Export Competitiveness for Jobs (EC4J)



January 22, 2026

THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

Ministry of Commerce

EC4J
DIVERSIFICATION. ACCELERATED GROWTH

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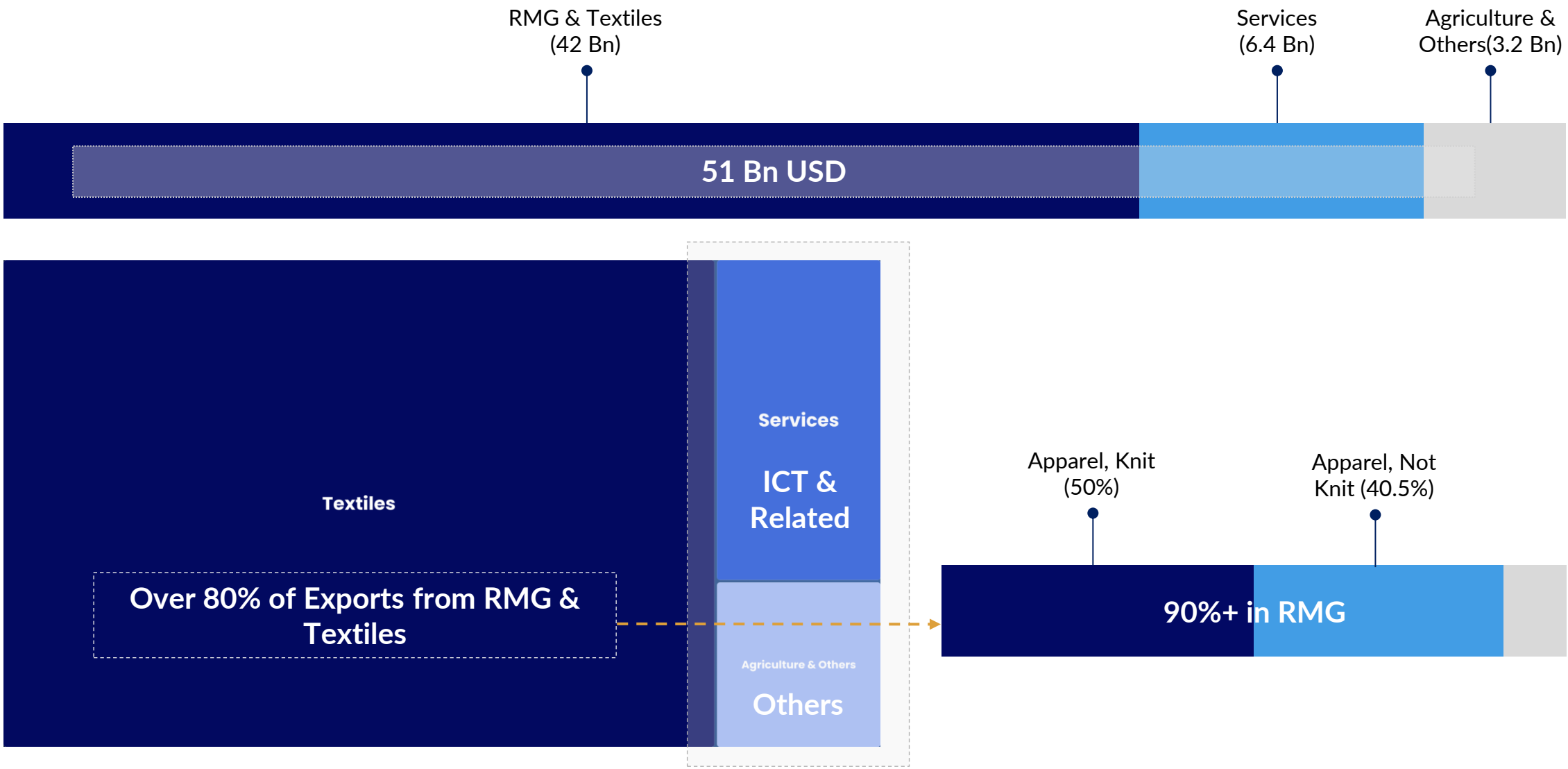
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Bangladesh’s Export Mix

Bangladesh's Export Portfolio is heavily concentrated on RMG & Textiles

Over 80% of exports come from textiles, of which ~90% is RMG

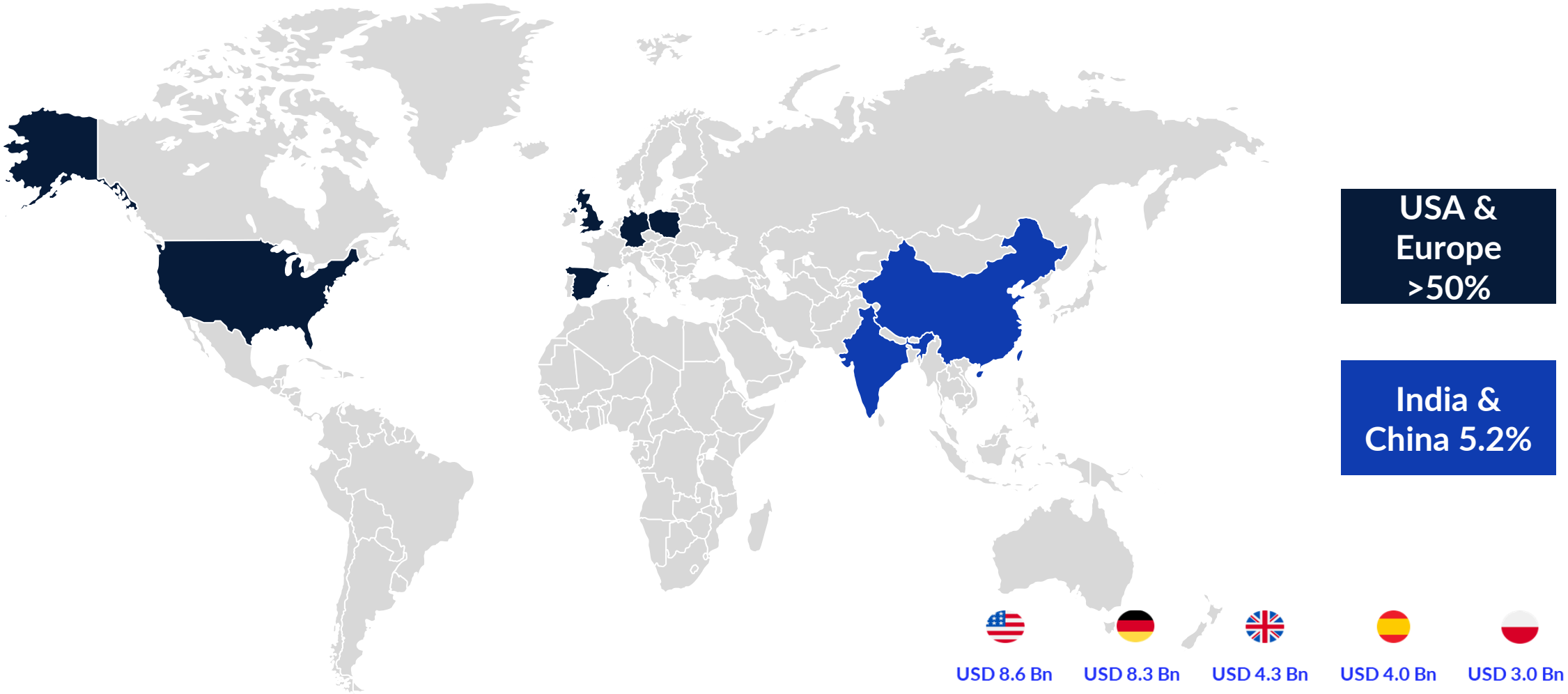


Source: Harvard Atlas (2023)

