

Guidelines on Operating BDI Trust in Bangladesh

Introduction

This document outlines how the business of the BDI Trust in Bangladesh, henceforth designated as BDI Trust, will be conducted. Bangladesh Development Initiative (BDI), henceforth designated as BDI USA, formed BDI Trust in Bangladesh so as to open a new front there since the primary objective of BDI USA is to promote socioeconomic development of Bangladesh.

BDI USA is a non-profit organization based in the United States of America. It has been in existence in USA since 1988. Its members include scholars and professionals committed to supporting development initiatives in Bangladesh aimed at improving the quality of life for all its citizens. Further information including BDI's mission and vision can be found on its website www.bdiusa.org.

Formation of BDI Trust in Bangladesh

BDI Trust was registered on May 8, 2018 in Dhaka, Bangladesh. As identified in the BDI Trust Deed (see Schedule II of the Deed), the following four BDI USA members shall be the Trustees of BDI Trust in Dhaka, Bangladesh:

1. Dr. Ahrar Ahmad
2. Dr. Syed Saad Andaleeb
3. Dr. Ashraf Ali and
4. Dr. Adnan Morshed

The Deed contains guidelines on how the successors of the BDI Trustees will be selected in the future.

The Schedule III of the Trust Deed lists a total of ten BDI members as the founding general members including the four Trustees listed above. The remaining BDI USA members will also be an integral part of the BDI Trust and will be engaged in its operation in Bangladesh. The Trust Deed includes provisions to actively involve BDI members whose names are not listed in the Deed, see Articles 5c, 5o or 6.2 for example.

Goals and Operational Guidelines of BDI Trust

Now that the registration of BDI Trust is completed, it can be made operational and turned into a research organization dealing with the economic development issues of Bangladesh while remaining consistent with the original mission and goals of BDI USA. Consistent with the objective of BDI USA, BDI Trust will remain committed to ensuring the wellbeing of the citizens of Bangladesh, as stated in the Deed:

“The principal aims and objectives of the Trust shall be to promote economic development in Bangladesh and globally, generating awareness and sharing knowledge of economic development as well as to raise funds for the specific Trust objectives” (Article 3).

BDI USA did the best it could from a distance to engage in the policy discussions of Bangladesh. BDI Trust will open a new and direct frontier to more directly and effectively engage in

Bangladesh's economic policy discussions and development efforts. Here is a set of guidelines by which BDI Trust shall be run in Bangladesh:

1. BDI Trust shall be a sister organization or an extension of BDI USA and will work in close collaboration with BDI USA. All BDI USA members will be involved in running BDI Trust. The roles and responsibilities of BDI Trust members are detailed in the Articles 5, 6 and 8 of the *Deed of Trust*.
2. The goals of BDI Trust in Bangladesh shall align with those of BDI USA, that is, to promote socio-economic development of Bangladesh so that Bangladeshi people can lead a prosperous life (Per Article 3 of the Deed of BDI Trust). Thus, the two organizations are expected to function harmoniously because their ultimate objectives are aligned.
3. Per Article 6 of the Deed of the Trust, “The Trustees shall together in a body constitute the Board of *Trustees* (hereinafter referred to as the "Board")”. The Board shall elect from amongst themselves the President, Treasurer and secretary of the *Trust*. The Board elects these positions for the BDI Trust:
 - 1) Dr. Ahrar Ahmad = Vice President
 - 2) Dr. Ashraf Ali = Treasurer
 - 3) Dr. Syed Saad Andaleeb = President
 - 4) Dr. Adnan Morshed = Secretary
4. Per recommendation of all four Trustees, other signing members of BDI Trust as well as BDI USA general members, each Trustee shall hold office for a period of five (05) years from the date of his/her election and shall be eligible for re-election for a second term (limited to two terms only). Note that per Article 6.5 of BDI Trust Deed, each Trustee shall hold office for a period of seven (07) years from the date of his/her election and the Deed does not prescribe a term limit.
5. Any Trustee can be removed/replaced from his/her position in case of misconduct.
6. If the Deed of BDI Trust descriptions are not sufficient, a set of Bylaws shall be created to clarify the roles of the Trustees and other officials as well as for the functioning of the Trust on an operational basis.
7. The BDI Trust Board shall have the authority to manage the affairs of the Trust and shall have the functions and powers as set forth in the *Deed of Trust*. Even though BDI Trust will be a sister organization of BDI USA in matters of overall policy positions towards Bangladesh’s socioeconomic development, the BDI Trust Board members will have enough flexibility and room to exercise their powers to bring about positive changes and engender innovations fit for a premier research organization.
9. The BDI Trust Board members/Trustees shall be appointed either from general membership of BDI USA or from qualified local Bangladeshi nationals living in Bangladesh. The future Trustees/Board members shall also be selected either from the general membership pool of

BDI USA or from qualified local Bangladeshi citizens. The BDI Trust Board members, who are also members of BDI USA, can serve on the BDI USA executive committee.

