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Labour News - August 2016

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SECRETS YOU NEED TO KNOW TO INCREASE EMPLOYEE ENGAGEMENT



By Tim Eisenhauer

In its most recent "State of the American Workplace" report, Gallup Research found that 70 percent of U.S. workers were either not engaged or were actively disengaged at work. While there's some debate over the validity of that assertion, we do know that creating an engaged workplace leads directly to higher profitability, increased customer ratings and reduced turnover.

The question isn't whether we should be addressing employee engagement. The question is, "How?"

Certainly, there is no shortage of software, consultants, wellness programs and other productized approaches to solving the problem. But, the reality is that some of the most effective ways to boost engagement are also the simplest and least expensive.

So, before your organization undertakes some months-long planning process or six-month software-deployment project designed to boost engagement, which will likely overwork and overwhelm your already stressed-out

staff in the process, try these simple but surefire ways to boost employee engagement -- starting right now.

Start at the top

"Walking the walk" is the single most effective employee engagement strategy any company can deploy. Employees must see the leadership demonstrating the characteristics and behaviors everyone else is being asked to display. In companies where leaders model the desired behavior, employees are 55 percent more engaged, 53 percent more focused and more likely to stay at the company.

Be transparent

Management transparency has a direct 94 percent correlation with employee happiness. Trusting employees with sensitive information gives them a sense of deeper investment in the company and helps to create a more cooperative team atmosphere, as opposed to an "us versus them" perception of the management-employee relationship.

Offer visibility

This should manifest in two ways. First, managers and the C-suite must be accessible and visible around the office, so that employees see them as

approachable and available for guidance and assistance, rather than locked away in some protected area. Second, publicly recognize employees for their contributions and achievements. This not only motivates each of those individuals to continue doing great work, but also their peers.

Say "thank you."

It's such a simple thing, but it's often overlooked, especially in large organizations. Acknowledgement by management and among peers is the quickest way to build trust, restore strained relationships and energize the workplace. Employees with supportive supervisors are 1.3 times more likely to stay with the company and are 67 percent more engaged.

Be authentic

Companies are made up of people, not products, machines or property. Genuine relationships between employees and their supervisors and management inspires trust and builds comradery. In fact, a study by Blessings White found that managers who showed their human side were rated 59 points higher on critical skills among employees.

Be flexible

Give employees the freedom to adjust their work schedules or location to better suit their needs. Many employers don't trust employees to get work done if

they work from home or set their own hours, but statistically, workers with flexible hours and locations are more productive, happier and more engaged than 8-to-5 cubicle jockeys.

Hire traits and behaviors

Experience and education don't guarantee performance. Even the most skilled candidate will fail if he or she has a poor attitude. What's more, some people simply cannot be engaged. Emphasize hiring for and promoting the right behaviors and personality traits for your culture. Offer training in desired skills.

Engage from day one

Filling out mountains of paperwork and sitting through a canned PowerPoint presentation on the first day at work is a surefire way to kill engagement. New employees start with enthusiasm and curiosity, so capitalize on that momentum by putting them right to work, helping them to get to know their co-workers or pairing them with a mentor. Acclimate them to the culture by making an excellent first impression, and they'll fall in love with your company and their work.

Volunteer together

Doing good is good business. Companies that support philanthropic causes by involving employees and management in volunteer projects see a direct increase in engagement and productivity. Working together to help others demonstrates that the company

isn't just about making money, but about making a difference in the world.

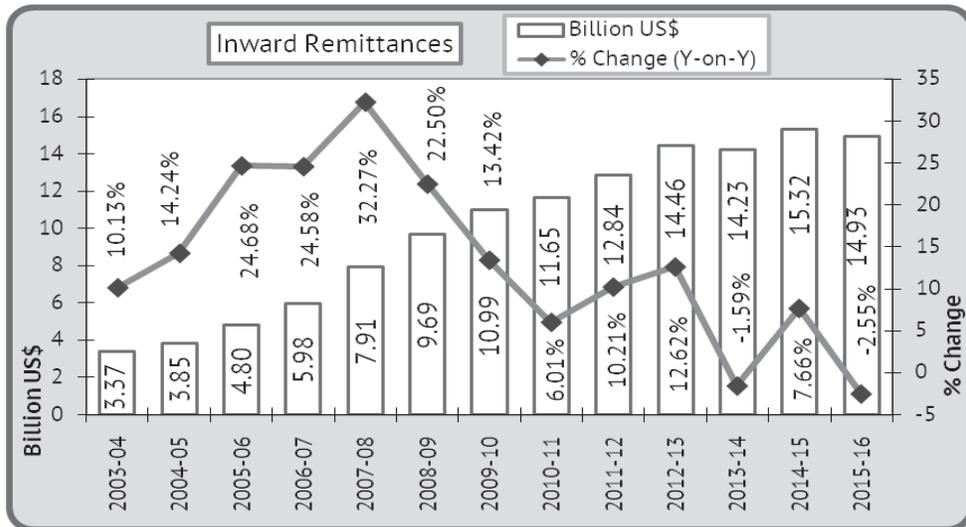
The "secret" to building employee engagement is that there is no secret. Want to know what types of things will help your employees feel more engaged? Ask them. You might be surprised by how simple the solution may be. Often, it comes down to the Golden Rule: Treat people as you'd want to be treated. And, save your money on those expensive consultants, programs and other productized approaches. Compassion, mutual respect, kindness and flexibility don't cost a thing.

Source: <https://www.entrepreneur.com>

REMITTANCE INFLOW FALLS BY 2.55% IN FY 2015-16

The inward remittances received from Bangladeshi nationals working abroad reached US\$14.93 billion in FY 2015-16, according to Bangladesh Bank. The remittance fell by \$0.39 billion or 2.55 percent from \$15.32 billion in FY 2014-15. In June 2016, the remittance rose by \$0.03 billion or 2.08 percent to \$1.47 billion from \$1.44 billion in June 2015. During July-June 2015-16, \$2.96

billion remittance were received from Saudi Arabia, \$2.71 billion from the United Arab Emirates, \$2.41 billion from U.S.A., \$1.32 billion from Malaysia, \$1.04 billion from Kuwait, \$0.91 billion from Oman, \$0.86 billion from U.K., \$0.49 billion from Bahrain, \$0.43 billion from Qatar, \$0.39 billion from Singapore, \$0.35 billion from Italy and \$1.06 billion from other countries.