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Bangladesh's export exposure is largely tied to Western markets

The United States and key European markets account for over 50% of exports

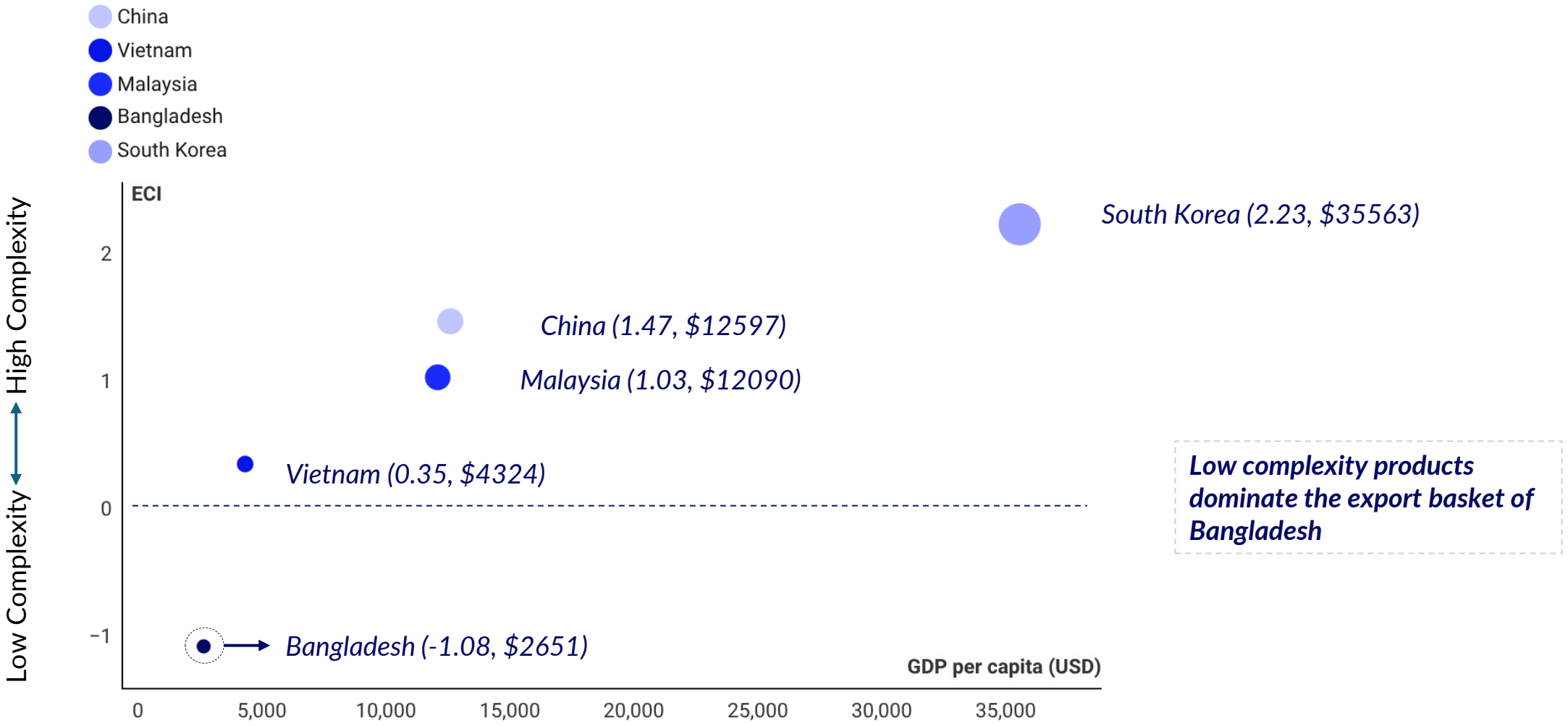


Source: Harvard Atlas (2023)

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What Bangladesh's Export Basket Says About Capabilities

Countries with more complex exports sustain higher income levels



Low complexity products dominate the export basket of Bangladesh

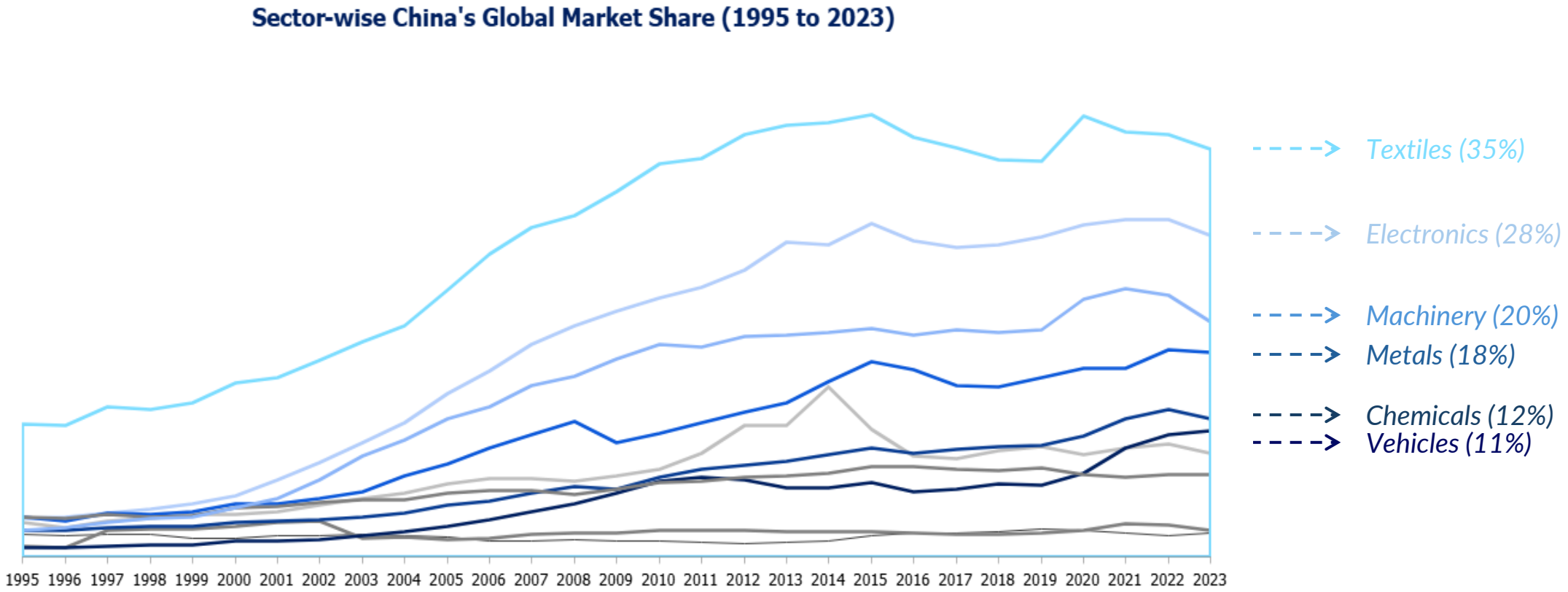
Source: Harvard Atlas (2023)

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Why Diversify Export ?

