnel understand the importance of protecting and respecting children’s dignity and privacy and which safeguards them from being identified by those who may wish to harm them. Communication guidelines also allow children to know what rights they have regarding the use of information that relates to them, to introduce them to the concept of ‘informed consent’ regarding such information and when to speak out if they feel uncomfortable.

6) REPORTING AND REACTION PROTOCOLS:
APCD maintains a process for reporting and reacting to witnessed, suspected or alleged child abuse and/or violation of the child protection policy which is made available to, and understood by, all employees, contractors, trustees, interns, volunteers and children themselves.

So that in the case of an incident, immediate and appropriate action is taken in the best interests of the child to treat the child with dignity and protect the child from harm. So that all personnel and children are clear about what they should do to report and react to an incident. There should be a standard, transparent procedure that ensures that staff do not panic and act inappropriately, that they feel (and are!) supported by senior staff and they are aware of confidentiality guidelines.

7) RAMIFICATIONS OF MISCONDUCT:

Steps are to take as a result of any investigation of an allegation of a violation of the policies, guidelines, principles or practice of child protection.

To indicate that the organization takes child protection seriously. To deter personnel from violating child protection policies and procedures, to ensure that those who do violate child protection are held accountable for their actions, with possibilities for further training (in the case of minor violations) or dismissal and potentially legal action.

THE CODE OF CONDUCT OF APCD

Introduction

APCD is a non-governmental organization to deliver welfare services. The organization is fully committed to the principle of honesty, integrity and fair play in the delivery of services to the public. All staff should ensure that the businesses of APCD, such as applications for services, procurement or staff recruitment, are dealt with in an open, fair and impartial manner.
This Code of Conduct sets out the basic standard of conduct expected of all staff and the organization’s policy on matters like acceptance of advantages and declaration of conflict of interest by staff in connection with their official duties. This Code also applies to temporary or part-time staff employed by the organization.

**Prevention of Bribery Ordinance**

An employee of an organization who solicits or accepts an advantage in connection with his work without the permission of the employer may commit an offence. The term “advantage” includes almost anything of value, except entertainment, such as money, gift, commission, loan, fee, reward, office, employment, contract, service or favor.

**Acceptance of Advantages**

- It is the policy of this organization to prohibit all staff from soliciting any advantage from any persons having business dealings with the organization (e.g. clients, suppliers, contractors). Staffs who wish to accept any advantage from such persons should seek special permission from the Management Board prior to the acceptance.
- Any gifts offered voluntarily to the staff in their official capacity are regarded as gifts to the organization and they should not be accepted without permission. Staff should decline the offer if the acceptance could affect their objectivity in conducting the organization’s business, or induce them to act against the interest of the organization, or lead to complaints of bias or impropriety.
- For gifts which are presented to staff in their official capacity, the refusal of which could be seen as unsociable or impolite (e.g. a plague presented to a staff member during a seminar in which he is invited to be the guest speaker), the Management Board has given a blanket permission for the staff to accept these gifts. In other circumstances, the staff should apply in writing to the Management Board for permission to accept the gifts. Each application should be carefully considered by the Management Board to consider such applications. Proper records of these applications should be kept showing the name of the applicant, the occasion of the offer, the nature and estimated value of the gift, and whether permission has been granted for the applicant to retain the gift or other directions have been given to dispose of the gift.
- There is however no restriction on the acceptance of advantages, in the staff’s private capacity, from any person who does not have any official dealings with the organization. In case of doubt, the staff should refer the matter to Executive Director (ED) for advice and instruction.

**Conflict of Interest**

- A conflict of interest situation arises when the “private interests” of the staff compete or conflict with the interests of the organization. “Private interests” mean both the financial and personal interests of the staff or those of their connections including:
- family and other relations;
- personal friends;
- the clubs and societies to which they belong; and
- Any person to whom they owe a favor or are obligated in any way.

