153rd Advanced Course on

Administration and Development

(13 July – 10 September 2025)

Omnibus II

(Handouts)

Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

153rd Advanced Course on Administration and Development (ACAD)

(13 July– 10 September 2025)

Course Management Team

Course Advisor

Dr. Md. Zohurul Islam
Member Directing Staff (MDS)
BPATC
Cell No: 01716458964
E-mail: **zohur68@gmail.com**

Course Director

Mr. Md. Abul Basher
Director
BPATC
Cell No: 01711003637
E-mail: basher.bpatc@gmail.com

Course Coordinators

Mr. Tanjur Ahmed Joarder
Assistant System Analyst
Cell No: 01712543033
E-mail: tanjur@gmail.com

Mir Md. Taufiqul Islam
Deputy Director
Cell No: 01911121956
E-mail: taufiqmgt_159@yahoo.com

Bangladesh Public Administration Training Centre
Savar, Dhaka-1343

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Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

153rd Advanced Course on Administration and Development

(13 July 2025 – 10 September 2025)

DAILY SCHEDULE

Date: 13.07.2025 **Day 01: Sunday**

Time	Section	Event	Speaker/Attached Faculty	Venue
08:30 – 9:00	A	Committee Formation	CMT and Participants	ITC-207
9:00 – 10:00	A	Pay Tribute to the National Martyrs' Memorial	CMT and Participants	National Martyrs' Memorial, Savar
10:00 – 10:25	A	**Health Break**	AD (Dormitory)	ACAD Dining, ITC
10:25 – 11:10	A	Module and Service Briefing	Module Directors, DD(Service), Librarian	ITC-207
11:15 – 12:00	A	Medical Service Briefing, Evaluation Briefing	Medical Officer, DD(Evaluation)	ITC-207
12:15 – 13:15	A	**Inaugural Ceremony**	CMT and Participants	ITC Mini-Auditorium
13:15 – 14:15	A	Lunch and Prayer	Participants	ACAD Dining, ITC
14:15 – 15:15	A	ERP Briefing and Laptop Distribution	IT Team of BPATC	ITC-207
17:30 - 18:30	A	Medical Check-up	Medical officer/Participants	BPATC Medical Centre
20:00 - 21:00	A	Dinner	AD (Dormitory)	ACAD Dining, ITC

- **This schedule may be changed due to unavoidable circumstances.**

10.07.2025
(Tanjur Ahmed Joarder)
Course Coordinator
Cell: 01712543033

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153rd Advanced Course on Administration and Development

(13 July 2025 – 10 September 2025)

DAILY SCHEDULE

Date: 14.07.2025 **Day 02: Monday**

Time	Section	Code	Event	Speaker/Attached Faculty	Venue
08:30 – 10:40	A	1.01	Public Service Management: Reform Initiatives &Best Practices	Md. Sharif Hasan (Director)	ITC-207
10:40 – 11:05	A	**Health Break**		AD (Dormitory)	ACAD Dining, ITC
11:05 – 13:15	A	1.02	Strategic Management in Public Sector: Scope, Approach and Strategies, and Internal (SWOT) and External Analysis (PESTLE)	Md. Sharif Hasan (Director)	ITC-207
13:15 – 14:15	A	**Lunch and Prayer Break**		AD (Dormitory)	ACAD Dining, ITC & Mosque
19:15 – 21:15	A	1.03	Role of inter-agency collaboration in public service improvement	Mohammad Khaled Hasan (GS) & Additional Secretary, Cabinet Division	ITC-207
21:15 - 22:00	A	**Dinner**		AD (Dormitory)	ACAD Dining, ITC

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 15/07/2025 Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	1.04	Law making process and relation between the Parliament and the Executive. Questions of the Parliament and Preparing Answers to the Parliamentary Questions	Md. Nazmul Hoque (Guest Speaker), Bangladesh Parliament Secretariat	ITC-207
10:40 am -11:05 am	A		Health Break		ACAD Dining, ITC
11:05 am -1:15 pm	A	1.05	Social Accountability Tools for Good Governance	M. Arifur Rahman, PhD (MDS)	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break		ACAD Dining, ITC & Mosque
9:15 pm -10:00 pm	A		Dinner		ACAD Dining, ITC

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Class Schedule

153rd Advanced Course on Administration and Development (ACAD)

(13/07/2025 - 10/09/2025)

Date: 16/07/2025 Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	2.01	Introduction to Public Policy, Public Policy Process, and Policy Analysis	Dr. Md Mohoshin Ali (MDS)	ITC-207
10:40 am -11:05 am	A		Health Break		Executive Dining, ITC
11:05 am -1:15 pm	A	2.06	Annual Development Program (ADP) and Financing Modalities and Procedures	Dr. Nurun Nahar. Addle.Sec. (Guest Speaker), Planning Division	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break		Executive Dining, ITC & Mosque

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Class Schedule

153rd Advanced Course on Administration and Development (ACAD)

(13/07/2025 - 10/09/2025)

Date: 17/07/2025 **Day : Thursday**

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -12:05 pm	A	2.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	Mohammad Rezaul Karim PhD (Deputy Director), Dr. Rizwan Khair. Former MDS (Guest Speaker), BPATC	ITC-207
10:40 am -11:05 am	A		Health Break		Executive Dining, ITC
12:15 pm -1:15 pm	A	5.01.02	Briefing on Module and How to Write a Research Proposal (Contents of a Research Proposal)	M. Arifur Rahman, PhD (MDS)	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break		Executive Dining, ITC & Mosque

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Class Schedule

153rd Advanced Course on Administration and Development (ACAD)

(13/07/2025 - 10/09/2025)

Date: 20/07/2025 **Day : Sunday**

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	2.03	Policy Argument, Formulation and Implementation Challenges in Bangladesh	Dr. Md Sanwar Jahan Bhuiyan (Guest Speaker), Secretary, Bangladesh Public Service Commission Secretariat	ITC-207
10:40 am -11:05 am	A		Health Break		ACAD Dining, ITC
11:05 am -1:15 pm	A	2.05	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	Abdul Baki, Secretary to the Government (Retd.) (Guest Speaker), Member (Retd), Planning Commission	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break		ACAD Dining, ITC
7:20 pm -9:20 pm	A	3.01	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, Challenges and Lessons from South-East Asia	Professor Niaz Ahmed Khan, Ph.D. (Guest Speaker), Vice-Chancellor, University of Dhaka	ITC-207
9:20 pm -10:00 pm	A		Dinner		ACAD Dining, ITC

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Date: 21/07/2025 **Day : Monday**

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	3.06	Macroeconomic management: Fiscal and Monetary Policy of Bangladesh	Dr. Md Khairuzzaman Mozumder. Secretary (Guest Speaker), Finance Division	ITC-207
10:40 am -11:05 am	A		Health Break		SSC Dining, ITC
11:05 am -1:15 pm	A	3.03	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	Md Monzorul Haque (Guest Speaker), Joint Secretary, Finance Division	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break		SSC Dining, ITC
2:15 pm -3:15 pm	A	10.00	Recap/Learning Diary Presentation	Dr. Md. Zohurul Islam (MDS)	ITC-207

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153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 22/07/2025 Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	3.02	Budget Making Process and MTBF	Dr. Abdur Rahim (Guest Speaker), Program Executive & Coordinator (PEC) (Joint Secretary), Finance Division	ITC-207
10:40 am -11:05 am	A		Health Break		SSC Dining, ITC
11:05 am -1:15 pm	A	3.04	Overview of the External Sector of the Economy: BoP, Current Account, Capital Account, FDI, External Debt, Exchange Rate, Forex Reserve, International Investment	Md. Ariful Hoque (Guest Speaker), International Investment Promotion, BIDA	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break		Executive Dining, ITC
2:15 pm -3:15 pm	A	5.01.03	Session with Research Consultants to discuss seminar paper concept note	Dr. Md. Roushon Jamal (Director), Md. Morshed Alom, PhD (Deputy Director), Rokeya Fahmida PhD (Director), Mehedi Masud, PhD (Director), M. Arifur Rahman, PhD (MDS)	ITC-207
7:30 pm -9:30 pm	A	1.06	Public Sector Innovation: Drivers of Innovation and Sustainability	Md. Mamunur Rashid Bhuiyan (Guest Speaker), Additional Secretary, ICT Division	ITC-207

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153rd Advanced Course on Administration and Development (ACAD)

(13/07/2025 - 10/09/2025)

Date: 23/07/2025 **Day : Wednesday**

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A		Policy Paper Proposal Preparation	Participants	ITC-207
10:40 am -11:05 am	A		Health Break		SSC Dining, ITC
11:05 am -1:15 pm	A	4.01	E-governance: Digital Service Delivery, Mobile Governance and Citizen Engagement	Prof. Tarikul Islam (Guest Speaker), Professor, Jahangirnagar University	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break		SSC Dining, ITC & Mosque
2:15 pm -4:15 pm	A	12.03	Climate Change and Disaster: Global Targets and National Action Agenda	Professor Ainun Nishat (Guest Speaker), BRAC University 66 Mohakhali, Dhaka 1212	ITC-207