Source: Bangladesh Bank

Meanwhile, a total of 684537 Bangladeshis got foreign jobs during July-June 2015-16 compared to 461829 during July-June 2014-15, showing a rise of 222708 person or 48.22 percent, according to the Bureau of Manpower Employment and Training (BMET). During July-June 2015-16, a total of 161460 documented workers went to Oman, 123532 to Qatar, 92770 to Saudi Arabia, 52166 to Singapore, 45625 to Malaysia, 33966 to Bahrain, 21024 to Jordan, 17810 to Kuwait, 14753 to Lebanon, 12097 to United Arab Emirates, 4817 to Brunei, 4783 to Mauritius, 2018 to South Korea, 137 to Libya and 97579 to other countries.

FRANCE, GERMANY OFFER \$60 MILLION FOR FACTORY UPGRADES

France and Germany recently offered more than \$60 million in low-cost loans to Bangladesh, to speed up remediation process in the garments sector. The French and German governments are offering the money as many garment factories, especially the small and medium ones, are delaying remediation because of a fund crisis, said German Ambassador to Bangladesh. The loan carries an interest rate of 1 percent. The main credit line of \$50 million is coming from the French government, which is complemented by \$4 million from German state-run bank KfW, \$6 million from the European Union and a small component from GIZ, German's international development organization.

DENMARK, ILO TIE UP FOR BANGLADESH GARMENT SECTOR

Denmark has signed an agreement with the ILO to strengthen organizations of the workers and employers in the readymade clothing sector in Bangladesh. The project titled "Promoting Social Dialogue and Harmonious Industrial Relations in the RMG Sector" is jointly funded by Denmark and Sweden and will be implemented by the ILO over the next five years. It is part of the overall Development Programme between governments of Bangladesh and Denmark that "underpins Danish development

strategy in Bangladesh for the next five years". The project aims to contribute to establishing "an effective industrial relations framework" with a focus on the RMG sector in Bangladesh.

1,530,982 YOUTHS RECEIVE VOCATIONAL TRAINING SINCE 2009

Department of Youth Development trained 1,530,982 unemployed youths and helped 429,567 trained male and female youths attaining self-dependence since 2009, State Minister for Youth and Sports told the Parliament recently. He said the youth development department under the ministry of youth and sports had been providing training to male and female youths on 74 trades. Besides, the youth development department is allocating loan to youths for establishing and expanding self-employment projects, the minister said, adding, "1,000 computers have been distributed among 1,000 youth organizations for giving computer training to youths through Youths Club."

GLOBAL NUMBER OF REFUGEES HIT A NEW RECORD 65.3 MILLION IN 2015

The number of refugees and others fleeing their homes worldwide hit a new record, spiking to 65.3 million people by the end of 2015, the United Nations said. The number of people displaced globally rose by 5.8 million through 2015, according to the UN figures. Globally, close to one percent of humanity has been forced to flee.

Europe's high-profile migrant crisis, its worst since World War II, is just one part of a growing tide of human misery led by Palestinians, Syrians and Afghans. Displacement figures have been rising since the mid-1990s, but the rate of increase has jumped since the outbreak of Syria's civil war in 2011.

Palestinians are the largest group of refugees at more than five million, including those who fled at the creation of Israel in 1948 and their descendants. Syria is next on the list, with 4.9 million refugees, followed by Afghanistan (2.7 million) and Somalia (1.1 million).

Turkey hosted the highest number of refugees through 2015 at 2.5 million, mostly Syrians, while Germany received the highest number of asylum requests (441,900) over the 12-month span, demonstrating the country's "readiness to receive people who were fleeing to Europe via the Mediterranean."

ASIA FOUR KEY SKILLS FOR YOUTH IDENTIFIED

Youths in Asia and the Pacific should learn skills in four key areas -- communication, technical, leadership and ICT knowledge -- to get them ready for the labor market. This skills set is the result of a recent poll on the Asian Development Bank (ADB) blog and was published just days ahead of the World Youth Skills Day on July 15. In a blog poll in June, the ADB asked its readers what they believe are the top skills that the youth of Asia and the Pacific need to find jobs today.

This was not the case before, as most education systems in developing Asia were able to meet the skills required for employment, but global trends have altered the picture. Traditional learning methods, according to a World Economic Forum report released earlier this year, cannot keep up with the current employer demands. The blog said skills alignment is crucial for the future of 754 million young people in Asia and the Pacific, where a skills mismatch can result in wasted economic potential for regional inclusive development.

Communication and language skills took the top spot as 38 percent of the respondents favored the skills, according to the poll. As Asian countries become more integrated and globalised, a young

person's level of skills in effective communication undoubtedly impacts his/her chance in landing a job.

Running second is technical skills at 22 percent. These skills are occupation-specific; young people have to be adept at current trends and meet the needs of their dream jobs. Schools then should know what the demands of the changing workplace are so they can better equip young people with the necessary technical skills. This is a current global challenge as, according to UNDP, many university graduates do not really use the skills they learned in school.

Leadership and ICT skills are at 20 percent. ICT being acknowledged as equally necessary reflects the changing labor market perceptions. The need for ICT skills will grow in coming years, as industries become increasingly digitized and new markets emerge. That today's youth, dubbed as 'digital natives', is proficient in ICT skills is pretty much a given, and this may prove to be disadvantageous for young people who do not have easy and affordable access to the internet as well as advanced ICT training.

VIETNAM 613,000 JOBS CREATED IN 5 MONTHS

Vietnam created some 613,800 jobs in the first five months of 2016, down 3.8 percent year-on-year, according to Vietnam's Ministry of Labor, Invalids and

Social Affairs (MoLISA). The five-month figure accounted for 38.3 percent of the whole year's estimate, the country's Deputy Minister was quoted by local Bao Dau Tu (Vietnam Investment Review) online newspaper. Among the figure, as many as 573,000 labors work domestically, down 4 percent year-on-year while the rest of 40,800 labors work overseas, down 1.2 percent year-on-year.

In 2016, the MoLISA targeted to create 1.5-1.6 million jobs, among which, some 1.4-1.5 million jobs are domestically while around 100,000 Vietnamese people are supposed to work abroad. In 2015, a total of over 1.62 million jobs were created in Vietnam, said a Vietnamese government report .

INDONESIA FOREIGN WORKERS LEAVING AT AN INCREASING RATE

Foreign workers are leaving Indonesia at an increasing rate due to the slump in commodity prices that has forced resource companies to slash jobs at a time when the government has also introduced tighter regulations on expatriates in Southeast Asia's biggest economy.