- Staff should avoid using their official position or any information made available to them in the course of their duties to benefit themselves, their relations or any other persons with whom they have personal or social ties. They should avoid putting themselves in a position that may lead to an actual or perceived conflict of interest with the organization. Failure to avoid or declare any conflict of interest may give rise to criticism of favoritism, abuse of authority or even allegations of corruption. In particular, staff involved in the procurement process should declare conflict of interest if they are closely related to or have beneficial interest in any company which is being considered for selection as the NGO’s supplier of goods or services.

10. When called upon to deal with matters of the organization for which there is an actual or perceived conflict of interest, the staff member should make a declaration in writing to his supervisor. He should then abstain from dealing with the matter in question or follow the instruction of his supervisor who may reassign the task to other staff.

**Entertainment**

As defined in the section of the Prevention of Bribery, “entertainment” refers to food or drink provided for immediate consumption on the occasion, and any other entertainment provided at the same time. Although entertainment is an acceptable form of business and social behavior and is not an “advantage”, staff must not accept lavish or frequent entertainment from persons with whom the organization has official dealings (e.g. suppliers or contractors), so that they will not be placed in a position of obligation to the offer.

**Misuse of Official Position**

12. Staff who misuses their official position for personal gains or to favor their relatives or friends are liable to disciplinary action or even prosecution. Examples of misuse include a staff member responsible for the selection of suppliers giving undue favor or leaking tender information to his relative’s company with a view to awarding the contract to the latter.

**Handling of Classified or Proprietary Information**

Staff is not allowed to disclose any classified or proprietary information to anybody without authorization. Staff who have access to or are in control of such information should at all times provide adequate safeguards to prevent its abuse or misuse. Examples of misuse include disclosure of information in return for monetary rewards, or use of information for personal interest.
Property of the Organization

Staff given access to any property of the organization should ensure that it is properly used for the purpose of conducting the organization’s business. Misappropriation of the organization’s property for personal use or resale is strictly prohibited.

Outside Employment

Staffs, who wish to take up paid outside work, including those on a part-time basis, must seek the written approval of the organization before accepting the job. Applications for outside work should be made to ED for consideration. Approval will not be given if the outside work is in conflict with the interest of the organization.

Compliance with the Code

It is the personal responsibility of every staff member to understand and comply with the Code of Conduct. All managers should also in their daily supervision ensure that their subordinates understand and comply with the standards and requirements stated in the Code. Any problems encountered as well as any suggestions should be channeled to ED for consideration and advice.

Any staff member who violates any provision of the Code will be subject to disciplinary action. In cases of suspected corruption or other criminal offences, a report will be made to the appropriate authorities.

Financial Management Policy

1. Purpose and Scope

   The purpose of this policy is to ensure that the finances of APCD are managed, documented and authorised in a responsible manner.

   This policy contains information for the Board of Directors, Executive Director and administration staff to ensure compliance with the statutory and financial requirements of the APCD Constitution.

2. Definitions
Fraud is the intentional distortion of financial statements or other records by persons internal or external to the organisation which is carried out to conceal the misappropriation of assets or otherwise for gain.

3. Principles

APCD is committed to honesty and integrity in all aspects of its financial management process. Financial decisions are made within a sound accountability framework, using robust and transparent systems. Cost effectiveness, value for money and protection of finances enable the organisation to maximise finances available for application to APCD’s strategic objectives.

4. Outcomes

Full compliance with financial related legislation and funding body requirements.

Financial management is transparent, documented, authorised and endorsed by the Board of Directors.

Financial planning, budgeting and expenditure ensure the sustainability of the organisation.

Financial risk is mitigated by applying best practice in financial management.