10. The BDI Trust Board shall work in collaboration with the BDI USA executive committee and will consult BDI USA executive committee and general members of BDI USA on major policy and operational issues facing BDI Trust. As mentioned above, this would still leave enough room for the BDI Trust Board members to run BDI Trust in an autonomous manner and be successful.
11. BDI Trust will engage and perform all the leg work when and if BDI USA organizes conference, symposium, or other functions in Bangladesh. BDI Trust will line up sponsors to defray the cost of organizing for such conferences/symposia in Bangladesh. BDI Trust shall also manage any endowment fund in Bangladesh established by BDI USA.
12. BDI Trust Board shall hire the Managing Director (MD) of the Trust, who shall carry on the day-to-day business of the *Trust*. BDI Trust Board may involve the BDI USA executive committee in the hiring process.
13. The MD can be selected from (a) the Board of Trustees (Article 6.2 of the Deed) or (b) the pool of BDI USA general or executive members or (c) outside BDI, that is, local Bangladeshi citizens. The MD shall work under the direct supervision of the Board.
14. The BDI Trust Board and the MD shall hire research workers, office administrators, other employees, contractors, consultants, etc. needed to conduct the business of BDI Trust.
15. Since BDI Trust is a non-profit entity per articles 3 and 9.3 of BDI Trust Deed, the BDI Trustees / Board members shall not receive recurring (monthly, weekly, quarterly, etc.) or lump sum payments from BDI Trust as compensation.
16. The BDI USA officials shall not receive recurring (monthly, weekly, quarterly, etc.) or lump sum payments from BDI Trust as compensation. However, the expenses of BDI USA members incurred to directly conduct the affairs of BDI Trust, such as trip from USA to Bangladesh, hotel, food and transportation during the stay in Bangladesh while conducting the business of BDI Trust, shall be covered from the funds of BDI Trust. Such trips and assignments must be approved by the BDI Trust Board and the BDI USA executive committee. Attempts shall be made to minimize the costs, for example no business/first class airline tickets.
17. The Managing Director shall receive a monthly compensation in the form of a salary and other relevant employee benefits from the BDI Trust. As mentioned above, the Managing Director can be selected from among BDI Trustees (Article 6.2 of the Deed) or local Bangladeshi citizens or BDI USA members.
18. If a BDI USA member (including any BDI Trustee Board member) is chosen to become the Managing Director, the membership of this individual in BDI USA (including membership in BDI Trust Board) shall be temporarily put on hold during the assignment with BDI Trust as

the Managing Director so he/she can draw monthly salary and other relevant employee benefits from BDI Trust.

19. The BDI member or anyone hired from outside BDI USA as the Managing Director can serve in that role as long as he/she wants provided his/her performance is satisfactory to the BDI Executive Committee and BDI Trust Board members. The MD can be removed/replaced from his/her position in case of misconduct or unsatisfactory performance.
20. BDI Trust Board shall rent suitable office spaces in Bangladesh to house BDI Trust.
21. BDI Trust Board shall determine the salaries of Managing Director, research workers, office administrators and other employees of BDI Trust and will also determine the fees to hire contractors and consultants.
22. The source of funding for BDI Trust will be research work on the socioeconomic development of Bangladesh consistent with the objectives of BDI Trust and BDI USA.
 - a. BDI USA members/BDI Trustees shall initially generate research proposals to secure funding for BDI Trust. BDI USA members who are in academia can generate research proposals the same way they develop such research proposals for funding as part of their routine academic activities. These research proposals, geared towards to the socioeconomic development of Bangladesh, can be submitted on behalf of BDI Trust for funding in Bangladesh. If funded, BDI USA members will complete the research work exactly the same way they do them routinely. The results of the research will be presented in the form of reports as required by the funding agencies, can be published in peer-reviewed international journals and can be used to write BDI USA sponsored books. The summary of the report can be released online via BDI USA and BDI Trust websites.
 - b. Subsequently, BDI Trust employees shall also generate their own research proposals so BDI Trust becomes sustainable.
 - c. The suitability of any project for BDI Trust shall be determined by the BDI Trust Board members. BDI Trust Board members can solicit the opinion of BDI USA Executive Committee on this matter.
23. The BDI Trustees shall appoint standing committees for operations reasons, for example to evaluate research proposals submitted.
24. Since BDI Trust will just be an extension of BDI USA, the financing of both BDI USA and BDI Trust shall be handled jointly. The BDI USA bank account in BUET Branch of Sonali Bank in Dhaka, Bangladesh shall be used for handling all monetary transactions of BDI Trust. The budget for initially setting up the BDI Trust office in Bangladesh and also for funding the projects the BDI Trust wants funded in the beginning will be provided from this Sonali Bank account. BDI Trust can subsequently open its own separate bank accounts to manage the funding.
25. The funds generated by the BDI Trust shall be spent in paying salaries of the BDI Trust employees starting from the Managing Directors and downwards as well as paying for the

facilities, computers, furniture, office supplies, etc. The profits generated by the BDI Trust shall be reinvested in the expansion of the BDI Trust activities and thus towards furthering BDI's original goals of ensuring the prosperity of Bangladeshi citizens. If and when needed and if BDI Trust have enough funding and revenues from its research earnings, a part of the BDI Trust revenues can be used to conduct the business of BDI USA.

26. The BDI Trustees shall meet as frequently as called out in the BDI Trust Deed face to face or via telephone or video-conferencing. The BDI Trust shall prepare an annual report on the status of the projects, budgets, etc. and share it with BDI USA.