The number of temporary residential permits issued to foreigners, including renewals, has fallen for the past few years to 171,944 in 2015 from 194,162 in 2013. In the first five months of this year, there were 72,399 issued but many of those who provide services to expats say they expect a further drop over

the whole of 2016 as they are seeing very few new arrivals. As a result, rents on upmarket homes in Jakarta have plummeted and enrolment at international schools has fallen.

The expat outflow is likely to dent higher-end consumption and drive up unemployment, some economists say, as big-spending expats tend to hire multiple workers ranging from housemaids and drivers to gardeners and bodyguards. Some workers who recently lost their jobs are finding it difficult to get new employment.

The Australian Independent School in Balikpapan, a city in Indonesia's resource-dependent province of East Kalimantan, expects a 36 percent reduction in its student body this year. Three international schools in the city have shut over the past 2-3 years due to the mass layoffs at mining contractors and a drastic cut in expat allowances.

The expat exodus will also create skill shortages that could hold the country back when the commodity downturn is reversed. Low resource prices and a slowdown in demand from China, one of Indonesia's top export markets, have reduced the incentive for exploration or production in the oil and gas and mining sectors, forcing companies to hack back on staff costs.

The mining, oil and gas and geothermal sectors accounted for 7.62 percent of Indonesia's gross domestic

product in 2015, down from 11.81 percent in 2011. Drilling contractors and exploration site surveyors are among the worst-hit, industry experts say. Oil and gas companies operating in the country include Chevron Corp, Total SA and Exxon Mobil Corp.

SINGAPORE LAGS IN LATEST PERCEPTION SCORES AMONG MILLENNIALS

Perception scores among millennials, those born between 1979 and 2000, fell by an alarming 5 points in Singapore in the area of 'talent & staffing' -- which refers to the talent attraction, promotion, and retention practices of an organization, as well as its ability to allocate appropriate and adequate resources to get the job done, according to the 2016 Trends in Global Employee Engagement study by Aon Hewitt, the global talent, retirement, and health solutions business of Aon plc

Millennials are the largest generation in the Singapore workforce today. There are 1.2 million millennials in the island state, or 22 percent of resident population. As their career expectations and aspirations grow more demanding, Singapore employers face great pressure to take urgent action to engage with this significant proportion of the workforce.

Overall, employees in Singapore are less engaged this year than their Asia-Pacific counterparts. While engagement scores rose from 60 percent in 2014 to 65 percent in 2015 across Asia-Pacific, the

score in Singapore rose by only 3 points -- from 60 percent to 63 percent.

SAUDI ARABIA REFORM DRIVE CONFRONTS JOBS CHALLENGE

Their heads bowed, young Saudi men concentrate on exam papers in a workshop filled with industrial machines that will help them earn a living. The students at the Higher Institute for Plastics Fabrication (HIPF) learn to manufacture plastic bags, pipes, bottles and other products, skills they immediately put to work in what the Saudi government says is a unique model.

Reducing the kingdom's high unemployment rate is a foundation -- and major challenge -- of the government's wide-ranging Vision 2030 reform plan unveiled in April. It aims not only to bring more Saudis into the workforce but also to give them vocational skills needed for a diversified private sector.

The National Transformation Programme (NTP), which sets five-year targets for implementing the Vision, calls for Saudi unemployment to be cut from 11.6 per cent to nine per cent by 2020. More than half of Saudis are under 25 but the International Monetary Fund last year noted "very high and rising" youth unemployment which it said must be tackled urgently.

However, some experts say doing so will be a major challenge, with many

Saudis long accustomed to a bloated public sector, a heavily subsidized economy and a lack of incentives to work. Almost twice as many Saudis are employed in the public sector, where hours are shorter and leave longer, than in private firms.

More than 6.5 million foreigners were employed last year in the kingdom, whose Saudi population is about 21 million, according to data cited by Riyadh-based Jadwa Investment. Expatriates do everything from management to cleaning the streets and waiting on tables, in a society where many locals are reluctant to take jobs they consider menial.

PHILIPPINES CASH REMITTANCES RISE 1.9%

Strong demand for overseas Filipino workers (OFWs) continues to buoy remittances to the Philippines, with cash remittances rising by 1.9 percent in May 2016. Data released by the Bangko Sentral ng Pilipinas (BSP) showed that cash remittances in the month amounted to \$2.19 billion, higher than \$2.15 billion a year-ago.

In the first five months this year, cash remittances totaled \$10.86 billion, 2.9 percent higher than \$10.55 billion a year ago. Bulk of the inflows came from the US, Saudi Arabia, UAE, Singapore, UK, Japan, Qatar, Kuwait, Hong Kong and Germany.

As of end-May this year, deployed OFWs reached 211,799 and over 80

percent of them were for services and sales, elementary occupation like in agriculture, forestry and fishing, mining, construction, manufacturing and transport sector, and craft and related trade workers. Most of these workers were deployed in Saudi Arabia, Kuwait, Qatar, Taiwan, and Hong Kong.

KUWAIT MINIMUM WAGE FOR DOMESTIC WORKERS SET

Kuwait has set a minimum monthly wage for maids working in the country, the first time the oil-rich emirate has set such a rule for its large foreign workforce of domestic helpers. A notice published on the Kuwaiti Interior Ministry's website setting new rules for employment agencies listed the minimum salary as 60 Kuwaiti dinars (\$198) a month. That comes after Kuwait's parliament approved a law in 2015 giving domestic workers rights such as a weekly day off, 30 days of annual paid leave and a 12-hour working day with rest. Kuwait, home to 3.7 million people, has the second-highest number of domestic workers in the Gulf, with around 660,000 people working in homes there, according to Human Rights Watch. Many from Asia and Africa come to Gulf Arab countries to work as maids, often as the sole provider for their families back home. While some find success, others can face abuse or find themselves working in conditions far different than those promised by recruiters, trapped without their passports.

GERMANY JOBLESS REMAINS AT RECORD LOW

Unemployment in Germany remained at its lowest level since East and West Germany reunited after the fall of the Berlin Wall, as Europe's top economy remains robust. The unemployment rate - which measures the jobless total against the working population as a whole - stood at 6.1 percent in June 2016, unchanged from May, the federal labour office said. In numerical terms, the number of people registered as unemployed in Germany declined by 6,000 to 2.69 million. In raw, or unadjusted, terms, the jobless total also decreased, falling by 50,000 to 2.614 million. The unemployment rate slipped to 5.9 percent in June from 6.0 percent in May. German gross domestic product (GDP) expanded by 0.7 percent in the first quarter.