5. Functions and Delegations

<table>
<thead>
<tr>
<th>Position</th>
<th>Delegation/Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>Develop and endorse the Financial Management Policy.</td>
</tr>
<tr>
<td></td>
<td>Comply with Financial Management Policy.</td>
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<tr>
<td></td>
<td>Endorse monthly financial reports, annual budgets and forecasting.</td>
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<td></td>
<td>Endorse annual audited financial accounts.</td>
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<td></td>
<td>Authorise Board reimbursement for expenses.</td>
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<td></td>
<td>Resolution of escalated financial disputes.</td>
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<tr>
<td>Management</td>
<td>Comply with Financial Management Policy.</td>
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<tr>
<td></td>
<td>Contribute to development of Financial Management Policy.</td>
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<td>----------------------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Executive Director</strong></td>
<td></td>
</tr>
<tr>
<td>Oversee financial management of the organisation.</td>
<td></td>
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<tr>
<td>Co-authorise funding agreements (as required).</td>
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<tr>
<td>Approval to incur expenditure on behalf of the organisation.</td>
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<tr>
<td>Authority to hold business credit card for organisation related expenditure.</td>
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<tr>
<td>Authorise contractual relationships (e.g. consultancy agreement).</td>
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<tr>
<td>Perform responsibilities of Public Officer.</td>
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<tr>
<td>Co-authorise Certificate of Compliance</td>
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<td>Co-authorise bank audit request.</td>
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<tr>
<td>Co-authorise management representation letter (annual audit).</td>
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<tr>
<td><strong>Administration Officer</strong></td>
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</tr>
<tr>
<td>Process petty cash expenditure.</td>
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</tr>
</tbody>
</table>

### Staff

| Staff | Compliance with Financial Management Policy. |

### 6. Risk Management

APCD has systems in place to protect finances and ensure financial reporting is accurate. APCD provides professional development to Board and staff in financial management practice, including fraud awareness, prevention, detection and investigation. The organisation undertakes regular reviews of financial systems and engages in independent audits.

### 7. Policy Implementation

All staff and Board member are responsible for understanding and adhering to this policy. Financial management is an integral part of the organisation’s operation and its application is reviewed, endorsed and documented on a monthly basis by the Board and relevant staff positions.

### 8. Policy Detail
The Board has ultimate responsibility for the financial management of APCD ensuring it operates within a responsible, sustainable financial framework. The financial management framework of APCD includes:

- compiling, monitoring and reviewing the budget
- generating and managing income
- managing expenditure
- Security and reporting.

**Budget**

The Board is responsible for developing and overseeing the budget in collaboration with the Chairman and ED. The Board conducts an annual budget planning process, reviewing actual expenditure against projected financial performance.

**Expenditure**

**Purchasing:** APCD is committed to ensuring that all purchases are cost effective and free from corruption, fraud and conflict of interest. Contracts are used for the retaining of consultants, and purchase orders issued for the purchase of assets in order to mitigate the risk inherent with these transactions. Staff endeavours to source the most cost effective goods and services with regard to price, quality, reliability, service, delivery and efficiency. Project and program managers are authorised to incur expenditure that corresponds to the line items in the agreed budget in their project or program portfolios. Unbudgeted expenditure is subject to the approval of the ED or in his/her absence the Manager. Authority to engage a consultant is subject to approval in principal by the ED and the authorisation of a consultant contract by the ED/Manager. All purchases must be supported with a tax invoice.

**Monitoring and Evaluation Framework**

1. **About this guide and its applicability**
Monitoring and evaluation (M&E) can be effective tools to enhance the quality of project planning and management. Monitoring helps project managers to understand whether the projects are progressing in schedule and to ensure that project inputs, activities, outputs and external factors are proceeding as planned. Evaluation can be a tool to help project managers assess to what extent the projects have achieved the objectives set forth in the project documents.

This guide is a step-by-step process of using the proposed M&E Plan for APCD. It is expected that it will be used in different ways by different program interventions and at different stages of the strategy development and implementation process. However, it is very important to involve stakeholders and partners in each specific program.

The guide puts emphasis on the use of the Results Framework approach, which is meant to be simple and straightforward in design and, therefore, it does not require specialized skills. It is a systemic approach to documenting the logic of a strategy and its subsequent management, monitoring and performance measurement to ensure that the intended results have been achieved.