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Class Schedule

153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 24/07/2025 Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	4.02	Digital Platform and Cyber Security	Dr. Md. Shohrab Hossain (Guest Speaker), Dept. of CSE, Bangladesh University of Engineering and Technology (BUET)	ITC-207
10:40 am -11:05 am	A		Health Break		SSC Dining, ITC
11:05 am -1:15 pm	A	2.04	Policy Implementation Models and Evaluation Theories & Techniques	Dr. Md Mohoshin Ali (MDS)	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break		SSC Dining, ITC & Mosque

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(13/07/2025 - 10/09/2025)

Date: 27/07/2025 **Day : Sunday**

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	6.01	Challenges of SDGs Implementation in Bangladesh: Financing Strategies and Institutional Arrangement	Mahmud Hossain (Guest Speaker), Bangladesh Telecommunication Regulatory Commission	ITC-207
10:40 am -11:05 am	A		Health Break		SSC Dining, ITC
11:05 am -1:15 pm	A	12.11	Food Safety and Food Security: An Overview	Dr. Latiful Bari (Guest Speaker), Chief Scientist/Professor & Head, Food & Agriculture Research Division, University of Dhaka,	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break		SSC Dining, ITC & Mosque
2:15 pm -4:15 pm	A	7.01	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	Dr. Abu Naser Chowdhury (Guest Speaker), Superintending Engineer, PWD	ITC-207

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(13/07/2025 - 10/09/2025)

Date: 28/07/2025 Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	6.02	SDGs Progress Monitoring & Voluntary National Review (VNR): Bangladesh Perspective	Mohd. Monirul Islam (Guest Speaker), Additional Secretary, Ministry of Chittagong Hill Tracts Affairs	ITC-207
10:40 am -11:05 am	A		Health Break		SSC Dining, ITC
11:05 am -1:15 pm	A	6.03	Meeting the SDGs on Poverty Reduction, health, education, and gender equality (Goals 1,3, 4, & 5): Challenges and Way Forward	Dr. Rezwana Karim Snigdha (Guest Speaker), Md. Atikuzzaman (MDS), Dr. Ireen Akhter (Guest Speaker), Professor, IBA, JU	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break		SSC Dining, ITC & Mosque
2:00 pm -3:00 pm	A	10.00	Recap/Learning Diary Presentation	Dr. Md. Zohurul Islam (MDS)	ITC-207

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(13/07/2025 - 10/09/2025)

Date: 29/07/2025 Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	6.04	Workshop on GOAL 16+17: Peace, Justice and Strong Institutions Partnerships to Achieve Inclusive Development: Challenges and Way Forward	Dr. M Aslam Alam(Former Rector) (Guest Speaker), BPATC	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	SSC Dining, ITC
11:05 am -1:15 pm	A	7.02	Project Planning, Project Need and Stakeholder Analysis	Abu Sayed Md. Kamruzzaman ndc (Guest Speaker), Dhaka North City Corporation	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	SSC Dining, ITC & Mosque
2:15 pm -4:15 pm	A	7.04	Project Proposal Development in Reference with MAF & SAF	Abu Sayed Md. Kamruzzaman ndc (Guest Speaker), Dhaka North City Corporation	ITC-207
7:30 pm -9:30 pm	A	12.16	Elevating Public Service through Demonstrating Professionalism	Dr. Mohammad Abdul Momen (Guest Speaker), Chairman, Anti Corruption Commission (ACC)	ITC Mini Auditorium
9:30 pm -10:30 pm	A		Dinner	Participants	SSC Dining, ITC

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(13/07/2025 - 10/09/2025)

Date: 30/07/2025 Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:30 am	A	7.06	Critical Aspects2 of Complex and Big Projects Management	Dr. Md. Mustafizur Rahman, Member (Secretary) (Guest Speaker), Agriculture, Water Resources and Rural Institutions Division, Bangladesh Planning Commission	ITC-207
10:30 am -10:55 am	A		Health Break	Participants	SSC Dining, ITC
11:00 am -12:00 pm	A		Departure from BPATC to Apex Footwear Limited, Kaliakoir, Gazipur	CMT and Participants	ITC, BPATC
12:00 pm -12:20 pm	A		Arrival to Apex Footwear Limited and Welcome	CMT and Participants	Kaliakoir, Gazipur
12:20 pm -1:10 pm	A		Company Presentation and Question-Answer Session	CMT, Participants & Management Team of Apex	Apex Footwear Limited, Kaliakoir, Gazipur
1:10 pm -2:10 pm	A		Lunch and Prayer Break	CMT and Participants	Apex Footwear Limited
2:10 pm -3:40 pm	A		Factory Visit	CMT, Participants & Management Team of Apex	Apex Footwear Limited
3:40 pm -4:00 pm	A		Wrap up Session	CMT, Participants & Management Team of Apex	Apex Footwear Limited
4:00 pm -5:00 pm	A		Departure from Apex Footwear Limited	CMT and Participants	Kaliakoir, Gazipur

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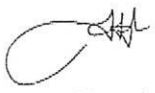

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Class Schedule

153rd Advanced Course on Administration and Development (ACAD)

(13/07/2025 - 10/09/2025)

Date: 31/07/2025 Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	7.07	PPP in Bangladesh: Status, Opportunities, and Challenges	Dr. Najmus Sayadat . Joint Sec. (Guest Speaker), PPP, Finance Division	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	SSC Dining, ITC
11:05 am -12:05 pm	A	5.01.04	Session with Research Consultants to develop seminar paper proposal	M. Arifur Rahman, PhD (MDS), Shamim Hosen (Deputy Director), Md. Morshed Alom, PhD (Deputy Director), Mehedi Masud, PhD (Director), Rokeya Fahmida PhD (Director)	ITC-207
12:15 pm -1:15 pm	A	5.01.05	Seminar paper proposal development	Mehedi Masud, PhD (Director), Shamim Hosen (Deputy Director), M. Arifur Rahman, PhD (MDS), Rokeya Fahmida PhD (Director), Md. Morshed Alom, PhD (Deputy Director)	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	SSC Dining, ITC & Mosque

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 03/08/2025 Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	7.03	Log Frame and Project Risk Analysis	Md. Mosta Gausul Hoque,PMP (Guest Speaker), BPPA (CPTU), IMED;	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	SSC Dining, ITC
11:05 am -1:15 pm	A	7.05	Project Appraisal	Md. Mosta Gausul Hoque,PMP (Guest Speaker), BPPA (CPTU), IMED;	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	SSC Dining, ITC & Mosque
7:30 pm -9:30 pm	A	12.17	Plastic Pollution in Bangladesh	Dr. Farhina Ahmed (Guest Speaker), Secretary, MoEF&CC	ITC-207

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Class Schedule

153rd Advanced Course on Administration and Development (ACAD)

(13/07/2025 - 10/09/2025)

Date: 04/08/2025 Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	7.11	External Financing for Development Projects	A K M Sohel (Guest Speaker), ERD	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	SSC Dining, ITC
11:05 am -1:15 pm	A	7.09	Tax, VAT and Similar Type of Compliances in Project Management	Md. Shakhawat Hossain (Guest Speaker), Enhancing Digital Government and Economy (EDGE) Project, Bangladesh Computer Council	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	SSC Dining, ITC & Mosque
2:15 pm -4:30 pm	A		TVC/Video/Documentary Screening of July Rejuvenation Programs	CMT and Participants	ITC-207
7:30 pm -9:30 pm	A	12.18	Bangladeshs conomic development beyond LDC graduation: The structural issues.	Dr. Anisuzzaman Chowdhury (Guest Speaker), Special Assistant (State Minister Rank), Ministry of Finance	ITC-207

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Class Schedule

153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 06/08/2025 Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	8.01	Overview on PPA 2006 and PPR 2008	Md. Rafiqul Islam (Director)	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	8.02	Annual Procurement Planning and Preparation of Technical Specification	Md Golam Yazdani (Guest Speaker), Superintending Engineer, LGED	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
2:15 pm -4:15 pm	A	8.03	Steps in Public Procurement: Goods and Works (National and International)	Md Golam Yazdani (Guest Speaker), Superintending Engineer, LGED	ITC-207

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Class Schedule

153rd Advanced Course on Administration and Development (ACAD)

(13/07/2025 - 10/09/2025)

Date: 07/08/2025 Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	8.04	Noting & Drafting for Tenders (specifying the Conditions)	Md. Nasimur Rahman Sharif (Guest Speaker), Joint Secretary, Planning Commission	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	8.05	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	Md. Nasimur Rahman Sharif (Guest Speaker), Joint Secretary, Planning Commission	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 09/08/2025 Day : Saturday