AUSTRALIA JOBLESS RATE AT 4-MONTH HIGH

Australia's seasonally adjusted unemployment rate rose to 5.8 percent in June 2016 from 5.7 percent in the previous three months. It was the highest jobless rate since February 2016. Unemployment increased to 734,200. The number of unemployed persons looking for full-time work decreased by 9,200 to 496,700 and the number of unemployed persons only looking for part-time work increased by 19,000 to 237,500.



International Labour Organization

ILO NEW AGREEMENT SIGNED WITH UNHCR TO HELP DISPLACED PEOPLE FIND WORK

Amid rising forced displacement as a result of conflict and persecution and other causes, the United Nations High Commissioner for Refugees (UNHCR) and the International Labour Organization (ILO) recently agreed a new understanding to promote employment opportunities for refugees and other forcibly displaced persons. The Memorandum of Understanding (MoU), signed on 1 July 2016 at ILO headquarters, is expected to open up a new and deeper phase of collaboration between the ILO and UNHCR.

The agreement focuses on long-term solutions for refugees and others displaced by conflict and persecution. As part of the wider UN response to the Syrian refugee crisis, the ILO has adopted a development-focused and employment-driven strategy to support host communities and refugees to maintain and reinforce the social and economic stability of the neighboring countries affected.

The MoU identifies eight common priorities, including the promotion of

solutions and protection of refugees' rights, and advocates inclusive and equal treatment in access to decent work and livelihoods, as well as social protection. It also seeks to ensure support to local communities, countering the economic exploitation of those displaced and eradicating child labor.

The two agencies will also enhance their cooperation through systematic collaboration at the global, regional and country level, taking a cross-border approach wherever possible. Cooperation will include assessments, joint research, data collection and analysis, training and capacity building, as well as integrated policy approaches.

Joint advocacy activities will be developed to promote an inclusive approach to integration in labor markets and access to livelihood opportunities and social protection, as well as other measures. A Plan of Action to be developed over the coming three months will define the concrete steps to be taken based on the areas of collaboration identified in the MoU.

LUXEMBOURG GUIDELINES THE FIGHT AGAINST SEXUAL EXPLOITATION AND SEXUAL ABUSE OF CHILDREN

A Global Interagency Working Group recently released the 'Terminology Guidelines for the Protection of Children from Sexual Exploitation and Sexual Abuse' in Geneva, Switzerland, taking an

important step in strengthening collaboration to address sexual exploitation and sexual abuse of children.

Child sexual exploitation and sexual abuse are complex phenomena involving multiple actors, and requiring a multi-sectoral response. The absence of common language to describe conduct amounting to sexual exploitation and sexual abuse affects and undermines global efforts to protect children. "Even where the same terms are used, there is often disagreement concerning their actual meaning, resulting in confusion and challenges for law-makers, child protection agencies, media and civil society groups," explained the Executive Director of ECPAT International. In the context of transnational child sexual abuse and sexual exploitation, these difficulties are magnified.

The Terminology Guidelines, dubbed the 'Luxembourg Guidelines' after their adoption in the small country earlier this year, offer guidance on how to navigate the complex lexicon of terms commonly used relating to sexual exploitation and sexual abuse of children. They aim to build consensus on key concepts in order to strengthen data collection and cooperation across agencies, sectors and countries. The Guidelines are being made available to all major child protection agencies and organizations around the world, as well as to law-makers and the media.

The 'Luxembourg Guidelines' were developed under the guidance of a global Interagency Working Group, composed of 18 members, including the Special Representative to the UN Secretary General on Violence against Children, the UN Special Rapporteur on the Sale of Children, Child Prostitution and Child Pornography.

EU POLICY OPTIONS FOR UPWARD CONVERGENCE FORMULATED

If not well managed, rapid changes in the nature of employment and skill requirements, as well as rising levels of poverty and inequality in the EU could further exacerbate disparities across the Member States and harm the European integration project, warns a new study by the International Labour Organization (ILO) entitled Building a Social Pillar for European Convergence.

Using key indicators such as unemployment, poverty rates and GDP per capita, the study shows that the EU member states are either diverging in terms of socio-economic outcomes or converging towards deteriorating outcomes. Clearly, the financial and economic crisis has widened the gap between EU countries, as evidenced by their labor market and social performance. For instance, while in 2007 the ratio of the highest to lowest unemployment rates in the EU was roughly 3 to 1 (between Slovakia and Denmark), the most recent figures

indicate a ratio that exceeds 5 to 1 (between Greece and Germany).

The study stresses that convergence towards better socio-economic outcomes could be the foundation for a more integrated and stable Europe and a fully functioning monetary union. "Improved socio-economic conditions are necessary for the political and societal support to the continued construction of the EU" said the Director of the ILO Office in Brussels.

Social dialogue plays a central role to help close these gaps. The European Pillar of Social Rights, an initiative of President Juncker of the European Commission, offers a unique opportunity to embed effective and inclusive dialogue in the EU governance, raise living standards in the EU and foster upward convergence among the Member States.

Importantly, the construction of such a Pillar could make a significant contribution to the achievement of Sustainable Development Goals No. 1 to end poverty by 2030 and No. 8 to promote decent work and economic growth.

Based on International Labour Standards, the study Building a Social Pillar for European Convergence contains analysis and policy options designed to strengthen social rights in the EU. It forms a central piece of the ILO's contribution to the Commission's consultation on the "European Pillar of Social Rights", strengthening further the cooperation between both institutions as highlighted

by President Juncker during his address to the 105th International Labour Conference recently.

SOUTHEAST ASIA ROBOTS THREATEN MILLIONS OF JOBS

The International Labor Organization (ILO) published a report revealing the challenging impact of disruptive technologies and automation on jobs in member states of the Association of Southeast Asian Nations (ASEAN).

"While mass job displacement is not imminent, the technology to replace mainly lower-skilled jobs in ASEAN will increasingly be adopted as its cost declines and innovations become accessible to even small-sized enterprises," the ILO reported in a statement.

The ILO "estimates that about 56 percent of all salaried employment in Cambodia, Indonesia, the Philippines, Thailand and Vietnam is at risk of displacement due to technology in the next couple of decades."

The report, which surveyed more than 4,000 companies and 330 shareholders in the bloc, warned that, though "mass scale job displacement is not imminent," the impact would be felt hardest on "labor-intensive sectors such as textiles, clothing and footwear" because of their generally low-skilled nature. These sectors amount to more

than 9 million jobs across the bloc, the majority held by young women.