China's GDP per Capita Increased by ~2,020%, Since 1995

Harvard shows that countries with higher-than-expected export complexity grow faster



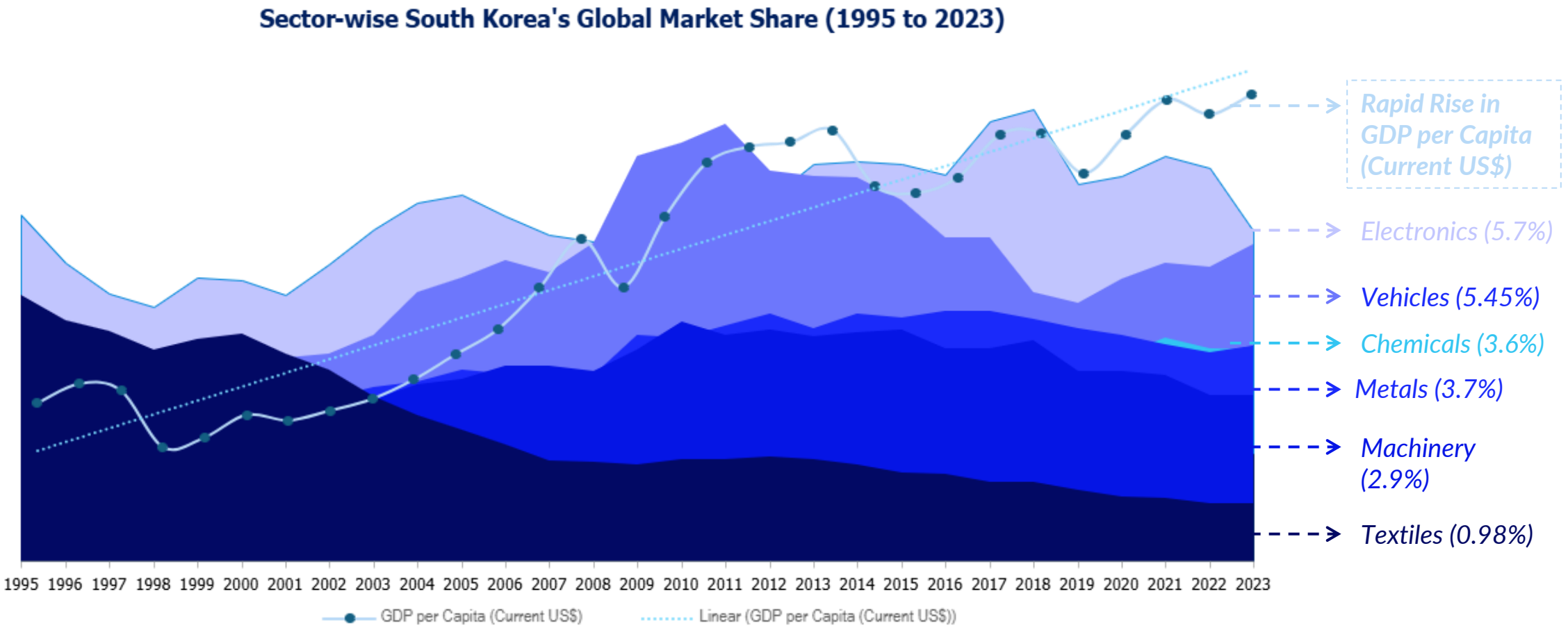
*China's export basket is quite balanced and maintains a high economic complexity, with an **ECI of 1.47** in 2023*

Source: Harvard Atlas (2023)

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South Korea Ranks 3rd Globally in Economic Complexity

Among highly complex economies for improvement in economic complexity (2011-2021)



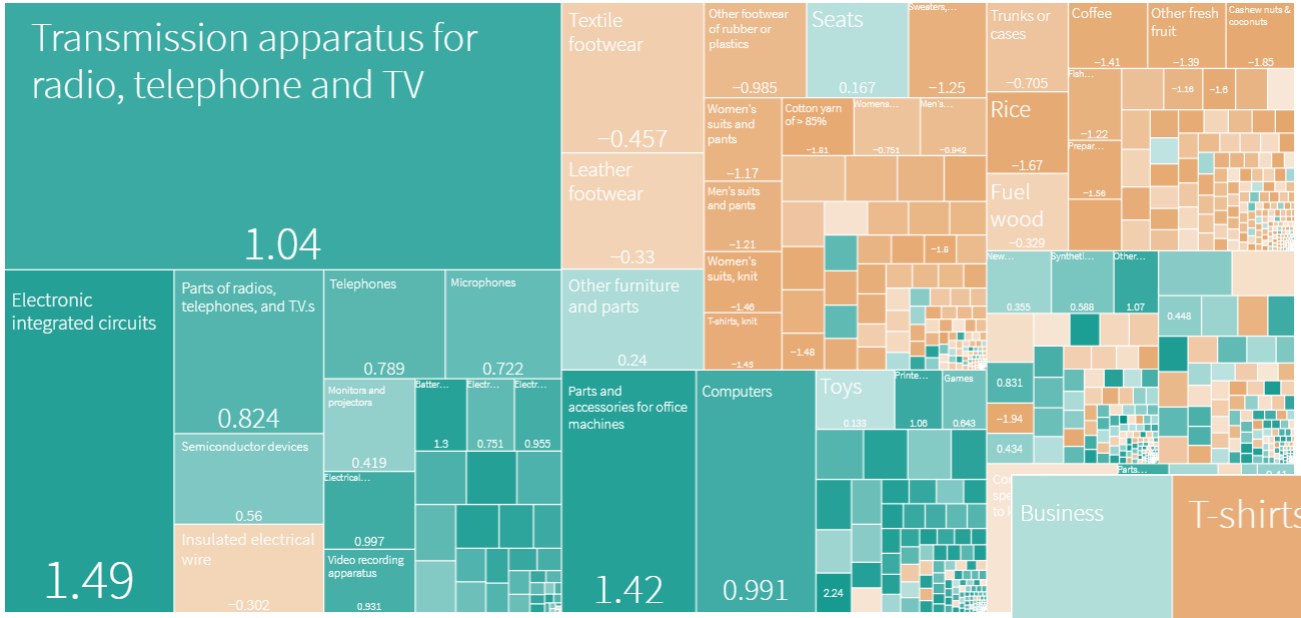
*Starting with **Garments and Textiles in the 1960s**, South Korea diversified and now maintains a high economic complexity, with an **ECI of 2.23** in 2023*

Source: Harvard Atlas (2023)

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Vietnam: Faster Growth, Similar Starting Point