Time	Section	Code	Event	Speaker & Institution	Venue
6:15 am -7:00 am	A		Departure from BPATC to RPATC Dhaka	CMT	ITC, BPATC
7:00 am -7:20 am	A		Breakfast	CMT and Participants	RPATC Dhaka
7:30 am -1:30 pm	A		Departure from RPATC Dhaka to Payra 1320 MW Thermal Power Plant	CMT	RPATC Dhaka
2:00 pm -3:00 pm	A		Lunch and Prayer Break	CMT, Participants & Power Plant Authority	Payra Thermal Power Plant
3:00 pm -4:00 pm	A		Departure from Payra Thermal Power Plant to Kuakata Sea Beach	CMT and Participants	Payra Thermal Power Plant
4:00 pm -7:00 pm	A		Sightseeing	CMT and Participants	Kuakata
7:00 pm -8:00 pm	A		Depart from Kuakata to Payra Thermal Power Plant	CMT and Participants	Kuakata
8:00 pm -9:00 pm	A		Dinner	CMT, Participants & Power Plant Authority	Payra Thermal Power Plant

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153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 10/08/2025 Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:00 am -9:00 am	A		Breakfast	CMT, Participants & Power Plant Authority	Payra Thermal Power Plant
9:00 am -12:00 pm	A		Presentation on Payra 1320 MW Thermal Power Plant & Visit	Power Plant Authority	Payra Thermal Power Plant
12:30 pm -1:30 pm	A		Lunch and Prayer Break	CMT, Participants & Power Plant Authority	Payra Thermal Power Plant
2:00 pm -9:00 pm	A		Depart from Payra Thermal Power Plant to BPATC	CMT and Participants	Payra Thermal Power Plant

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 11/08/2025 Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	8.06	Steps in Service Procurement: Services Shortlisting (EoI) and Proposal Evaluation	Samir Biswas (Former Senior GM & National Trainer on Public Procurement - GS), Former Senior GM & National Trainer on Public Procurement	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	8.08	Notification of Award (NOA) and Contract Management	Samir Biswas (Former Senior GM & National Trainer on Public Procurement - GS), Former Senior GM & National Trainer on Public Procurement	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 17/08/2025 Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	8.07	Practical Exercise on Managing e-GP	Md. Masud Ahmed (Deputy Director)	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	7.10	Monitoring and Evaluation of Projects and the role of IMED	Abul Kashem Md. Mohiuddin (Former Secretary - GS), IMED	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
2:15 pm -4:15 pm	A	12.19	Public Policy and Development: Some Reflections	Professor Niaz Ahmed Khan, Ph.D. (Professor - GS), Vice-Chancellor, University of Dhaka	ITC-207

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Class Schedule

153rd Advanced Course on Administration and Development (ACAD)

(13/07/2025 - 10/09/2025)

Date: 18/08/2025 **Day : Monday**

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	7.08	Sustainability and Transfer of Projects	Md Shamimul Haque (Additional Secretary - GS), Ministry of Industries	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -12:05 pm	A	11.01	Sedentary Life Style and Effects	Dr. Md. Mostafizur Rahman (null - GS), Medical Officer (Retd.), BPATC	ITC-207
12:15 pm -1:15 pm	A	11.04	Common Health Related Issues	Dr. Md. Mostafizur Rahman (null - GS), Medical Officer (Retd.), BPATC	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
2:15 pm -3:15 pm	A	11.04	Common Health Related Issues	Dr. Md. Mostafizur Rahman (null - GS), Medical Officer (Retd.), BPATC	ITC-207

*Note:Please Evaluate Your Resource Person Daily

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(13/07/2025 - 10/09/2025)

Date: 19/08/2025 Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	4.03	Fourth Industrial Revolution and Emergence of Artificial Intelligence	Professor Upama Kabir, PhD (Professor - GS), Department of Computer Science and Engineering, University of Dhaka	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -12:05 pm	A	5.02.02	Data Interpretation in Groups with Research Consultants/ Mentors	Shamim Hosen (Deputy Director), M. Arifur Rahman, PhD (MDS), Md. Morshed Alom, PhD (Deputy Director), Mehedi Masud, PhD (Director), Rokeya Fahmida PhD (Director)	ITC-207
12:15 pm -1:15 pm	A	5.02.03	Session with Research Consultants	Rokeya Fahmida PhD (Director), Mehedi Masud, PhD (Director), Shamim Hosen (Deputy Director), Md. Morshed Alom, PhD (Deputy Director), M. Arifur Rahman, PhD (MDS)	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
2:15 pm -3:15 pm	A	10.00	Recap/Learning Diary Presentation	Dr. Md. Zohurul Islam (MDS)	ITC-207

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153rd Advanced Course on Administration and Development

(13 July 2025 – 10 September 2025)

DAILY SCHEDULE

Date: 20.08.2025 **Day: Wednesday**

Time	Section	Code	Event	Speaker/Attached Faculty	Venue
07:00 – 07:30	A	**Breakfast**		Participants	ACAD Dining, ITC
07:45	A	-	Depart from BPATC to Dhaka Airport	CMT and Participants	In front of ITC Building
10:40 – 11:45	A	-	Depart from Airport, Dhaka, & Arrival at Cox's Bazar	CMT and Participants	Airport, Dhaka
12:00 – 12:15	A	-	Depart from Cox's Bazar Airport to Hotel Seagull	CMT and Participants	Airport, Cox's Bazar
12:15 – 12:45	A	-	Hotel Check-in	CMT and Participants	Hotel Seagull
13:30 – 14:30	A	**Lunch and Prayer Break**		Mess Committee	Cox's Bazar
14:30 – 19:00	A	-	Free Time	Participants	Hotel Seagull
19:05	A	-	Depart from Hotel to RRRC, Cox's Bazar	CMT and Participants	Hotel Seagull
19:30 – 20:30	A	EL	Rohingya Crisis and the Geopolitics of South-East Asia	Abu Saleh Mohammad Obaidullah (GS) Additional Refugee Relief and Repatriation Commissioner (JS), Office of the Refugee Relief and Repatriation Commissioner, Cox's Bazar	RRRC, Cox's Bazar
20:30 – 21:30	A	**Dinner**		Mess Committee	Cox's Bazar
22:00	A	-	Arrival at Hotel	CMT and Participants	Hotel Seagull

- **This schedule may be changed due to unavoidable circumstances.**

18.08.2025
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4. DD (Service/Finance/MIS/Evaluation/Sports), Medical Officer, BPATC, Savar, Dhaka;
5. PS to Rector, BPATC, Savar, Dhaka (for the kind information of the Rector);
6. Concerned Speaker.....;
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153rd Advanced Course on Administration and Development

(13 July 2025 – 10 September 2025)

DAILY SCHEDULE

Date: 21.08.2025 **Day: Thursday**

Time	Section	Code	Event	Speaker/Attached Faculty	Venue
07:30 – 09:00	A		**Breakfast**	CMT and Participants	Hotel Seagull
09:15	A	-	Depart from Hotel to Bangladesh Oceanographic Research Institute (BORI), Ramu, Cox's Bazar	CMT and Participants	Hotel Seagull
10:00 – 10:30	A	-	Inauguration and Self-Introduction	BORI Authority	BORI, Cox's Bazar
10:30 – 11:30	A	-	Presentation on Activities of Bangladesh Oceanographic Research Institute and Blue Economy	Md. Zakaria, SSO, BORI	BORI, Cox's Bazar
11:30 – 11:45	A		**Health Break**	CMT and Participants	Hotel Seagull
11:45 – 12:00	A	-	Visit to the Innovation Gallery of BORI	BORI Authority	BORI, Cox's Bazar
12:00 – 13:00	A	-	Visit to Moanaa Beach	CMT and Participants	Moanaa Beach
13:00 – 14:30	A		**Lunch and Prayer Break**	Mess Committee	Sampan Cafe
14:30 – 16:40	A	-	Sightseeing	CMT and Participants	Merine Drive
19:30 – 21:30	A		**Dinner**	Mess Committee	Sampan Cafe
21:30	A	-	Depart from Sampan Cafe to Hotel	CMT and Participants	Sampan Cafe

- **This schedule may be changed due to unavoidable circumstances.**

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Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

153rd Advanced Course on Administration and Development

(13 July 2025 – 10 September 2025)

DAILY SCHEDULE

Date: 22.08.2025 **Day: Friday**

Time	Section	Code	Event	Speaker/Attached Faculty	Venue
07:30 – 09:00	A	**Breakfast**		CMT and Participants	Hotel Seagull
09:00 – 12:30	A	-	Free Time	Participants	Hotel Seagull
12:30 – 14:30	A	**Lunch and Jumma Prayer Break**		Mess Committee and Participants	Cox's Bazar
14:35	A	-	Depart from Hotel to Cox's Bazar Airport	CMT and Participants	Hotel Seagull
15:40	A	-	Depart from Cox's Bazar to Dhaka	CMT and Participants	Airport, Cox's Bazar
17:00	A	-	Depart from Dhaka Airport to RPATC Dhaka	CMT and Participants	Airport, Dhaka