The socioeconomic impact of technological disruption on these sectors poses a number of challenges that may alter other parts of ASEAN member states, including their social and political landscapes, although some will likely feel it more than others.

The ILO report recommends that member states promote resources to providing science, technology, engineering and mathematics (STEM) qualifications for young people, with priority for women. Of the more than 2,700 students surveyed for the report, only 17 percent of females "indicated they were doing STEM courses."

The ILO's report recommends that workforces in the ASEAN bloc be trained in skills that will allow them to adapt to diverse working environments and handle new technologies to work alongside digitalized machines.

The director of the ILO's Bureau for Employers' Activities, urged the bloc's member states to reconsider their positions in the global marketplace and opt for developing these skills in the workforce.

LATIN AMERICA LABOR MARKET POLICIES MUST BE REORIENTED TO ADDRESS PRODUCTIVITY GAPS

The ILO has urged Latin American countries to carry out a "strategic

reorientation" of their labor market policies in order to increase productivity and to address rising unemployment and informality resulting from the economic slowdown.

A report "What works: Active labour market policies in Latin American and the Caribbean ", developed by the ILO's Research Department in Geneva, warns that "the achievements made since the 2000s, in terms of social inclusion and work quality have stalled and are even beginning to reverse," which can lead to a dangerous "structural stagnation" in labor markets that could, in turn, generate an increase in inequality and informality and erosion in the middle class".

"The alarm bells are ringing, the economic slowdown will impact the region's labor markets in 2016 and over the next years," said the ILO's Regional Director for Latin America and the Caribbean.

According to the document, despite some years of solid growth in which social progress and unemployment advanced, those achievements were not consolidated, thus revealing structural deficiencies. The report warns that "even with remarkable progress, the shift to a knowledge driven economy and one based on better quality jobs has not been completed".

Based on a summary and analysis of labor market policies over the last two decades, the analysis concludes that

many countries in Latin America do not have an integrated system of active labor market policies, even if evidence resulting from the implemented programs in the region show that these policies have positive impacts.

Active labor market policies are interventions that help people find sustainable jobs, promoting directly or indirectly the creation of productive jobs, improving qualifications and productivity of people and guaranteeing links between those looking for jobs and employers.

The report by the ILO highlights that the available evidence suggests training programs, employment subsidies and programs to support self-employment and micro-entrepreneurship have shown positive results in the region, but that only in few a countries like Argentina, Brazil and Chile, is the level of investment in active labor market policies (ALMPs) comparable to the levels registered in high income countries. In other countries of Latin America and the Caribbean there are either no such policies or spending levels are very low.

Aside from putting a major emphasis on these active labor market policies, the report highlights the need to improve the ALMPs in the region so that countries can take full advantage of their positive effects. It goes on to propose a series of improvements in the design and implementation of ALMPs, such as

creating incentives to increase the number of beneficiaries, adapting the policies to the specific context and making sure that programs benefit all of the target population.

Another conclusion of the analysis is that many of the ALMPs implemented in the region centre around one type of intervention, instead of providing a more complete set of measures, which would be desirable. A well-structured program of policies can drive "towards economic specialization to higher added value and increase the growth of productivity".

The ILO's Regional Director highlighted that the "slow motion" economic downturn of the region has revealed the need to "advance strategies of productive development and training of the workforce that are essential to achieve a more inclusive and sustainable growth, and that active labour market policies are a very important part of the arsenal of instruments that countries in the region require at this moment."

The new report by the ILO analyses data from the entire region with an emphasis on Argentina, Colombia and Peru, in order to understand the needs and challenges of the generation and implementation of these policies.

BEF Events



Bangladesh Employers' Federation (BEF) organized a Training on Performing HR - Application of Best Practices during 26-27 July 2016. The overall objective of the training program was to impart knowledge clearly with facts and figures about requirements of HR practices especially in the private sector. Mr. NEA Shibly, a Certified Human Resources Professional (CHRP) from Canada and an MBA with significant and varied experience in cross-cultural and multi-national environment conducted the training program. A total of 29 participants attended the program.



A view of participants at the training program held during 26-27 July 2016.

Judgment



(Civil Appeal No. 99 of 2013)

Surendra Kumar Sinha CJ

Syed Mahmud Hossain J

Hasan Foez Siddique J

Government of Bangladesh, represented by the Secretary, Ministry of Establishment
Dhaka Appellant
vs

SM Raiz Uddin Ahmed..... Respondent

Judgment

November 4th, 2015.



Syed Mahmud Hossain J : This appeal, by leave, is directed against the decision dated 11-2-2010 passed by the Administrative Appellate Tribunal, Dhaka in AAT Appeal No.1 of 2008 affirming the decision dated 23-9-2007 passed by

Administrative Tribunal No, 1, Dhaka, in AT Case No. 151 of 2006.

2. The facts, leading to the filing of this appeal, are precised below:

The respondent instituted AT Case No. 151 of 2006 for declaration that the letter communicated under Memo No. সম/শৃ-২ (বিমা-২৩/৯৫/২৩৩ তারিখ ১০-৭-১৯৯৩ awarding punishment to him, which was

served upon him on 28-9-2006 was illegal, void, collusive and the same was not binding upon him. The case of the respondent, in short, is that on 21-1-1986, he joined as Assistant Commissioner under the Ministry of Establishment. He was promoted as Senior Assistant Secretary on 14-9-1994 and thereafter as Deputy Secretary on 10-2-2003. While he was serving as Thana Nirbahi Officer at Atgoria, Pabna, the Secretary, Ministry of Establishment, framed charge against him stating that at the time of serving as Magistrate at Bagerhat, he, without writing the statements of the witnesses under section 164 of the Code of Criminal Procedure himself, allowed the Investigating Officer to write those statements and thereafter put his signatures in those statements. The respondent in his reply denied the allegation. It has further been stated in the petition before the Administrative Tribunal that being satisfied, the concerned Secretary, after hearing the respondent, informally told him that no action would be taken against him. Thereafter, the respondent got two promotions and selection grade. While searching his position to get promotion as Joint Secretary, the respondent came to know that in that proceeding punishment in the form of "censure" had been awarded to him. He filed an application addressing the Secretary of the concerned Ministry to get the order

of 'censure' and got the said order on 18-9-2006. Thereafter, he preferred an appeal before the President of the Republic but did not receive any reply. Then he filed the instant Administrative Tribunal case.