Diversification into higher-complexity sectors has raised Vietnam's ECI to 0.35

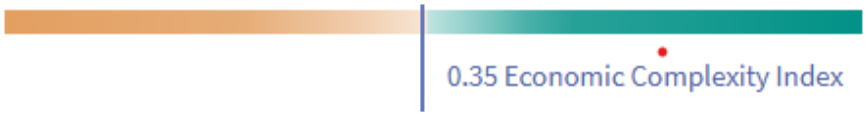


Low Complexity — High Complexity

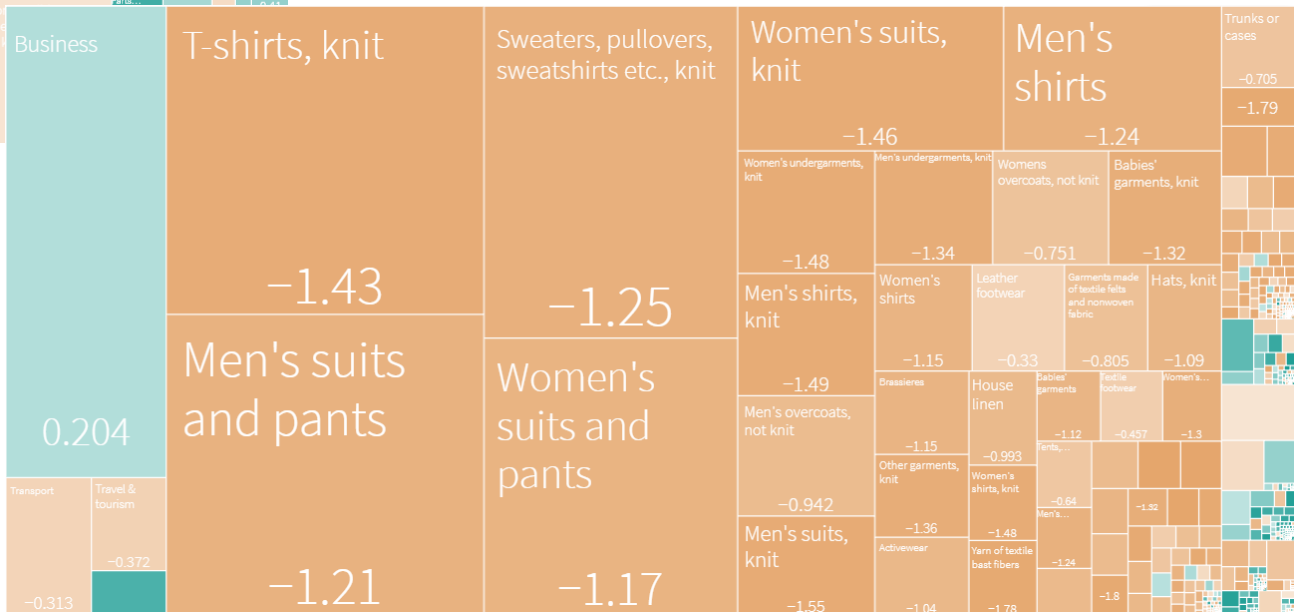


Bangladesh has an economic complexity index of **−1.08**

Low Complexity — High Complexity



Vietnam has an economic complexity index of **0.35**

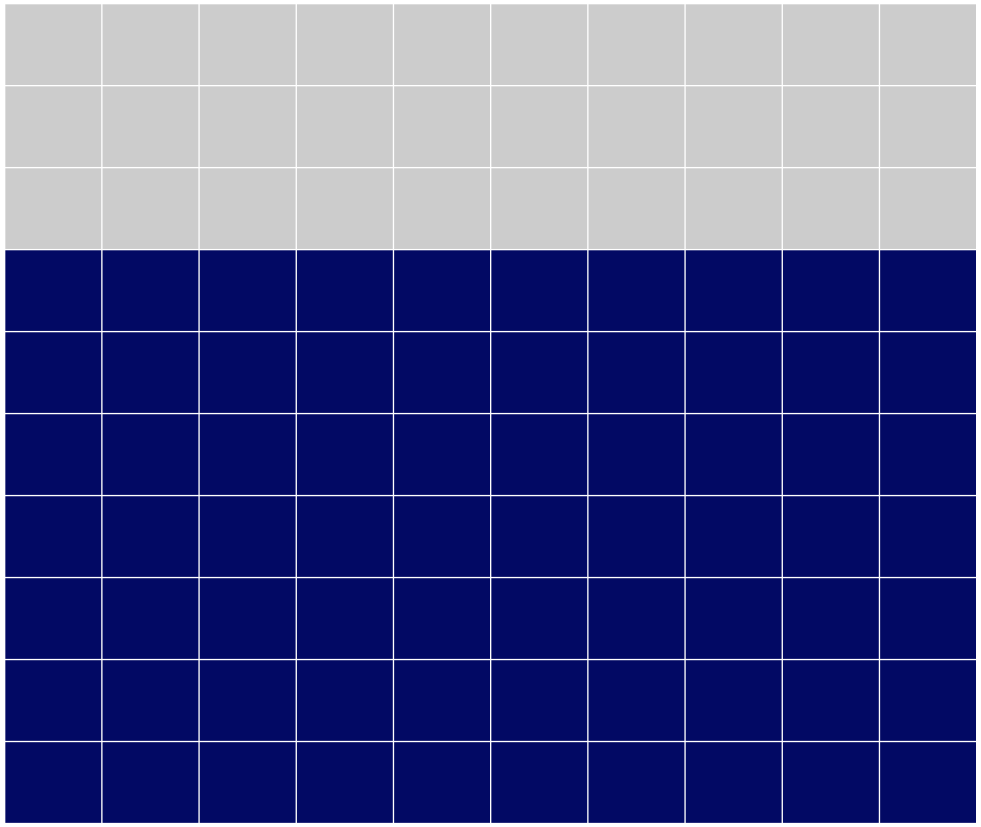


Source: Harvard Atlas (2023)

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Export Diversification Enables Efficiency-Seeking FDI

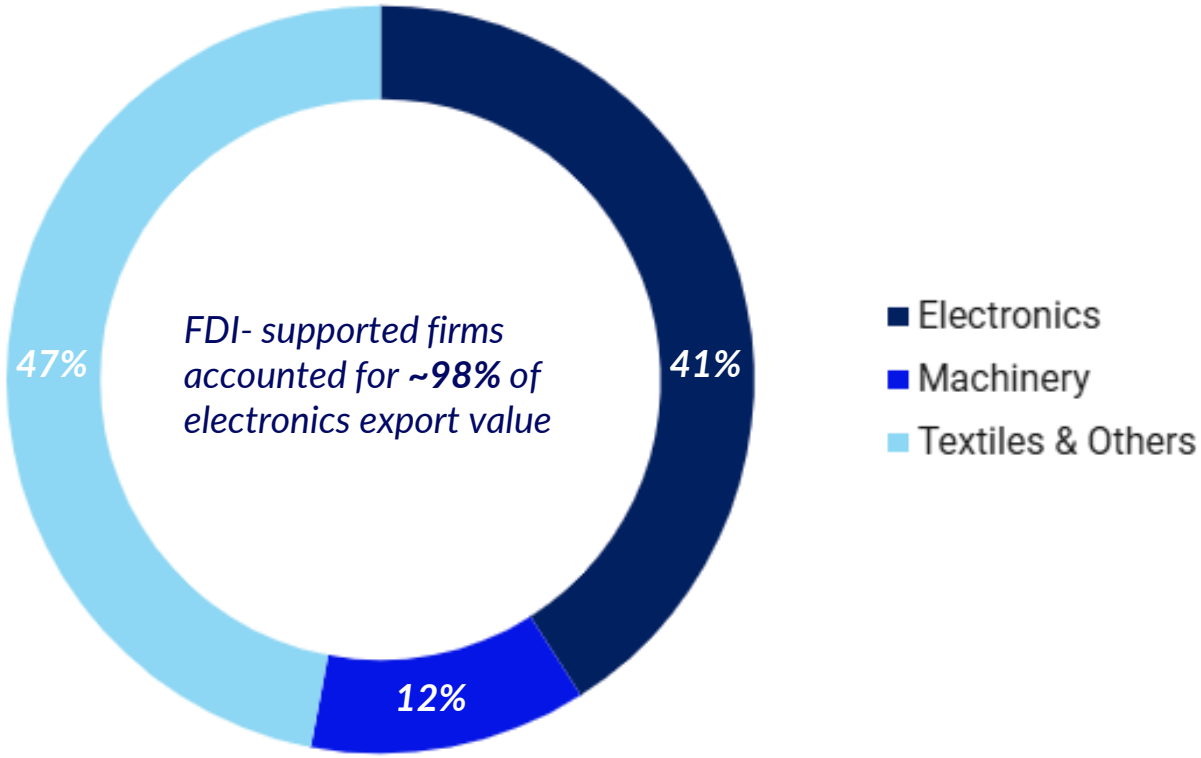
Nearly two-thirds of Vietnam's FDI is concentrated in export-oriented manufacturing