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 24/08/2025 Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	10.01	Art of Public Speaking	Dr. A F M Amir Hossaion (Joint Secretary - GS), Ministry of Industries	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	11.02	Occupational Health Hazard and its Management	Ratan Kumar Das (Guest Physiotherapist - GS), Guest Physiotherapist, BPATC Medical Centre	ITC-207
1:15 pm -1:25 pm	A	˚	Briefing on Module 7: (Project Mangement and Financing)	Md. Atikuzzaman, MDS ˚	ITC-207
1:25 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 25/08/2025 Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	11.03	Stress Management and Strategies for Ensuring Work-Life Balance	BM Benojir Ahmed (Director)	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	12.15	Demographic Transformation: Growth & Development for Bangladesh	Dr. Md Mohoshin Ali (MDS)	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
2:15 pm -3:15 pm	A	10.00	Recap/Learning Diary Presentation	Dr. Md. Zohurul Islam (MDS)	ITC-207

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 26/08/2025 Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	9.01	Issues in International Relations, Global Diplomacy and Negotiations (Bilateral, Regional and Multilateral Settings)	Mr. M. Humayun Kabir, Former Ambassador (President, Ambassador (Ex.) - GS), Bangladesh Enterprise Institute (BEI), Different Embassies	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	9.02	Simulation on International Negotiations	Mr. M. Humayun Kabir, Former Ambassador (President, Ambassador (Ex.) - GS), Bangladesh Enterprise Institute (BEI), Different Embassies	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
2:30 pm -3:30 pm	A	10.04	Briefing on Development Debate	Md. Sharif Hasan (Director)	ITC-207

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 27/08/2025 Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	9.03	International Trade Negotiations: Legal Frameworks, WTO and other Protocols	Dr. Farhana Iris (Director (Joint Secretary) - GS), Jatiyo Mohila Songstha	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	9.04	Simulation on Trade Negotiations (International and Regional)	Dr. Farhana Iris (Director (Joint Secretary) - GS), Jatiyo Mohila Songstha	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
2:15 pm -3:15 pm	A	10.00	Recap/Learning Diary Presentation	Dr. Md. Zohurul Islam (MDS)	ITC-207

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153rd Advanced Course on Administration and Development (ACAD)

(13/07/2025 - 10/09/2025)

Date: 28/08/2025 **Day : Thursday**

Time	Section	Code	Event	Speaker & Institution	Venue
8:00 am -6:00 pm	A		Visit to the Singer Bangladesh Limited Factory in Bangladesh Special Economic Zone (BSEZ), Araihazar, Narayanganj	CMT, Participants & Management Team of Singer BD Ltd.	BSEZ, Araihazar, Narayanganj

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 31/08/2025 Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	9.07	Bangladesh's LDC Graduation: Process and Implications on the Economy	Professor Dr. Md.Mustafizur Rahman (Distinguished Fellow - GS), Centre for Policy Dialogue (CPD)	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	12.20	Tax Compliance: Role of Civil Servants	Dr. Nasiruddin Ahmed (Former Commissioner - GS), Anti-Corruption Commission, Dhaka	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque

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153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 01/09/2025 Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	10.02	Techniques for Enhancing Professional English	Hasan Murtaza Masum (Director)	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	10.05[1]	Development Debate: Round 1	Dr. Md. Mahamud-Ul-Hoque (Additional Secretary (Retd.),Senior Education Adviser - GS), World Bank Group, Afia Rahman Mukta (Senior Research Officer), Hasan Murtaza Masum (Director), Md. Sharif Hasan (Director)	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
2:15 pm -3:15 pm	A	5.02.04	Session with Consultants/ Mentors to write and finalize the paper	Mehedi Masud, PhD (Director), Shamim Hosen (Deputy Director), Dr. Md. Zohurul Islam (MDS), M. Arifur Rahman, PhD (MDS), Rokeya Fahmida PhD (Director)	ITC-207

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Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 02/09/2025 Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	12.04	Harnessing the Potentials of Marine Resources (Blue Economy)	Rear Admiral (retd) Khurshed Alam MPhil, Ndc, Psc (Secretary (Retd.) - GS), null	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	9.06	Regional Trade Scenario in South Asia and Lessons for Bangladesh	Dr. Syed Muntasir Mamun (Director General - GS), Ministry of Foreign Affairs	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC

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153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 03/09/2025 Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	10.06	Theme based Individual Presentation	S. M. Mehedi Hasan (Director)	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -12:05 pm	A	10.07	Theme based Individual Presentation	S. M. Mehedi Hasan (Director)	ITC-207
12:15 pm -1:15 pm	A	5.02.05	Session with Consultants/ Mentors to write and finalize the paper	M. Arifur Rahman, PhD (MDS), Dr. Md. Zohurul Islam (MDS), Rokeya Fahmida PhD (Director), Mehedi Masud, PhD (Director), Shamim Hosen (Deputy Director)	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
2:30 pm -4:30 pm	A	12.13	Importance of Ethics and Values in Public Service	Dr. Mohammad Kamrul Ahsan (Professor, Department of Philosophy - GS), Vice-Chancellor, Jahangirnagar University	ITC-207

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153rd Advanced Course on Administration and Development (ACAD)

(13/07/2025 - 10/09/2025)

Date: 04/09/2025 Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	12.21	Methods and Techniques for writing a Summary	Md. Mokhlesur Rahman (Joint Secretary - GS), Joint Secretary, Cabinet	ITC-207
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	12.08	Media Relations and Effective Public Relation Management	Dr. S. M. Shameem Reza (Professor - GS), Department of Mass Communication & Journalism, University of Dhaka	ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
2:15 pm -3:15 pm	A	10.05[2]	Development Debate: Final Round	Dr. S. M. Shameem Reza (Professor - GS), Department of Mass Communication & Journalism, University of Dhaka, Afia Rahman Mukta (Senior Research Officer), Hasan Murtaza Masum (Director), Md. Sharif Hasan (Director)	ITC-207

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(13/07/2025 - 10/09/2025)

Date: 07/09/2025 Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	5.02.06	Seminar Paper Presentation	Dr. Kamal Siddiqui (Principal Secretary (retd.) / Former Rector - GS), Prime Ministers Office / BPATC, M. Arifur Rahman, PhD (MDS)	ITC-206
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	5.02.06	Seminar Paper Presentation	Dr. Kamal Siddiqui (Principal Secretary (retd.) / Former Rector - GS), Prime Ministers Office / BPATC, M. Arifur Rahman, PhD (MDS)	ITC-206
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque

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(13/07/2025 - 10/09/2025)

Date: 08/09/2025 Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	5.02.06	Seminar Paper Presentation	M. Arifur Rahman, PhD (MDS), Dr. Abu Shahin M. Ashaduzzaman (Director, Research & Planning (Additional Secretary) - GS), NILG	ITC-206
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -12:05 pm	A	5.02.06	Seminar Paper Presentation	M. Arifur Rahman, PhD (MDS), Dr. Abu Shahin M. Ashaduzzaman (Director, Research & Planning (Additional Secretary) - GS), NILG	ITC-206
12:15 pm -1:15 pm	A		Rehearsal for Cultural Soiree	CMT & Participants	ITC-206
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque

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(13/07/2025 - 10/09/2025)

Date: 09/09/2025 Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	12.22	Future-Ready Governance: Harnessing AI for Smarter Decisions and Better Service	Shamim Al Mamun, PhD (Professor I Member IEEE - GS), Institute of Information Technology Jahangirnagar University	ITC-206
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -1:15 pm	A	12.23	International Development Cooperation and Challenges of Bangladesh	Abdul Baki, Secretary to the Government (Retd.) (Secretary to the Government (Retd.) - GS), null	ITC-206
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC & Mosque
7:00 pm -9:00 pm	A		Cultural Soiree and Guest Night	CMT & Participants	ITC Mini-Auditorium

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4. Deputy Director (Service, Evaluation, MIS)BPATC, Savar, Dhaka
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Tanjur Ahmed Joarder
Course Coordinator
1712543033

Bangladesh Public Administration Training Centre

Savar, Dhaka-1343
www.bpatc.gov.bd
Class Schedule
153rd Advanced Course on Administration and Development (ACAD)
(13/07/2025 - 10/09/2025)

Date: 10/09/2025 Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -9:30 am	A		Open discussion with CMT	CMT and Participants	ITC-206
9:40 am -10:40 am	A		Course End Evaluation	Evaluation Department	ITC-206
10:40 am -11:05 am	A		Health Break	Participants	ACAD Dining, ITC
11:05 am -12:05 pm	A		Return of Laptops	IT Team of BPATC & Participants	ITC-206
12:15 pm -1:15 pm	A		Preparation for the Awarding Ceremony	CMT and Participants	ITC-206
1:15 pm -2:15 pm	A		Lunch and Prayer Break	Participants	ACAD Dining, ITC
3:15 pm -4:15 pm	A		Certificate of Participation Awarding Ceremony	CMT and Participants	ITC Mini-Auditorium