3. The Government, represented by the Secretary, Ministry of Establishment, contested the case by filing a written objection contending, inter alia, that Eklas Khan, Mizan Khan and Yousuf Sheikh, the witnesses of GR No. 57 of 1995 arising out of Bagerhat PS Case No. 6 dated 18-5-1992 were produced by the Investigating Officer before the respondent for recording their statements under section 164 of the Code of Criminal Procedure. The respondent, without recording their statements himself, allowed Investigating Officer of the said case to write the statements of those witnesses and then he put his signatures in the said statements which were found in the judgment in STC Case No. 36 of 1993 by the Tribunal. Bringing such allegation, a departmental proceeding was initiated against the respondent and the same was established on holding departmental inquiry. Accordingly, the respondent was awarded punishment. The order awarding punishment was duly communicated to the respondent. Therefore, the case should be dismissed.

4. The learned Member of Administrative Tribunal No. 1, Dhaka, upon hearing the parties and considering the

evidence on record, by the decision dated 23-9-2007 allowed the said case and declared the punishment awarded to the respondent void.

5. Being aggrieved by and dissatisfied with the decision dated 23-9-2007 passed by the learned Member, Administrative Tribunal No.1, Dhaka, the Government-respondent preferred AAT Appeal No. 1 of 2008 before Administrative Appellate Tribunal, Dhaka, which was dismissed by the decision dated 11-2-2010.

6. Feeling aggrieved by and dissatisfied with the decision passed by the Administrative Appellate Tribunal, Dhaka, the appellant as the leave-petitioner moved this Division by filing Civil Petition for Leave to Appeal No.794 of 2010, in which, leave was granted on 21-7-2013, resulting in Civil Appeal No. 99 of 2013.

7. Mr Goutam Kumar Roy, learned Deputy Attorney General, appearing on behalf of the appellant, submits that there is a specific finding by the Special Tribunal that while acting as Magistrate of Rampal, Bagerhat, the respondent put his signatures in the statements of three witnesses recorded under section 164 of the Code of Criminal Procedure which were alleged to have been written by another person and on such allegation, the Government initiated a departmental proceeding against the respondent and that as there was no specific denial on

behalf of the respondent, the Administrative Tribunal and Administrative Appellate Tribunal committed an error of law in interfering with the punishment awarded to the respondent and as such, the impugned decision should be set aside.

8. Mr Bivash Chandra Biswas, learned Advocate-on-Record, appearing on behalf of the respondent, on the other hand, supports the impugned judgment delivered by the High Court Division.

9. We have considered the submissions of the learned Deputy Attorney-General for the appellant and the learned Advocate-on-Record for the respondent, perused the impugned.

10. Before entering into the merit of the appeal, it is necessary to go through the ground, for which, leave was granted. The ground is quoted below:

"There is a specific finding by the Special Tribunal that while acting as Magistrate of Rampal, Bagerhat, the respondent put his signatures in the statements of three witnesses recorded under section 164 of the Code of Criminal Procedure alleged to have been written by another person and on such allegation, the Government initiated a departmental proceeding against the respondent and that as there is no specific denial on behalf of the respondent, the Administrative Tribunal and Administrative Appellate Tribunal committed an error of law in interfering

with the punishment awarded to the respondent and as such, the impugned decision should be set aside."

11. Having gone through the record, we find that while performing the function of the Magistrate, First Class, the respondent recorded the statements of some of the witnesses under section 164 of the Code of Criminal Procedure. It is alleged that the respondent did not record the statements of Eklas Khan, Mizan Khan and Yousuf Sheikh with his own hand and that he signed those statements alleged to have been written by another person. Unless the allegations brought against the respondent are inquired into, it is difficult to believe that the allegations brought against him are true. In reply to the show cause notice, the respondent in writing denied the allegations brought against him and, as such, the allegations could not be established without any inquiry. The respondent also alleged that the allegations were brought against him out of a conspiracy at the instance of a vested quarter. Therefore, the censure made by the appellant against the respondent cannot be said to be legal.

12. The case in hand has similarity with *Ridge vs Baldwin*, [1964] AC 40. In the cited case, the Chief Constable of Brighton has been tried and acquitted on criminal charge of conspiracy to obstruct the Court's justice. Two other Police Officers were convicted and the Judge

took opportunities to comment adversely on the Chief Constable's leadership of the force. Thereupon, the Brighton Watch Committee, without giving any notice or offering any hearing to the Chief Constable, unanimously dismissed him from service. His Solicitor then applied for a hearing and was allowed to appear before a later meeting. The committee confirmed their previous decision, but by a vote of nine against three. The Chief Constable exercised his right of appeal to the Home Secretary, but his appeal was dismissed. Finally, he turned to the Courts of law, claiming a declaration that his dismissal was void since he had given no notice of any charge against him and no opportunity of making his defence. This was refused by the High Court and by a unanimous Court of appeal. The House of Lords by a majority of 4 to 1 held that the initial dismissal was not only a breach of principle of natural justice, it was contrary to the express provisions of the statutory regulations governing police discipline which in cases of misconduct required notice of the charge and an opportunity for self-defence. The hearing given to the chief constable's solicitor was held to be irrelevant since even no notice of specific charge was given and natural justice was again violated.

13. In the case in hand, relying only on the adverse remarks of the Tribunal, the respondent herein was censured without giving him any opportunity of being heard.

14. The Administrative Tribunal and the Administrative Appellate Tribunal rightly found that the allegations brought against the respondent could not be substantiated. It is not permissible to take disciplinary action against a person solely on the basis of adverse remarks made by a Tribunal in a criminal case unless the allegations imputed in the adverse remarks are proved in disciplinary proceeding.

In the light of the findings made before, we do not find any substance in this appeal. Accordingly, this appeal is dismissed.

Ed.