Manufacturing FDI Inflow

Non-manufacturing FDI Inflow

Export Concentration by Sector



Efficiency-seeking FDIs led by firms such as Samsung, Intel, and LG account for the bulk of Vietnam's electronics exports.

Source: UNCTAD World Investment Report (2025), Harvard ATlas (2023)

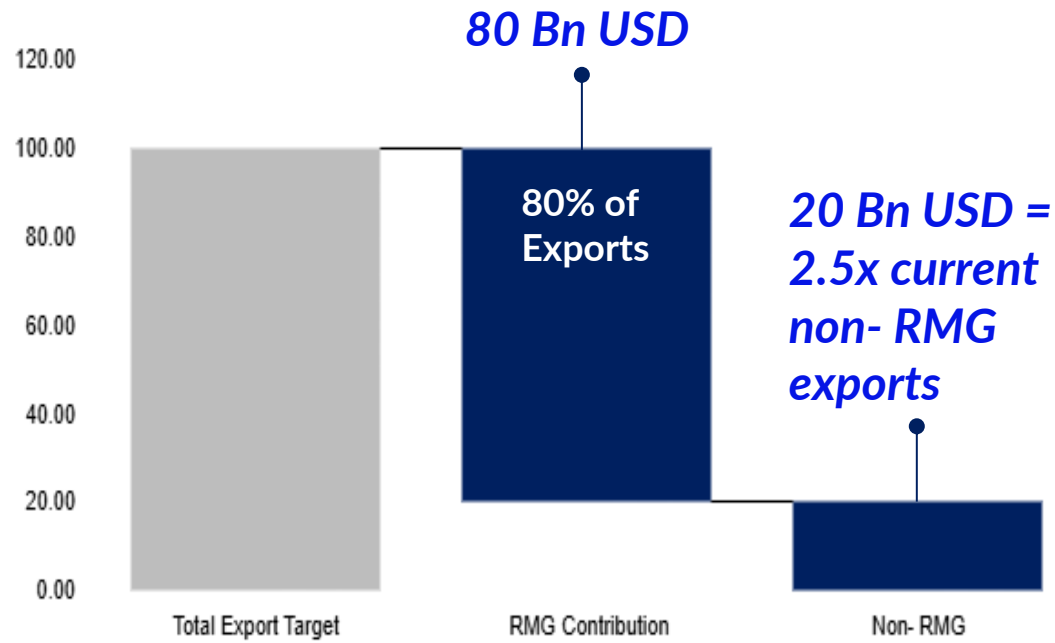
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Why Export Diversification is an Imperative

Export targets of Bangladesh cannot be met through RMG alone

+$75bn	-$90bn	
	Service fees & others: ~$15bn	External balance deficit
Remittance : ~$25bn	Other imports : ~$30bn	
Export : ~$50bn (Garments : 80%+)	Energy : ~$10bn	
	Raw materials (RMG) & machinery: ~$35bn	

Funded by FDI, Borrowing, Grants



For Bangladesh Export Diversification is a mathematical reality

If we target 100Bn USD Exports by 2030, Non-RMG

Source: Bangladesh Bank : Bangladesh Bank (Balance of Payments Statistics); World Bank (Bangladesh Development Update), Harvard Atlas (2023)

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EC4J: Overview and Components

EC4J Project To Diversify and Expand Export Potential of Bangladesh

Objectives & Priority Sectors

Export Competitiveness For Jobs(EC4J) Project

Export Competitiveness for Jobs (EC4J) is a Government of Bangladesh initiative, led by the Ministry of Commerce and supported by the World Bank, aimed at diversifying exports both products and location-wise, and job creation in sectors beyond ready-made garments (RMG).

Priority Sectors

Light Engineering
Global Market: USD 6.0 Tn

Plastics
Global Market: USD 750 Bn

Leather Articles & Footwear
Global Market: USD 160 Bn

Objectives
Of EC4J

- Export Diversification
- Job Creation
- Enhanced Competitiveness

Key Components:

Market Access Support Program

- ESQ compliance training
- Export Readiness Funds (ERF) grants
- Global market linkage, MIP & branding

Productivity Enhancement Program

- Technology Centers (TCs)
- Development for firms & workers
- Modern machinery & process upgrades

Public Investment Facility for Infrastructure Constraints

- Industrial access roads, power, storage
- Shared utilities for export clusters
- Cost-sharing for enabling infrastructure

Source: OEC, 2023

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KPI: Outcomes & Future

Component 1: Market Access Support Program

Sub-component 1.1: Conducting ESQ awareness, readiness, and compliance assessments



ERF supported Compliance implementation



ToT and Specialized ESQ trainings held



Factories going through ESQ assessments

Inputs & Coverage

ESQ Awareness & Readiness

- 3 compliance handbooks
- 30 factory-level sessions
- 35 sector initiatives (target)
- National raw hide campaigns

ESQ Training & Skills

- 18 training modules
- 123 firm-level training batches
- ToT & specialized sessions
- 24 sector coordination meetings

Outcomes & Efficiency

Delivered Outcomes

- ESQ practices mainstreamed across priority sectors
- Firms equipped to meet buyer compliance requirements
- Strong sector-level coordination for ESQ standards

Financial Efficiency

- Total Budget (Sub-component 1.1): **BDT 130.9 million**
- Utilization: **~93% combined**
  - Awareness & readiness: 87%
  - Training & ToT: 99.5%

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Component 1: Market Access Support Program

Sub-component 1.2: Enhancing Factory Quality with MPPE sector initiative under ERF



Closing Ceremony of Export Readiness Fund



ESQ Compliance upgradation at the beneficiary firms through ERF

Inputs & Coverage

Export Readiness Fund (ERF)
- Matching grants for ESQ and quality upgrades
- Windows 2, 3 & 4 implementation

Sector Coverage
- Leather & Footwear
- Plastics
- Light Engineering
- Medical & Personal Protective Equipment (MPPE)

Interventions
- Compliance remediation
- Process & productivity improvements
- Quality enhancement investments

Outcomes & Efficiency

Delivered Outcomes
- **110 export-oriented factories supported**
- **106 factories completed implementation**
- **15 MPPE factories** upgraded under Window 4
- **5,228 new jobs created** through quality and productivity investments

Financial Efficiency
- Budget: **BDT 1,384.3 million**
- Utilization: **92.8% (BDT 1,284.4 million)**

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Component 1: Market Access Support Program

Sub-component 1.3: Developing Market Intelligence Platform (MIP)