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Tanjur Ahmed Joarder
Course Coordinator
1712543033

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Module:1
Public Service and Operational Issues

1.2

Welcome to Public Sector Strategic Management

Facilitated by:
Md. Sharif Hasan
Director
BPATC,Savar, Dhaka

Topics to be discussed

1. Strategic Management
2. Strategic Management and Public Sector
3. Crafting Strategies
4. Five Forces Analysis
5. SWOT Analysis
6. PESTLE Analysis
7. BCG Matrix

Strategic Management

- Originated from US Armed forces
- Based on Military Defence Line
- Focuses on long term target
- More Applicable in Private Sector

Need for Strategy in Public Sector

- Growing diversity and complexity;
- Converging Political and market conditions;
- Understanding stakeholders' power, constraints of change;
- Striving for efficiency; retain or improve services on limited budgets;
- Introducing elements of competition i.e. internal markets, performance indicators, competitive tendering; and
- Inter-agency working, strategic alliance to improve outcomes

Crafting Strategies

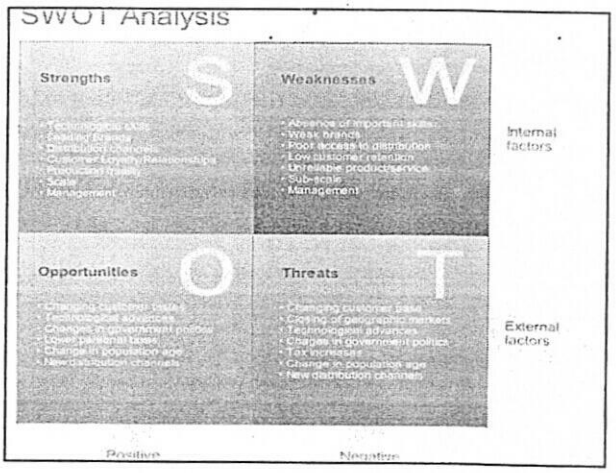
- Developing Strategic Vision (e.g. BPATC becomes a centre of excellence for developing patriotic competent and professional civil servants dedicated to public interest) and Mission Statement (Developing human resources; conducting research, publication; establishing partnership; and promoting culture of continuous learning
- Setting Objectives: Long term and Short Term
- Crafting Strategy for achieving vision and objectives
- Evaluating performance, making corrective adjustments
- Not a one time exercise

Vision: CIA, TESCO

- Our vision is for CIA's information, insights, and actions to consistently provide tactical and strategic advantage for the United States.
- Vision TESCO:
- Serving our customers, communities and planet a little better every day
- It means we always keep customers at the heart of what we do, while also reflecting our responsibilities to the communities we serve and to society more broadly.

Vision: Biman, Malaysia

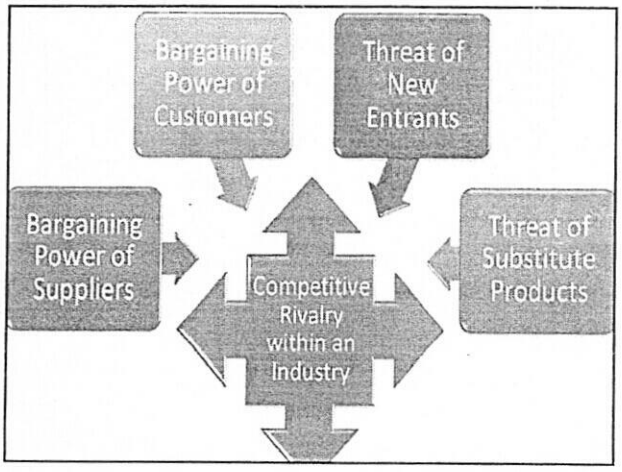
- Bangladesh Biman:
- ২০৩০ সালের মধ্যে এশিয়ার সেরা ১০টি এয়ারলাইন্সের একটি হিসেবে বিশ্বমান অর্জন।
- Vision 2020: Malaysia:
- The vision calls for the nation to achieve a self-sufficient industrialised nation by the year 2020, encompasses all aspects of life, from economic prosperity, social well-being, educational worldclass, political stability, as well as psychological balance.

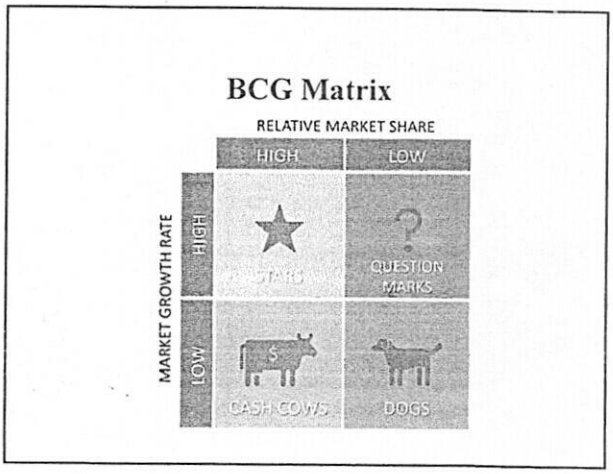


PESTLE Analysis

- Political
- Economic
- Social
- Technological
- Environmental
- Legal

Five Forces Model by Michael Porter





Task-BCG Matrix

- Sonali Bank Limited: Low Growth-High Share
- Bangladesh Development Bank Limited: High Growth-High Share
- Rupali Bank Limited: High Growth-Low Share
- Janata Bank Limited: Low Growth-Low Share

Task

•Imagine that Tesla, Inc Electric Car Company is considering to set up a plant at Chattogram in Bangladesh.

Or

•TESCO, a super shop, is considering to set up outlets in Bangladesh

•Analyse the issue in the light of Five Forces Model/ PESTLE

Thank you very much!

Administrative Reforms in India, Korea, Australia, Singapore, Malaysia

- Facilitated by:
- Md. Sharif Hasan, Director
- Bangladesh Public Administration Training Centre, Savar, Dhaka

Session Plan

- Introduction
- Types of reforms
- Preconditions to and components of reforms
- Administrative reforms in India
- Administrative reforms in Malaysia
- Administrative reforms in Singapore
- Administrative reforms in Korea
- Administrative reforms in Australia
- Questions and answers

Introduction

- Public administration marked by bias to change, reform.
- Roots of reforms traced in Thatcherism (UK), Reaganomics (USA) in 1980s under Neo-liberal politico-economic thinking , collapse of USSR and socialist bloc.
- These paved way to the sudden transition to a market-led system and the victory for liberalisation and democracy.
- Wave against state intervention swept through the globe, demanded downsizing of bureaucracy.
- 'Globalisation' put state s under enormous pressure to become more efficient .
- Wave against state intervention weakened due to recent 'Global Recession.

Introduction (Cont.)

- Motivation for implementing public sector reform is to have sustainable competitive advantage on other nations
- Six prominent reform themes: performance, joined up and horizontal government, responsiveness and political management, improving service delivery and implementation, e-governance, and flexibility and balance.
- Synonym to reform: 'modernisation', 'reinvention', 'reorganisation', 'renewal' and 'innovation'.
- Reform' means a planned and deliberate action to bring about significant change in an important segment of administration or the entire public sector. Most of the reform initiatives are bound to face opposition because of bureaucracy is mostly resistant to change.

Types of Public Sector Reforms

- Existence of strong, professional, well organised traditional bureaucratic model pre-condition to make public administration reform programme a success.
- Types of Reform
- Hesitant reformer (reform goes on incrementally)
- Specialist reformer (focus on one or more distinctive type of reform);
- Ambivalent reformer (mixed change because of cross-cutting pressures despite commitment);
- Comprehensive reformer (a range of systematic reform with commitment).

Reforms: Components and Pre-conditions

- Organisation for Economic Cooperation and Development (OECD) identified levers of reform: open government, performance budgeting and management, modernising accountability and control systems, restructuring organisations and reallocation, using market-type mechanisms for service, and changing public employment.
- Preconditions to make reform a success: political will, resources, institutional support, time, and an explicit strategy. Other factors include: new legislation, new institution, recruitment of new people, changing the formal processes and organisational structures.

Administrative Reforms: India

- India became a partner of the globalisation process and entered a new era of administrative reforms after adopting the New Economic Policy in 1991.
- Paradigm shift from Nehruvian philosophy of socialistic welfare state to Westernised model of economic development globalisation, liberalisation, open-market economy and good governance.

5th Central Pay Commission 1994

- Need for changes in work methods and work environment, improving the productivity of the public administration, enforcing transparency and accountability etc. emphasised
- Major recommendations : reducing decision making layers from seven to three; abolishing 3.5 lakh vacant posts in the public sector; downsizing the central bureaucracy by 30% by the next ten years; enhancing the salary of public servants.
- Although most of the recommendations except salary hike were ignored. Consequently, bureaucrats got the ever biggest pay hike.