Source: The Dhaka Law Reports (April, 2016)

CONSUMER PRICE INDEX : NATIONAL
(Base : 2005-06=100)

Period	General Index	Index by expenditure group								
		1. Food & Beverage	2. Non-Food	I. Clothing & Footwear	II. Fuel & Lighting	III. Household Equipment	IV. Medical Care & Health Expenses	V. Transport & Communication	VI. Recreation, Entertainment,	VIII. Misc. Goods & Services
2010-11	156.59	170.48	138.77	140.09	132.33	158.13	144.55	127.44	139.52	148.68
2011-12	170.19	183.65	152.94	160.79	143.36	175.58	152.63	148.58	144.48	164.57
2012-13	181.73	193.24	166.97	179.66	155.61	195.33	159.66	159.34	157.23	182.54
2013-14	195.08	209.79	176.23	194.77	163.47	206.14	164.06	167.20	164.38	193.75
2014-15	207.58	223.80	186.79	204.50	171.80	214.45	180.77	181.78	168.02	204.21
Sept, 15	218.21	235.85	195.59	231.68	175.28	223.02	194.13	193.62	169.97	209.20
Oct, 15	219.62	237.44	196.77	231.53	175.45	223.94	194.36	200.08	170.22	210.86
Nov, 15	219.38	236.61	197.27	231.99	175.84	225.03	194.40	201.28	170.48	211.01
Dec, 15	220.45	236.57	199.78	235.93	177.80	229.04	197.29	205.19	170.63	211.16
Jan, 16	222.87	236.42	205.50	237.18	190.58	230.67	205.18	206.22	171.73	212.79
Feb, 16	222.58	235.81	205.61	237.23	190.59	230.81	205.46	206.31	171.78	213.34
Mar. 16	223.25	236.99	205.64	237.25	190.60	230.86	205.48	206.34	171.81	213.40
April, 16	223.37	237.15	205.70	237.41	190.61	230.92	205.50	206.44	171.87	213.44
May 16	220.15	231.86	205.13	237.44	189.19	230.92	205.52	205.80	171.93	213.26

Source: Bangladesh Bureau of Statistics

CONSUMER PRICE INDEX : RURAL
(Base : 2005-06=100)

Period	General Index	Index by expenditure group								
		1. Food & Beverage	2. Non-Food	I. Clothing & Footwear	II. Fuel & Lighting	III. Household Equipment	IV. Medical Care & Health Expenses	V. Transport & Communication	VI. Recreation, Entertainment,	VIII. Misc. Goods & Services
2010-11	159.41	170.81	141.28	143.51	134.08	155.22	147.33	125.37	151.11	150.17
2011-12	173.26	183.62	156.77	164.55	146.37	169.35	156.87	150.60	158.26	168.84
2012-13	183.90	192.14	170.79	184.54	157.40	186.40	164.63	160.98	174.07	187.05
2013-14	196.90	207.72	179.69	200.61	164.05	197.62	168.87	166.01	179.72	199.74
2014-15	209.10	221.02	190.13	214.07	171.34	209.29	187.18	174.09	183.84	212.34
Sept, 15	219.31	231.79	199.44	240.91	173.90	217.33	203.20	181.71	186.25	218.14
Oct, 15	220.53	233.19	200.39	240.82	173.91	218.52	203.52	187.27	186.30	219.41
Nov, 15	220.01	232.04	200.87	241.30	174.42	219.72	203.53	187.40	186.77	219.64
Dec, 15	220.87	232.02	203.13	245.12	175.63	223.52	206.32	191.17	187.03	219.79
Jan, 16	222.75	231.86	208.26	246.47	185.06	225.62	218.07	192.65	189.09	222.65
Feb, 16	222.32	231.06	208.42	246.22	185.08	225.85	218.41	192.71	189.14	223.48
Mar, 16	222.98	232.12	208.44	246.53	185.09	225.88	218.42	192.72	189.77	223.53
April, 16	223.04	232.17	208.50	246.74	185.10	225.91	218.44	192.81	189.27	223.57
May, 16	219.62	227.07	207.77	246.77	182.71	225.81	218.45	192.95	189.37	223.62

Source: Bangladesh Bureau of Statistics

CONSUMER PRICE INDEX : URBAN
(Base : 2005-06=100)

Period	General Index	Index by expenditure group								
		1. Food & Beverage	2. Non-Food	I. Clothing & Footwear	II. Fuel & Lighting	III. Household Equipment	IV. Medical Care & Health Expenses	V. Transport & Communication	VI. Recreation, Entertainment,	VIII. Misc. Goods & Services
2010-11	151.36	169.68	135.43	133.58	130.30	163.26	139.80	129.72	127.01	146.83
2011-12	164.52	183.71	147.84	153.65	139.88	186.54	145.37	146.34	129.61	159.31
2012-13	177.71	195.91	161.88	170.39	153.55	211.03	151.15	157.53	139.06	176.96
2013-14	191.73	214.85	171.61	183.66	162.80	221.11	155.82	168.52	147.83	186.37
2014-15	204.76	230.56	182.32	197.93	172.33	223.53	169.80	190.26	150.95	194.16
Sept, 15	216.17	245.74	190.44	214.15	176.87	233.04	178.60	206.74	152.40	198.15
Oct, 15	217.93	247.82	191.93	213.90	177.24	233.48	178.68	214.19	152.86	200.30
Nov, 15	218.21	247.76	192.51	214.31	177.47	234.36	178.77	216.57	152.89	200.36
Dec, 15	219.67	247.67	195.31	218.48	180.32	238.74	181.85	220.63	152.93	200.50
Jan, 16	223.09	247.55	201.81	219.54	196.96	239.55	183.12	221.17	153.01	200.62
Feb, 16	223.06	247.41	201.87	219.59	196.97	293.53	183.30	221.29	153.05	200.81
Mar, 16	223.75	248.85	201.91	219.63	196.99	239.62	183.34	221.35	153.07	200.88
April, 16	223.98	249.28	201.97	219.69	196.99	239.87	183.35	221.47	153.10	200.94
May, 16	221.12	243.55	201.60	219.73	196.68	239.89	183.38	219.96	153.11	200.48

Source: Bangladesh Bureau of Statistics

WAGE RATE INDEX BY SECTORS: BANGLADESH
(Base:2010-11-100)

Sector	2012-13	2013-14	2014-15	March' 16	April' 16	May' 16
General	112.62	118.82	124.69	134.61	135.02	135.39
percentage change (Point to Point)	6.01	5.50	4.94	5.93	6.13	6.07
percentage change (over previous month)				0.31	0.31	0.27
1. i) Agriculture	112.08	118.44	124.51	134.24	134.69	135.07
percentage change (Point to Point)	5.78	5.68	5.12	6.19	6.21	6.27
percentage change(over previous month)				0.29	0.33	0.28
ii) Agriculture	112.08	118.40	124.46	134.21	134.66	135.04
percentage change (Point to Point)	5.76	5.64	5.12	6.22	6.23	6.29
percentage change(over previous month)				0.29	0.33	0.28
iii) Fish	111.89	120.81	126.85	135.85	136.39	136.43
percentage change (Point to Point)	6.55	7.97	5.00	4.58	4.89	5.31
percentage change(over previous month)				0.26	0.40	0.03
2. Industry	113.43	119.07	124.38	133.63	134.12	134.44
percentage change (Point to Point)	6.08	4.97	4.47	4.96	5.45	5.25
percentage change(over previous month)				0.29	0.37	0.24
i) Construction	114.70	119.93	124.84	131.36	131.73	132.06
percentage change (Point to Point)	6.87	4.56	4.09	4.20	4.62	4.30
percentage change(over previous month)				0.32	0.28	0.25
ii) Production	111.53	121.86	127.28	138.22	138.97	139.28
percentage change (Point to Point)	5.19	9.27	4.44	6.41	7.07	7.15
percentage change(over previous month)				0.22	0.28	0.23
3. Service	113.63	120.16	126.15	138.38	138.47	138.85
percentage change (Point to Point)	6.96	5.75	4.98	6.68	7.18	6.44
percentage change(over previous month)				0.42	0.06	0.28