17th Bangladesh International Plastics Fair, 2025



19th Cairo Int'l Leather & Shoes Fair 2025



MIP Launching Event

Inputs & Coverage

Export Readiness Fund (ERF)
- 110 export-oriented factories supported
- Leather, plastics, light engineering, MPPE
- Matching grants for ESQ & productivity upgrades

Market Access via Expos
- 10 international sourcing shows
- 9 local expos where 54 exporting firms participated

Branding & "Meet Bangladesh"
- Sectoral branding for 4 priority sectors + MPPE
- National & international "Meet Bangladesh" shows
- Digital PR, global TV, airport branding

Outcomes & Efficiency

Delivered Outcomes
- **106 factories** completed ERF implementation
- **5,228 new jobs** created through quality & productivity upgrades
- **127 Bangladeshi firms** showcased to **21 international buyers from 9 countries**
- Positive global visibility of Bangladesh as a compliant sourcing destination

Financial Efficiency
- ERF utilization: **92.8%**
- Expos & branding utilization: **~72%+**
- Demonstrates strong pipeline from public support → private export outcomes

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Component 2: Productivity Enhancement Program

Upgrading export manufacturing through infrastructure, governance, and technology



BDTCLF 3D Design



Construction progress visit



CEET 3D Design

Inputs & Coverage

Technology Center Network

- 4 Technology Centers (Light Engineering, Electronics, Leather & Footwear)
- Locations: Gazipur, Munshiganj, Chattogram, Mirsharai

Institutional Setup

- 30.20 acres of land acquired
- 4 Centre companies registered under PPP governance
- Boards formed; O&M frameworks finalized

Physical & Technical Development

- Civil works in progress (CEET 78.6%, DTCLF 80.12%)
- Machinery procurement aligned with construction
- Training curricula for CNC, CAD/CAM & automation

Outcomes & Efficiency

Delivered Progress

- Land and institutional foundations fully established
- Core structures completed; centers nearing operational readiness
- Technology platforms designed for training, prototyping, testing & R&D
- Pipeline created to train **>4,000 workers annually** and serve **200+ enterprises**

Financial Efficiency

- Total Budget: **BDT 63,767.4 million**
- Spending aligned with phased construction and procurement schedule

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Component 3: Public Investment Facility for Infrastructure Constraints (PIFIC)

Strengthening Sector Infrastructure through BIPET



Complete construction of BIPET, Keraniganj, Dhaka



PIMM Level 02, Training 2025

Inputs & Coverage

PET Facility
- Six-story academic & training complex
- Modern laboratories, workshops, and classrooms

Sector Focus
- Plastics & packaging industry
- National-level skills and innovation mandate

Programs & Services
- Technical training (injection molding, troubleshooting)
- Testing, certification & future R&D services
- Curriculum development on polymer innovation & sustainability
- Train ≥ 1,000 technicians annually.

Outcomes & Efficiency

Delivered Outcomes
- BIPET fully constructed and operational
- **125 trainees graduated**; additional batches ongoing
- Training launched under MoC supervision via BPGMEA
- Platform established for continuous skills upgrading and sector support

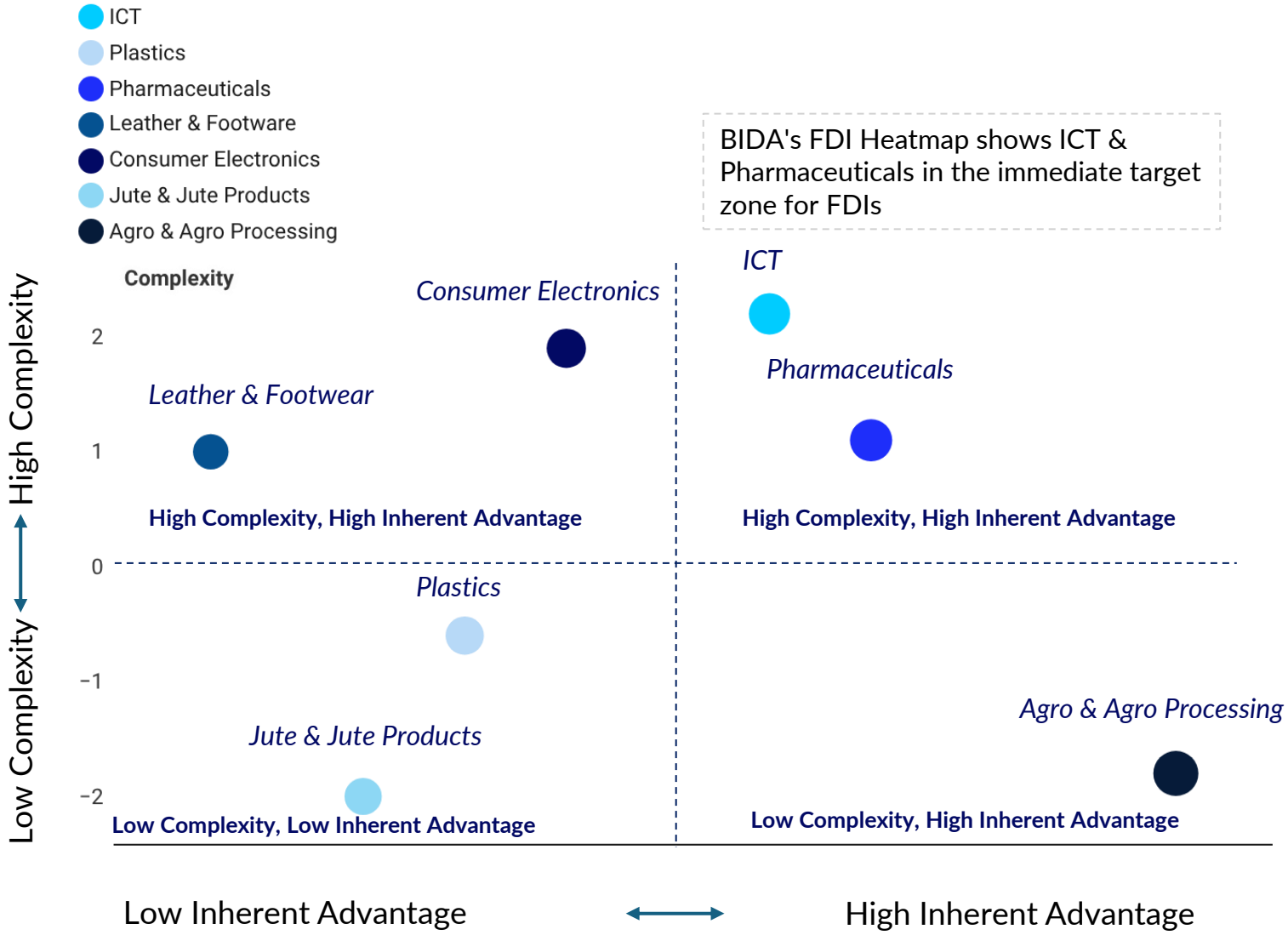
Financial Efficiency
- Budget: **BDT 172.5 million**
- Utilization: **~100% (BDT 172.5 million)**

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Way Forward: Priority Sectors

Export Diversification Priorities: Complexity vs Inherent Advantage

ICT, Plastics, Pharmaceuticals, Agro & Agro Processing and 3 other priority sectors mapped



BIDA's FDI Heatmap shows ICT & Pharmaceuticals in the immediate target zone for FDIs

Inherent Advantage Estimated Based on 3 factors:

- Input factor
- Technological readiness
- Established market access

Complexity is based on PCI (Product Complexity Index):

- How many countries can export a product competitively, and
- What else those countries can export (their overall capability set)

Source: BIDA FDI Heat Map, Bangladesh FDI Blueprint (LightCastle Partners,2025) and Harvard Atlas (2023)

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Annex

Component 1: Market Access Support Program

Sub-component 1.1: Conducting ESQ awareness, readiness, and compliance assessments

The ESQ Awareness and Readiness initiative strengthens environmental, social, and quality compliance across export industries through factory sessions, compliance handbooks, and national campaigns, fostering a culture of sustainable and ethical manufacturing.