This Guide has been written for all those people who have specific yet different M&E-related responsibilities and tasks within the scope of APCD in the education sector. This makes it possible for the users to focus on the material that is relevant for their needs at a particular point in time. The user might want to copy parts of the Guide on particular M&E functions and use it in specific projects in APCD.

2. **What does the Guide do?**

The objectives of this Guide are to provide the reader with:

- A basic understanding of the purposes, processes, norms, standards and guiding principles for planning, monitoring and evaluation with the APCD context.

- Knowledge of the essential elements of the planning and monitoring and processes in APCD, i.e developing a robust results framework for projects and programmes, with clear indicators, baselines and targets; and setting up an effective monitoring system.
• Knowledge of the essential elements of the evaluation process in APCD: developing an evaluation plan, managing, designing and conducting quality evaluations, and using evaluation to develop intervention programmes.

To enhance the results-based culture within APCD and improve the quality of planning, monitoring and evaluation of education projects and programmes.

3. The importance of M&E

Monitoring and Evaluation is important because:

• It provides the only consolidated source of information showcasing project progress;

• It allows educators to learn from each other’s experiences, building on expertise and knowledge;

• It often generates (written) reports that contribute to transparency and accountability, and allows for lessons to be shared more easily;

• It reveals mistakes and offers paths for learning and improvements;

• It provides a basis for questioning and testing assumptions;

• It provides a means for educators seeking to learn from each other’s experiences and to incorporate them into policy and practice;

• It provides a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers;

• It provides a more robust basis for raising funds and influencing policy.
To ensure effective implementation and follow-up, ongoing evaluation must be built into the implementation, based on predetermined critical success criteria for each learning initiative. Evaluation should take place at different times: (before) pre-APCD interventions (known as diagnostic evaluation), during a APCD intervention (known as formative evaluation), and at the post-conclusion of a learning program (known as summative evaluation), or sometime after a learning program (known as longitudinal evaluation). Frequent interim evaluations must be conducted in order to prevent stagnation and encourage ongoing APCD programs. The evaluation process should also include opportunities for revisiting the learning program strategy in order to effect amendments and improvements.

4. Definitions

   Monitoring is the routine checking of information on progress, so as to confirm that progress is occurring against the defined direction. It commonly involves monthly to quarterly reporting, on outputs, activities and use of resources (e.g. people, time, money, and materials). It should be used to ensure that what has been planned is going forward as intended and within the resources allocated.

   Evaluation is used to ensure that the direction chosen is correct, and that the right mix of strategies and resources were used to get there. It can typically be formative (helping to develop learning and understanding within stakeholders) or summative (i.e indicating the degree of achievement). It typically focuses on outcomes and their relationship with outputs.

5. Key M&E concepts:

   Outcomes versus output, input, activities and impact

   Inputs: the human, financial and other resources expended in undertaking the activities. Activities: the things that need to be done to achieve outputs.

   Outputs: the major results needed to achieve the outcomes.

   Outcomes: the long term benefits, intended or unintended. These can be relatively short-term (e.g during a project life, commonly referred to as project purpose or objective) or long term, commonly referred to as goal or long-term objectives.
Impacts: the result of achieving specific outcomes, such as improving learner performance.

6. APCD Results Framework
APCD Results Framework (ARF) is applied to monitor projects/program during implementation (with a view to taking corrective action) or to assess the results, or even the design of the completed projects. ARF addresses several long standing criticism of capacity development work, including the lack of clear definitions, coherent conceptual frameworks, and effective monitoring of results. It also promotes a common, systematic approach to capacity development by clarifying objectives, assess prevailing capacity factors, identify appropriate agents of change and change processes, and guide the design of effective learning activities. The framework addresses a gap often found between broad overall objectives and specific learning activities. The framework requires a defined set of variables to any developmental goal in a given context, and to model explicitly the change process that is expected to be facilitated by learning.