Source: Bangladesh Bureau of Statistics

PRICES OF ESSENTIALS
Wholesale / retail prices of Dhaka market on 29 June 2016

Category	Commodity	Wholesale Price(Tk)			Retail Price(Tk)		
		Unit	Min.	Max.	Unit	Min.	Max.
Rice	Nagirshail	100 kg	4200	4800	kg	45	54
	Minikate	100 kg	3750	4250	kg	42	48
	Pariza, BR 28	100 kg	2950	3300	kg	32	38
	Shorna	100 kg	2700	2800	kg	29	31
	Chinigura	100 kg	9000	10200	kg	95	110
	Kaljira	100 kg	9000	10200	kg	95	110
Flour (coarse)	Loose/white	100 kg	1840	1950	kg	22	25
	Poly pack	100 kg	2850	2900	kg	30	32
Flour (fine)	Loose	100 kg	2620	2700	kg	32	34
	Poly pack	100 kg	3550	3600	kg	38	42
Lentils	Masur (local)	100 kg	13200	13500	kg	136	145
	Masur (imported)	100 kg	9500	9800	kg	100	120
	Mug	100 kg	8000	8200	kg	100	115
	Gram (whole)	100 kg	8800	9200	kg	95	105
	Khesari	100 kg	6800	7000	kg	74	80
	Mash	100 kg	12000	12200	kg	130	140
Edible Oil	Soyabean	100 liter	7352	7375	kg	79	82
	Palm	100 liter	6106	6604	kg	66	70
	Mustard	100 liter	10500	10600	kg	120	130

Category	Commodity	Wholesale Price(Tk)			Retail Price(Tk)			
		Unit	Min.	Max.	Unit	Min.	Max.	
Spices	Onion (local)	100 kg	2400	3000	kg	30	36	
	Onion (imported)	100 kg	1500	1700	kg	18	24	
	Garlic (local)	100 kg	9000	13500	kg	100	110	
	Garlic (imported)	100 kg	13000	13200	kg	145	155	
	Dry chilli (local)	100 kg	11500	13000	kg	140	180	
	Dry Chili (imported)	100 kg	17000	17500	kg	180	190	
	Ginger (local)	100 kg	5000	5500	kg	60	70	
	Ginger (imported)	100 kg	4000	4500	kg	50	60	
	Turmeric (local)	100 kg	12000	18000	kg	170	210	
	Turmeric (imported)	100 kg	12000	15000	kg	150	200	
	Green Chili	100 kg	1500	1800	kg	20	30	
	Fish	Rui local (1-2 kg)	100 kg	18,000	26,000	kg	200	280
		Rui imported (1.5-3kg)	100 kg	17,000	25,000	kg	180	280
		Katla local (1kg-2kg)	100 kg	17,000	25,000	kg	180	280
Katla imported (1.5kg-3kg)		100 kg	17,000	23000	kg	180	260	
Hilsha (400 gm-800 gm)		100 kg	55,000	100,000	kg	600	1100	
Pangash (1kg -2kg)		100 kg	10,000	12000	kg	120	140	
Silver Carp (1kg-3kg)		100 kg	12,000	14,000	kg	130	180	
Tilapia		100 kg	12,000	15,000	kg	140	180	
Koi		-	-	-	kg	140	200	
Shrimp (small)		100 kg	34,000	40000	kg	400	500	

Category	Commodity	Wholesale Price(Tk)			Retail Price(Tk)		
		Unit	Min.	Max.	Unit	Min.	Max.
Vegetables	Potato-Holland (white)	100 kg	1500	1500	kg	18	22
	Brinjal	100 kg	1600	2500	kg	20	30
	Pumpkin	100 kg	800	1000	kg	15	18
	Cucumber	100 kg	2000	2200	kg	25	35
	Wax gourd (chal kumra)	100 pieces	800	1000	1 piece	14	20
	Pointed gourd (Potol)	100 kg	1000	1200	kg	14	20
	Okra	100 kg	1000	1200	kg	15	25
	Snake gourd (chichinga)	100 kg	1000	1400	kg	16	25
	Papaya	100 kg	1200	1500	kg	18	25
	Borboti	100 kg	1600	2000	kg	20	30
	Tomato	100 kg	4500	5500	kg	55	70
	Bitter gourd (korolla)	100 kg	1600	2000	kg	24	30
	Lalshak	100 kg	800	1000	kg	12	20
	Pui Shak	100 kg	600	800	kg	12	20
Meat	Beef	-	-	-	kg	400	430
	Mutton	-	-	-	kg	550	600
Poultry	Hen (local)	100 kg	36000	38000	kg	420	440
	Hen (farm)	100 kg	15000	15500	kg	165	170

Category	Commodity	Wholesale Price(Tk)			Retail Price(Tk)		
		Unit	Min.	Max.	Unit	Min.	Max.
Egg	Hen (local)	100 pieces	940	1000	4 pieces	40	42
	Hen (farm-red)	100 pieces	680	700	4 pieces	29	30
	Farm (white)	100 pieces	670	680	4 pieces	28	30
	Duck (local)	100 pieces	780	800	4 pieces	33	35
Powder Milk	Dano	12 kg	6540	6600	kg	550	560
	Red Cow	12 kg	6600	6624	kg	570	580
	Diploma	12 kg	6396	6420	kg	545	550
Fruit	Mango	100kg	5000	6000	kg	70	90
	Apple	100 kg	10000	13500	kg	120	150
	Green-Coconut	100 pieces	3000	4000	1 piece	40	50
	Banana	80 pieces	360	420	4 pieces	24	32
Others	Salt Iodine (Packed)	100 kg	2200	3200	kg	25	35
	Sugar	100 kg	4360	6380	kg	70	90
	Akher Gur	-	-	-	kg	70	90
	Date Gur	-	-	-	kg	80	120

Source: Department of Agricultural Marketing