Target:

- Develop compliance handbooks and conduct factory-level sessions to strengthen ESQ culture.
- Conduct **35 sector-level ESQ (Environmental, Social & Quality) awareness** and readiness initiatives.
- Implement national **awareness campaigns** for priority sectors (e.g., leather & hide collection).

Achievement:

- **3 Compliance Handbooks** developed and disseminated.
- **30 factory-level ESQ awareness sessions** completed.
- **5 national Raw Hide Collection Campaigns** executed (2018 – 2022) through TV, digital and print media.

Budget: BDT 73.3 million (Component 1 allocation).
Expenditure (till Aug 2025): BDT 63.9 million (87% utilization).



Eid-ul-azha Campaign on Raw Hide Collection



Factories going through ESQ assessments

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Component 1: Market Access Support Program

Sub-component 1.1: Implementing ESQ Training Programs Across Firms and Industries

Firm-level and industry-wide ESQ training equips enterprises with practical skills to meet global compliance standards through modular courses, ToT programs, and stakeholder coordination across priority sectors.

Target:

- Develop **standardized training modules** and ToT programs for four priority sectors.
- **Deliver 165 training batches** for firms and industry stakeholders.
- Strengthen institutional capacity through **stakeholder coordination and validation workshops.**

Achievement:

- **18 ESQ training modules** developed.
- **123 firm-level training batches** completed (including ToT and specialized sessions).
- **24 sector coordination and validation meetings** held.

Budget: BDT 57.6 million (Component 1 allocation).
Expenditure (till Aug 2025): BDT 57.3 million (99.5% utilization).



ERF supported Compliance implementation



ToT and Specialized ESQ trainings held

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Component 1: Market Access Support Program

Sub-component 1.2: Enhancing Factory Quality with MPPE sector initiative under ERF

The Export Readiness Fund provides matching grants to export-oriented factories to find gaps and improve their environmental, social and quality (ESQ) standards, enabling firms to meet international standards, create jobs, and strengthen Bangladesh's diversified export base.

Target:

- Support **110 export-oriented factories** through matching grants under ERF Windows 2, 3 & 4.
- Strengthen quality enhancement and compliance capabilities across leather, plastics, light engineering and Medical and Personal Protective Equipment (MPPE) sectors.



Closing Ceremony of Export Readiness Fund

Achievement:

- **110 factories** received ERF support (106 completed implementation).
- **15 MPPE factories** completed projects under **Window 4**.
- **5,228 new jobs** created through quality enhancement and productivity improvement investments.

Budget: BDT 1,384.3 million (Component 1 allocation).
Expenditure (till Aug 2025): BDT 1,284.4 million (92.8% utilization).



ESQ Compliance upgradation at the beneficiary firms through ERF

LightCastle Partners © 2025

Component 1: Market Access Support Program

Sub-component 1.3: Arranging Expos to Develop Export Market and Branding

The Market Development and Branding initiative expands the global reach of Bangladesh's light engineering, plastics, leather, and footwear sectors. Through international sourcing shows, local expos, and multilingual sector profiles, it promotes positive branding of Bangladeshi products and fosters stronger buyer linkages in global markets.

Target:

- Organize international and local exhibitions to promote four priority sectors.
- Develop sector profiles and marketing collaterals for global outreach.
- Conduct branding and marketing capacity building workshops.

Achievement :

- 54 exporting companies participated in 10 international sourcing shows and events.
- 9 local expos organized to connect domestic and foreign buyers.
- Sector profiles were developed in five languages (English, Japanese, Spanish, Chinese, and German).
- 3 workshops held on branding and marketing best practices.

Budget: BDT 197.9 million (Component 1 allocation).
Expenditure (till Aug 2025): BDT 143.0 million (72.3% utilization).



17th Bangladesh International Plastics Fair, 2025



Meet Bangladesh Expo, 2025

LightCastle Partners © 2025

Component 1: Market Access Support Program

Sub-component 1.3: Implementing of Sectoral Branding and "Meet Bangladesh" Campaigns

Market Linkage initiatives such as "Meet Bangladesh" expos and digital PR campaigns connect local exporters with global buyers, amplifying Bangladesh's reputation as a reliable sourcing destination.

Target:

- Branding for MPPE and 4 priority sectors.
- 3 "Meet Bangladesh" sectoral shows.
- 1 in-country "Meet Bangladesh Expo" for foreign buyers.
- Digital PR campaign.
- International PR on a global TV channel.
- Airport branding.



19th Cairo Int'l Leather & Shoes Fair 2025

Achievement :

- Branding and digital campaigns implemented for all 4 sectors.
- National "Meet Bangladesh Expo" hosted with 127 local companies and 21 buyers from 9 countries.
- Positive stories of ERF beneficiaries promoted globally to strengthen buyer confidence.
- Campaign run at Dubai International Airport and global TV channel.



Campaign at Dubai International Airport

Budget: BDT 150.0 million (Component 1 allocation).

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Component 1: Market Access Support Program

Sub-component 1.3: Developing Market Intelligence Platform (MIP)

The Market Intelligence Platform (MIP) serves as a digital knowledge hub to empower exporters with real-time market insights, buyer data, and pricing trends. By integrating analytics, training, and continuous content updates, MIP strengthens data-driven decision-making and enhances the global competitiveness of Bangladesh's export sectors.

Target:

- Develop a data-driven **Market Intelligence Platform** for exporters.
- Install access kiosks, conduct user training, and build partnerships for content sourcing.
- Ensure continuous promotion, digital visibility, and research dissemination.

Achievement:

- MIP operationalized with sector analytics, buyer profiles, and tariff data.
- **6 access kiosks** installed at Ministry and trade associations.
- **400 mid-level professionals** trained on platform use.
- Subscribed to **6 global research databases**.
- 36 content pieces delivered (11 articles, 25 infographics) and 4 quarterly reports published.
- 7 news flashes featured on Export Bangladesh website; SEO optimization ongoing.



Export Bangladesh Website



MIP Launching Event

Budget: BDT 100.0 million (Component 1 allocation).
Expenditure (till Aug 2025): n/a

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Component 2: Productivity Enhancement Program

Building Industrial Competitiveness through Advanced Technology Centers

This component strengthens Bangladesh's export-oriented manufacturing sectors by establishing international-standard Technology Centers for Light Engineering, Electronics, Leather & Footwear, and allied industries. The centers will provide training, prototyping, testing, and R&D services to enhance productivity, technological readiness, and product quality.

Target:

- Acquire land and construct 4 Technology Centers.
- Form 4 Centre companies under PPP-based governance.
- Develop training curricula and deliver skill programs for > 4,000 workers annually.
- Procure machinery, office equipment, and furniture to operationalize centers.