Commission on Civil Service Reform 2004

- Major Recommendations:
- Rigorous performance review of civil servants after 15 years' service
- Removal from service in case of poor performance and dishonesty on proportionate pension
- Benchmarking of service
- Mandatory posting of civil servants to non-government organisations, academic institutions or private sector after every five or seven years at least for two months

Commission on Civil Service Reform 2004 (cont)

- Compulsory annual property return by civil servants
- President/governors' power of summary dismissal of public servants in case of possessing assets disproportionate to known income
- Assessment of interface with public by independent organisations
- Encouraging outstanding performance of civil servants by government
- Stopping appointment of retired members of higher civil service to any statutory commission or constitutional authority.

Second Administrative Reform Commission (2005)

- Government suggested to ask measures to achieve 'proactive, responsive, accountable, sustainable, efficient administration at all levels.

Terms of References

- Right to Information Act; Unlocking Human Capital; Crisis Management; Ethics in Governance; Public Order; Local Governance; Capacity Building for Conflict Resolution; Combating Terrorism; Social Capital; Refurnishing of Personnel Administration; Promoting e-Governance; Citizen-Centric Administration: Organisational Structure of Government; Strengthening Financial Management System; State and District Administration.
- The Commission submitted separate reports focusing on particular areas.

First Report of Reform Commission

- Reviewed Right to Information Act 2005 in June 2006
- Recommended giving share to all people in government
- Empowers poor and weak to know what they demand for
- Second Report (July 2006):
- Emphasised Unlocking Human Capital
- Examined Rural Employment Guarantee Act that provides 100 days' waged employment for vulnerable people
- Made recommendations for successful implementation of the act which leads to equitable, sustainable development all over the regions
- No clear identification of administrative problem

Third Report (September 2006)

- Focused on crisis management
- Identified negligence to natural assets and environment as main cause of crisis
- Carefully examined existing structure of crisis management
- Recommended substantial amendments to Disaster Management Act 2005
- Provided categorisation of disasters, local, district, state, central and make appropriate bodies at different levels to deal with disaster

Fourth Report (January 2007)

- Focused on ethics in governance
- Treated corruption or ethics as purely administrative matter
- Rule of law, ethics, equality, effectiveness can not be achieved without real democratic leadership of ministers and political leaders in opposition
- The Fifth Report was submitted in June 2007 that focused on Public Order
- Viewed public order as a product of effective policing and robust criminal judicial system
- Focused on reforms in police and criminal judicial system

Sixth Report (October 2007)

- Examined Local Government related issues
- Grampanchayat should have power to recruit personnel and regulate their service conditions
- Eighth Report (June 2008):
- Recommended to enact comprehensive and effective legal framework to deal with all aspects of terrorism
- No person accused under National Security Act should be released on bail
- Special fast track courts should be set up for trial of terrorism related cases.

Ninth Report (November 2008)

- Explored the evolution and growth of basic institutions of social capital i.e. societies, trusts, charitable and voluntary organisations, self regulatory authorities and co-operatives
- Spells out changes in legal framework of government to bring about independence, integrity, transparency, credibility and dynamism to these institutions.
- Tenth Report (November 2008):
- Known as Refurnishing of Personnel Administration'
- Proposed reforms related to recruitment, training, tenure, domain competency, performance management, exit mechanism, creation of executive agencies, accountability for results, code of ethics and civil service legislation

Eleventh Report (January 2009)

- Titled 'Promoting e-Governance'
- Importance given to e-Governance
- Called for making e-Governance available to all by 2020
- Recommended for 'A clear roadmap with milestones be outlined by government aimed at transforming citizen-government interaction at all levels by 2020
- Twelfth Report (February 2009):
- Service simplification and people's participation emphasised
- Maximising welfare through minimising costs of unnecessary expenditure and complexity.

Reforms in Malaysia

- Exporter of primary commodity at independence in 1957
- Began exporting light manufacturing goods in 1970s under New Economic Policy (NEP)
- By early 1980s, new government opted for heavy industrialisation and joint ventures with foreign countries.
- Emerged as leading exporter of manufacturing and electronic goods
- State-led development approach faced increasing attacks following South-east Asian economic crisis
- New economic philosophy questioned size and capacity of public sector and presented market mechanisms as better option for greater efficiency and faster economic growth

Tackling Challenges

- In mid-term review of 4th Malaysia plan (1981-85) government decided to reduce its role in economy and foster development through market forces.
- In 1993, Privatisation chosen as major strategy for development with expectation to stimulate private entrepreneurship and investment, accelerate economic growth and help achieve goals of national development
- 2nd Outline Perspective Plan specified targets in socio-economic spheres and strategies to achieve development goals

Vision 2020

- Vision 2020-a 30 year strategic plan, introduced by the then Prime Minister Dr Mahathir, introduced in 1991.
- Outlined the aspirations and policy implications to become a fully developed nation
- Focus on idustrialisation as development base relying heavily on private sector
- Emphasis on public-private partnership
- Vital role of public sector expected in achieving national development goals despite changes in government's position
- Public sector needed re-examination, rationalisation responsibilities and equipped with appropriate values to face local and global challenges

Change Initiatives

- Political context made it imperative that civil service needs to change itself to play new, emerging role effectively
- Followed trend of 'Managerialism' by introducing major reforms in various spheres of bureaucracy.
- Fresh reforms gained momentum with launching of National Development Policy and Vision 2020
- Provided direction for nation's future and set new challenges for public sector
- Public and private sectors to work closely, support, facilitate and supplement each other
- Private sector will achieve higher growth, profit and government will be benefited from higher revenue and increased employment

Change Initiatives (Cont.)

- Mechanisms developed to foster collaboration between public and private sectors
- Malaysian Business Council (MBC), Malaysia Inc. Officials Committee and consultative panels held regular dialogue sessions in different levels/ministries to facilitate information and ideas
- Paved the way for administrative improvements in different areas
- Changed mind-set of public servants who began to see themselves as facilitators, partners with private entrepreneurs in national development process

Downsizing Civil Service

- Government opted for downsizing civil service due to Global Recession. Key areas include:
- Curbing creation of new posts
- Abolishing vacant posts in non-critical areas
- Reviewing position in statutory bodies
- Merging state administrative services into federal services
- Restructuring public sector agencies
- Privatisation

Downsizing Civil Service (Cont.)

- Reviewed and restructured 570 agencies with considerable reduction of posts
- New Remuneration Scheme (NRS) led to elimination of several levels through amalgamating various salary and service groups/grades
- Privatised 210 projects (1983-95) and transferred 105,000 public sector employees to private. Saved huge public expenditure (RM 130 billion)
- Sale of assets and equity, revenue from corporate tax and other taxes enabled government to reduce borrowings and allocate resources to more critical areas.

Service Process Reengineering

- Two government initiated studies led to introduction of major revision in procedural matters of business of government
- Public agencies asked to review existing ways of doing things for reducing red tape and expedite service delivery to ease regulations and procedures
- Emphasis on speed up approval process for applications related to issuance of permits, licences, and land administration, economic investment matters
- Led to introduction of new application form, reduction of time taken for application processing, extension of validity of licences, setting up licencing centres especially at local levels

Service Process Reengineering (Cont.)

- Streamlined correspondence procedure and abolition of some prevailing systems
- Upgrading counter services for better service delivery i.e. better physical facilities; office layout; improved equipment; good queuing system; knowledgeable, courteous staff; mobile counters; cheque deposit boxes; credit card payments and drive in counters
- Swift, hassle free service to investors (home/overseas)
- One-stop clearance centres for issuance of licence and permits within shorter time aimed to reduce burden of investors

Personnel, Financial Management Reforms

- Existing 574 schemes and services reduced to 274
- New Remuneration System (NRS) introduces Matrix Salary Schedule (MSS) to establish linkage between salary and performance
- Different directions of salary: static, horizontal, vertical and diagonal
- Double annual increment for dynamic performers compared to average performers.
- No increment for poor performers for a particular year
- Modified Budgeting System (MBS): Activity based break down of budgets for public organisations. Discretion given to managers.

ICT and e-Governance

- Multimedia Super Corridor established in 1996
- Government undertook e-Government Scheme seeking to dramatically enhance performance and quality of public services
- Post offices enabled to work as one stop bill payment centres and providing other services i.e. renewal of licences, stamping and payment of road tax under Public Service Networks (PSN)
- Driver and vehicle registration, licensing and summons services, payment of utility bills integrated under e-Services proramme that allows public access these services electronically

ICT and e-Governance (Cont.)