❖ What a APCD Results Framework is used for
The result framework is used for planning, management/monitoring/review and communication.

Planning-a ARF is used to identify appropriate objectives by ensuring that important questions are asked at an early stage. It also provides a framework within which to work collaboratively with stakeholders in order to build shared ownership of objectives and approaches.

Management/Monitoring/Review- a ARF can fill the role of a performance framework for a program strategy. It provides a program-level framework to monitor progress towards achieving results and where necessary, to adjust program accordingly. In addition, the framework allows for annual reviews which are straightforward and rigorous in structure through which a strategy’s performance can be tested.

Communication- APCD Results Framework can provide a strategy in one page, that gives the reader an immediate idea of what a program is aiming to achieve.

❖ Characteristics of a APCD Results Framework
Research and information—a APCD Results Framework should be based on concrete information and analysis which is well grounded in reality.

An understanding of ‘cause and effect’ logic—cause and effect relationships are based on a hypothesis, and not on hard evidence. The performance data—and good strategy will provide flexibility to learn lessons and build in modifications as the strategy proceeds, as a result the strength of the hypothesis will be borne out.

An understanding of attribution—the degree of attribution progresses from Strategic objective through Intermediate objective to program outcome. At program outcome, the attribution emphasizes the desired program outcomes. Below is an example of the adaptation of the M&E Framework in the Namibia Novice Teachers Induction Program.

7. Methods of evaluation

This section focuses on some of the many methods of evaluation to determine how it works, when it should be used, how to use it, and how methods can be matched to the model of evaluation used. The techniques commonly used by the valuators are:

- Open-ended comments or reactions
- Objective questions or surveys
- Task performance measures such as simulation and role plays
- Multiple choice or similar tests
- Participant self-assessment

It must be stressed that no method is value free or theory free. Instead, the use of method will be determined by the model that the valuator uses. At all times, the valuator must question applications and whether the method is most useful for valuating training as an activity or if it shows synergy with the APCD Results Framework.
8. **Data Quality Assessment Framework**

The guide document borrows the Data Quality Assessment Framework to inform data collection quality; data processing; and the quality of analysis and interpretation; and, dissemination process for education statistics at the national and regional level. In addition, qualitative approaches may be adopted to ensure data quality.

The list of questions below highlights the decision-making process for each dimension shown in the table above:

1. **Integrity**
   - Are data collection, analysis and dissemination processes guided by professional principles?
   - Are statistical policies and practices transparent?
   - Are ethical standards used to guide policy development and staff?

2. **Methodological soundness**
   - Do education concepts and definitions comply with standard statistical frameworks?
   - Are the data produced comprehensive and follow international norms?
   - Are the data categorized and classified in a manner consistent with international standards and best practices?
   - Are the data recorded according to internationally accepted standards, guidelines, or good practices?

3. **Accuracy and reliability**
   - How comprehensive are the data sources used to compile statistics?
   - Are education data and statistics validated against different data sources?  
   - Are the sound, well-documented, statistical techniques in place?
4. Serviceability
   - Are the statistics relevant and timely?
   - Is there a predictable revision policy?
   - Are the data consistent within a dataset and over time?

5. Are the data easily available?
   - Are the data disseminated in an adequate and impartial manner?
   - Are there adequate metadata to describe the data completely?
   - Is there a focus on assisting the user?

9. What should the M&E Plan include?

The M&E Plan should include an introduction and an indicator matrix table. The introduction should briefly describe the aims and objectives of the program, methodologies used to obtain the data, the planned interventions to be implemented, the critical assumptions underlying the intervention and the anticipated critical hindrances that might have an effect on the project. The indicator matrix table provides an overview of the project and creates a better understanding of the linkages of the different activities of the project. The indicator matrix should be developed in line with the set objectives of the project. In order to operationalize the project, each objective will have a number of activities formulated.