Residential buildings

Achievement :

- **Land (30.2 acres)** acquired in Gazipur, Munshiganj & Chattogram.
- **Four Centre companies registered** under the Companies Act 1994 (Boards forming).
- **Civil works:** CEET (Construction Progress 78.6%, Financial Progress 55.8%), DTCLF (Construction Progress 78.6%, Financial Progress 66.54%).
- **Procurement** of machinery & equipment aligned with construction.
- **Office equipment & furniture** procurement completed, delivery scheduled within 4 months.



Center of excellence

Budget: BDT 63,767.42 Mn

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Component 2: Productivity Enhancement Program

Securing Infrastructure & Institutional Framework for Technology Centers

Land and institutional setup form the foundation for the Technology Centers. 30.20 acres were acquired or leasedacross four locations, and four companies were incorporated to manage the centers under public-private boards chairedby the Secretary, MoC.

Target:

- Acquire 30.20 acres of land for 4 centers.
- Form and register 4 management companies with Boards of 12–15 members.

Achievement :

- **Land acquisition completed** (Kaliakoir 5.20 acres, Kashimpur 5.00, Sirajdikhan 10.00, Mirsharai 10.00).
- **Company registration completed** for CEET, DTCLF, Institute of General Engineering & Technology, and International Institute of General Engineering & Technology.
- **Governance and organogram frameworks approved**; O&M guidelines finalized.

Budget: BDT 13,800.00 Mn
Expenditure (till Aug 2025): BDT 13,198.27 Mn



Construction progress visit



Groundbreaking at CEET site

LightCastle Partners © 2025

Component 2: Productivity Enhancement Program

Upgrading Industrial Productivity through Technology Transfer and Skills Development

The CEET is designed to strengthen Bangladesh's light engineering and electronics sectors by providing access to state-of-the-art machinery, precision tools, and applied R&D facilities. It will function as a hub for technical training, product development, and process innovation for MSMEs.

Target:

- Construct 30,990 sqm facility within 20 months (contract signed 19 Aug 2023).
- Equip with 275 units of machinery for training and prototyping.
- Train 1,200 technicians per year and serve 200 enterprises annually.
- Building of Excellence (24630.00 sqm; 4 storied), Workshop Building (2661.00 sqm; 1 storied), Trainee Dormitory (5 storied), Guest Dormitory, Management Apartment (5 storied), Substation (1 storied)



CEET 3D Design

Achievement :

- Civil progress **78.6 %**; core structure completed, finishing & MEP works ongoing.
- Contractor: National Development Engineers (NDE); completion expected within 4 months.
- Training curricula for CNC, CAD/CAM & automation prepared.



CEET Building

Budget: BDT 18,996.60 Mn

LightCastle Partners © 2025

Component 2: Productivity Enhancement Program

DTCLF: Design and Technology Center for Leather & Footwear

DTCLF aims to enhance the design, development, and production capacity of Bangladesh's leather and footwear sector. It will provide high-end design software, pattern-making facilities, and training on product engineering and quality control, aligning local production with international fashion and export standards.

Target:

- Construct 22,857 sqm center on 5.00 acres (20-month contract with NDE signed 19 Aug 2023).
- Install design & testing equipment for pattern and quality development.
- Train 1,000 professionals per year and support 150 SMEs.

Achievement :

- Civil progress **80.12 %**; core structure done, electro-mechanical works ongoing.
- Completion expected within 4 months.
- Curricula developed with LFMEAB and industry experts.

Budget: BDT 14,170.36 Mn



BDTCLF 3D Design



BDTCLF Complete Building

LightCastle Partners © 2025

Component 2: Productivity Enhancement Program

Equipping Technology Centers for Operational Readiness

To make the centers functional, procurement of machinery, office equipment and furniture is underway in alignment with construction completion. Delivery and installation will follow civil handover.

Target:

- Procure 275 units of machinery and equipment.
- Supply 424 units of office equipment and 6,029 units of furniture.

Achievement :

- Machinery procurement process prepared; tenders to be invited after 3rd revised DPP approval.
- Office equipment & furniture procurement completed; delivery planned within 4 months.

Budget: Machinery BDT 14,875.53 Mn; Office Equipment BDT 1,230.74 Mn; Furniture BDT 694.19 Mn

Expenditure: No financial disbursement yet (recorded under procurement stage)

Facilities:

- Building of Excellence (16882 Sqm; 4 storied)
- Trainee Dormitory (5807.40 Sqm; 5 storied)
- Guest Dormitory (1190 Sqm; 4 storied)
- Management Apartment (1367 Sqm; 5 storied)
- Substation (213.55 Sqm, 1 storied)

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Component 3: Public Investment Facility for Infrastructure Constraints (PIFIC)

Strengthening Sector Infrastructure through BIPET

The Public Investment Facility for Infrastructure Constraints (PIFIC) aims to address productivity and skill and hence has supported the full construction and operationalization of the Bangladesh Institute of Plastics Engineering and Technology (BIPET) dedicated to improving technical capacity and innovation in the plastics industry.

Target:

- Construct a six-story academic and training building with modern laboratories.
- Supply and install office equipment and furniture.
- Launch skill development programs for plastics sector workers.

Achievement :

- **Construction completed**; building fully operational.
- **Office equipment and furniture installed.**
- **Training launched 28 Apr 2024** by BPGMEA under MoC supervision.
- **125 trainees graduated** in injection molding and troubleshooting across five batches; two more batches ongoing.
- BIPET serves as the national center for skills and innovation in the plastics industry.

Budget: BDT 1,772.46 Mn
Expenditure: BDT 1,754.15 Mn



Complete construction of BIPET, Keraniganj, Dhaka

LightCastle Partners © 2025

Component 3: Public Investment Facility for Infrastructure Constraints (PIFIC)

Strengthening Sector Infrastructure through BIPET

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Target:

- Train ≥ 1,000 technicians annually.
- Offer testing and certification services to plastics & packaging firms.
- Develop new modules on polymer innovation and sustainability.

Achievement :

- Curriculum expansion underway; industry advisory board formed.
- Plans for R&D and testing services being developed for FY 2026.



Complete construction of BIPET, Keraniganj, Dhaka

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Visits by Ministry of Commerce & Consultant Team

Photos









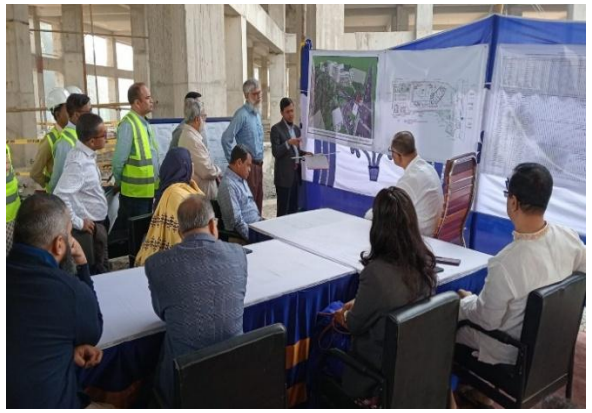
Visited Secretary ministry of commerce ,PIU Team. Consultant Team and Contractor Team on 3th may 2025

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Visits by Ministry of Commerce & Consultant Team

Photos









Honorable Advisor,Secretary and PD of Ministry of commerce. PIU Team, Consultant Team visited on 6th december 2024

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Thank You

Bangladesh Office:
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