- E-Perolehen-official secure online marketplace for suppliers and government agencies. It enables suppliers to receive tender information; present their products and services; obtain tender documents; submit bids and quotations; complete transactions and receive payments
- Government Multi-purpose Card facilitates cashless financial transaction; serves as national identification document; and driving licence. Contains passport and health information
- Vehicle of convenience in all spheres of life

Reforms in Singapore

- A former British colony (since 1819), became internally self-governing state in 1959 when People Action Party (PAP) leader Lee Kuan Yew became Prime Minister
- Joined Federation of Malaysia in 1963 following referendum in 1962
- Singapore regarded multiracialism, meritocracy as critical principles, Malaysian ruling elite favoured affirmative action for Malay community
- Moreover, Singapore did not achieve economic progress as pretended by PAP leaders
- In 1965 Malaysian government decided to separate Singapore from the federation and the latter became an independent state.

Challenges and Way Forward

- Providing basic education, health, housing and livelihood to people
- Failure of merger with Malaysia; tense domestic climate; racial tensions; high unemployment; illiteracy; and poverty
- Role of government increased to improve socio-economic conditions of citizens
- Abandoned socialist agenda earlier practiced within Malaysian Federation
- Adopted developmental state's government programmes to solve population problems that was successfully applied in Japan, South Korea and Taiwan

Development Policy 1965: Strategic Goals

- Effective Government: Dynamic forward-looking public service leadership; Rule of law; Incorruptible public officer; Customer-centric and consultative government; Fiscal sustainability and Effective/efficient use of financial resources
- Robust Social Security: Financial security; Good, affordable healthcare; affordable quality public housing
- Sustainable Economic Growth: Robust engines of growth and macroeconomic stability; Conducive to business, entrepreneurship and good job opportunities; Robust infrastructures

Development Policy 1965: Strategic Goal (Cont.)

- Secure Nation: Sovereign, secure Singapore , strong national identity and resilance; Crisis Preparedness; Congenial international business
- Cohesive Society: Quality education ; Racial and religious harmony and caring, inclusive society
- Taken into account: Increased percentage of employed people; growing number of high quality houses; improving education and healthcare; reducing left-wing political organisations
- These aims could be achieved through administrative reforms through specific institutional arrangements to ensure government-business sector cooperation in order to reach national socio-economic development goals

Reform Initiatives: 1959

- Rationalising structure, procedures of bureaucracy; aimed to promote organisational effectiveness; and attain national development goals
- Reorganisation of civil service; Establishment of new statutory boards; and curbing colonial mentality of civil servants
- Closure of ineffective statutory boards and replacement with more efficient, effective agencies
- Establishment of Political Study Centre to change civil servants' attitudes

Political Study Centre: Principles

- Strong political will and examples of political leaders and public servants
- Constant re-inventing of government business to face external challenges
- Meritocracy and equal opportunities for all
- Effective performance appraisal; market rate for civil servants
- Continual learning by doing, review and improvement
- Determination to make and implement difficult decisions

Public Finance Management: Characteristics

- Credibility of budget i.e. implementing plans
- Comprehensive and transparent budget
- Policy based budget
- Predictability and control in budget
- Adequate records, information produced, maintained and disseminated to meet decision making control, management and reporting purposes
- External scrutiny and audit arrangements
- Downward adjustment of budget for less than 95% use and extraction as productivity dividend to national productivity growth rate
- Contribution pooled to common fund from which agencies can bid for use of funds

New Procedure

- Blending of privatisation, corporatisation, formation of statutory boards etc. used as tools to enhance, maintain efficiency of government organisations
- Statutory boards, through partial or full privatisation enjoyed more flexibility in financial and personnel management. Such operational independence works as key motivational factors
- Shift to client-oriented public administration through providing more efficient customer based services, streamlining rules and procedures, overcoming red-tapism, and computerisation

Public Service for 21st Century (PS21)

- Three-fold challenges: anticipating future with scenario-based strategic planning; fostering positive attitudes among staff towards continuous change; executing change as effectively and efficiently as possible.
- Huge training budget for civil servants. Every year, Civil Service College can offer 1000 courses on different courses
- Meritocratic Reform introduced.
- Selective retention and retirement. Civil servants with proven competence were retained and those found incompetent were weeded out
- The process resulted in exit of a large number of non-performing civil servants

Public Service Commission

- Set up in 1951 as statutory, independent body
- Authority for appointing Administrative Service officers as well as appointment and promotion of senior levels
- Reconstituted as executive body advising government on appointment, dismissal, discipline of public officers
- Responsible for deciding on disciplinary matters, appeal for promotion and awarding of PSC scholarships
- Offers large number of lucrative scholarships to attract best, brightest people even students to civil service.
- These programmes are tailored in line with the needs of civil service and held in world famous foreign universities. Students are 'bonded' to join civil service upon graduation

Prevention of Corruption Act (POCA) 1960

- Replaced old, weak 'Prevention of Corruption Ordinance' enacted by British Government in 1937
- Three pillars: Effective anti-corruption acts; effective anti-corruption agency; and efficient government administration as well as effective adjudication (punishment)
- Undergone amendments to increase power of investigation of Corrupt Practices Investigation (CPIB)
- Under direct supervision of Prime Minister's Office, CPIB can arrest suspects, search arrested persons, examine bank accounts and other assets of civil servants under investigation

Tackling Sources of Corruption

- CPIB can investigate corruption in public and private sectors dealing with giver and receiver
- Accused public officer has to prove that s/he has not received anything in corrupt manner
- Receiver of bribe will be found guilty even if s/he had no power, right to return favour to bribe giver
- Court's empowerment to order bribe receiver to pay penalty equal to amount of bribe taken
- Over 95% of corruption cases brought before court lead to convictions and public officers account for only 10% of the corruption cases, rest are private persons

Administrative Reforms in Korea

- Saemual Undong Model: Community based integrated rural development programme.
- Performed in rural areas during 1970-79
- Success factors: Implementing basic strategies of rural development; adapting to and making use of Korean contexts; and promoting opportunities and facilitating empowerment of rural people
- Initiated by President Park Jung-Hee to narrow down widening gap between urban and rural areas originated from export oriented industrial policy
- President Park defined, "We may call this movement as the movement for a better living."

Achievements

- Income generation and income poverty reduction
- Improving living environment and establishing rural infrastructure
- Capacity building and attitudinal change (during 1972-79, 500000 people took part in Saemual Undong trainings)
- Diligence, self-reliance, cooperation
- Participation and empowerment of people
- Change in local governance: Local governments linked villagers' needs to central government
- Gender and Saemual Undong

Reform: Distinct Nature

- New Public Management (NPM), Post-NPM model (New Public Governance and Public Value Management) and Traditional Public Administration themes exist in a state of 'fusion' in reform measures
- Most reform initiatives undertaken by Kim Dae Jung (1998-2003), Roh Moo Hyun (2003-2008) and Lee Myung Bak (2008-2013) regimes.
- Key areas: restructuring government ministries and executive agency system; rationalising public enterprises; performance management schemes as evaluation system for departments; and open position system
- Legacies of 1970s and 1980s i.e. crucial policy making role of elite bureaucrats cast shadows on all reform efforts

NPM Layered with Powerful Bureaucracy

- Mandated by IMF, Kim regime launched reform measures in line with NPM to create smaller, efficient, more responsive government in wake of economic crisis 1997.
- Downsizing and transforming bureaucracy into competition oriented one was key issue
- Public sector reduced by 20% by 2002 that continued 2.5% annual growth during 1982-1997.
- Number of cabinet ministries reduced to 17 from 21. Eight state-run agencies privatised that resulted in shrinking public workforce by 16% or 224000.
- 'Executive Agencies' system characterised by autonomy, responsibility, introduced (initially 10, extended to 23)

Reform: Controlling and Directing

- Ministry of Planning & Budget controlled, directed reform
- Executive Agencies launched to separate policy making from policy execution
- Ministry of Strategy & Finance and Ministry of Government Administration and Home Affairs played critical role regarding performance management and human resource management
- Open Position System (OPS) introduced to recruit competent persons from within and outside the civil service. Newly launched Civil Service Commission played key role in boosting up civil service through inflow of qualified persons from outside

NPM measures towards post-NPM

- Presidential Committee of Government Innovation and Decentralisation (PCGID) formed. The 28 member committee included 8 cabinet ministers and 20 civic experts and scholars. Viewed reform as ongoing process
- Focused on specific functions, divisions of individual organisations
- Shift from previous regime's focus on small government
- Instead of job-cut attempt to address people's needs
- Number of public employees rose from 889993 in 2002 to 975012 in 2007. Most agencies enlarged their size. Number of agencies increased from 23 in 2003 to 45 in 2008. Number of open positions increased continually from 142 in 2003 to 220 in 2008

Blending Traditional PA, NPM, post-NPM

- Global Recession 2008 paved way to reform in line with NPM
- Ministry of Strategy and Finance designed, oversaw cutback management. Annual growth rate of civil service rose stood at less than 1%. Shows market contrast with previous regime's average growth rate 2%.
- Ministries' number decrease from 18 in 2007 to 15 in 2008
- Three public enterprises completely privatised, thirty four restructured and consolidated into fifteen, with reduction of 22000 employees in 2011
- Executive agencies reduced to 38 in 2012 to 45 in 2007. Three road maintenance 'autonomous' agencies went under direct control of parent ministry

Blending Traditional PA, NPM, post-NPM

- Continued to follow Open Position System (OPS). Increased from 188 in 2008 to 210 in 2010 and 311 in 2012.
- However, number of persons recruited from outside civil service declined from 56.1 in 2007 to 45% in 2009. It fell from 44.3% in 2011 to 37.4 in 2012 and 36.1% in 2013.
- Open positions mostly filled in with bureaucrats
- Civil Service Commission abolished, functions transferred to Ministry of Government Administration and Home Affairs (MOGAHA).
- Policy making and implementation processes integrated
- Control over subordinate agencies strengthened i.e. emphasis on hierarchical nature of government bodies

Reforms in Australia

- Distinctive, comprehensive and systematic from early stage of reform era
- Anglophone group-Australia, Britain, Canada, New Zealand regarded as coherent group with institutional roots in British Tradition
- Communication patterns influenced group through networks and bilateral relations
- Sequence of Reform administration to management, then markets, and then performance-based governance
- Managerialism- initial reform period, displaced traditional administration with management based reforms. Key atures include improving financial management, corporatisation, privatisation and more emphasis on result than process

New Public Management

- Public service decentralised, marketised, contractualised and privatised
- National Competition Policy Review allowed neutrality between public sector and government followed by reform in public monopolies
- Several tiers of market accepted within public sector
- Devolution of responsibilities from central agencies to line departments and agencies
- Privatisation largely worked in banking, airlines and telecommunications
- Public-private partnership significant particularly with infrastructure e.g. highways

Governance Era: AGRAGA 2010

- Ahead of the Game : Blueprint for the Reform of Australian Government Administration (AGRAGA 2010) formed amidst international financial crisis
- Posed as a case of comprehensive reform although it was a part of consolidation matters
- Official view: capability weakness and lack of coherent direction for public service were sufficient to justify review. Diagnosis of Review: lack of capacity and accountability; lack of high performance; and creeping bureaucratisation and compliance issues.
- Output-outcome linkage in performance management resulting in incentive
- Agencies assigned to determine criteria of performance

Recommendations

- Citizen Needs: leadership and strategic direction; capability; efficiency; and high standards
- Retention of tenure of secretaries on the basis of performance. High turnover at secretary level
- Catalogue of Items: efficiency dividends; revising APS values; reducing red tapes; and weakness in policy making
- Prominent Areas: citizen engagement, joined-up government
- Continuing job cut, reducing number of agencies, statutory bodies through abolishing, amalgomating
- Lacked distinctive and clarifying core issues or theme resulted in mixed acceptance of the reform agenda

Signature Reforms

- Meeting the Needs of Citizens-Delivering better service for citizens, Creating more open government
- Provides Strong Leadership and Strategic Direction-Enhancing policy information, Reinvogarating strategic leadership, New Public Service Commission for driving Change and Providing strategic planning
- Highly Capable Workforce-Clarifying and aligning employment condition, Strengthening the workforce
- Operational Efficiency and High Standard-Agency agility, capability & effectiveness, Improving agency efficiency

Thank You Very Much!

Welcome to the Presentation on

Recent Changes in Public Sector

Facilitated by

Md. Sharif Hasan

Director, BPATC, Savar, Dhaka

1

Session Outline

- Introduction
- Forces of change
- Defining New Public Management & Basic assumptions
- Background and other incarnations
- Key features of NPM
- Drawbacks of NPM
- Public Value Management
- New Public Governance
- Reform and Bangladesh
- Conclusion
- Question & answer

2

Introduction

- The trend towards continuous and pervasive change and increasing interdependencies is prevalent in the public sector organisations.
- They are in a 'turbulent environment' that is characterised by increasing uncertainties.
- Dramatic changes in the political, economic and technological environments during the last few decades play a decisive role behind such uncertainties

3

Introduction (continued)

- They are in a 'cyclone of change'.
- They need to expand, redirect activities according to new needs or opportunities, review or revise activities by introducing new systems, reorganising, adopting new operational methods.
- Public organisations are subject to cuts in spending and the demand for enhanced efficiency and effectiveness.
- Public sector organisations should exhibit entrepreneurial behaviour, shift towards greater competition and application of private sector management style.

4

Background and other Incarnations

- NPM and 'entrepreneurial government' have been in existence for more than twenty years.
- The roots of NPM lie in the public sector reform programs by Margaret Thatcher (UK) and Reaganomics (USA) in the 1980s under Neo-liberal politico-economic thinking.
- Indebted to Fulton Report (1968) in the UK and Civil Service Reform Act (1978) in the USA.
- The other incarnations of NPM are market based public administration, managerialism, reinventing government, entrepreneurial government and post-bureaucratic model.

5

What is NPM?

- Inability of the governments to face the challenges of new millennium and wide gap between policy formulation and implementation prepared the ground for international action.
- The four stages of public management development are minimal state; unequal partnership between government, voluntary and private sectors; welfare state; plural state. NPM belongs to the fourth stage (plural state).
- At this stage, efficiency of public management is determined by its ability to deliver service.

6

Basic Assumptions

- Private sector is more efficient than public sector.
- Politicians are suspicious of public sector bureaucracy.
- Decentralised decision making and individualism is more effective than centralised decision making and collectivism.
- Public sector is declining due to decentralisation, globalisation, privatisation and deregulation.
- Actually, public sector is expanding in most countries and the problems of public sector is increasing.

7

Areas of Intervention

- Changes to focus on outputs.
- Changes in administrative inputs.
- Scope of public agencies. and
- Changing accountability relationships with political leadership and the public, as public servants become more and more responsible for results.

8

Key Features

- Improving human resources; Staff involvement in decision making; Usage of information technology; Explicit standards of performance; Removing unnecessary controls; Treating public as customer or client; and Contract out/ privatisation.
- More emphasis on output and outcomes than input and process; realistic and effective performance appraisal mechanism; replacing large, multi-purpose and hierarchical bureaucracies by more specialised, lean, flat and autonomous forms; substituting hierarchical relationships by contract-like relationships; shift towards efficiency and individualism; and public-private partnership.

9

Preconditions

- Reasonable level of economic development to combat unemployment.
- 'Shock absorbing capability' of the economy.
- The traditional bureaucratic model should be in practice.
- Capacity of the state (institutional, technical, administrative and political levels).

10

Drawbacks

- The diversity of public sector in terms of tasks, values and relationships is often ignored.
- Anxieties about public accountability have made the British and New Zealand models much controversial.
- Applicability in developing countries is in doubt because of the non-fulfilment of various pre-conditions.
- There is controversy regarding the economic basis of managerialism.
- It tends to eliminate public-private differences.
- Identity crisis has been created among public servants.

11

Drawbacks (continued)

- NPM is perceived as a reborn of Taylorism, that is contrary to human relations school.
- There is more possibility of political intervention.
- Conflict of new values i.e. productivity, efficiency, risk taking, independence and accountability with traditional values i.e. procedural correctness, equal treatment, welfare, risk avoidance and strict adherence to rules and regulations.
- Public servants will resist change if it means more work, lower salaries, less recognition and no more job security
- It is difficult to measure the goods/services delivered by the public sector.
- NPM cannot claim itself as a global panacea.

12

Public Value Management

- Steering toward public value is an emerging new management paradigm.
- Does not intend to confine politics but considers it as central to management.
- Concerned with getting officials to work more effectively with politicians, to develop a sense of distinctive non-business dimension.
- Politics breathes life into the whole process. However, politics is seen as broader than party politics.
- Public realm is different from commercial sectors.
- Governing and shopping or more broadly buying or selling goods in a market economy are different

13

Key features

- Long term goal: achieving public value that provides greater effectiveness in tackling problems; stretches from service delivery to system maintenance.
- Role of managers: to play an active role in steering networks of delivery and maintain overall capacity of the system.
- Public interest: Individual and public preferences produced through a complex process of interaction involving deliberative reflection over inputs and opportunity costs.
- Public service ethos: no one sector has monopoly on public sector ethos; maintaining relationships through shared values is essential.
- Preferred system: alternatives selected pragmatically, reflexive approach to intervention mechanisms to achieve goals'.
- Democratic process : Integral to all that is undertaken, a rolling and continuous process of democratic exchange is essential.

14

New Public Governance (NPG)

- Hardly recognises NPM as a 'paradigm'.
- Argues that NPM has actually been a transitory stage in the evolution from traditional Public Administration (PA) to New Public Governance (NPG).
- Three modes of Public Administration Management (PAM)–
- A longer, pre-eminent one of PA, from late nineteenth century to late 1970s/early 1980s; NPM, through to the start of the twenty-first century; and NPG.
- NPM termed as a relatively brief and transitory one between the statist and bureaucratic tradition of PA and the embryonic plural and pluralist tradition of the NPG.

15

Key Features of NPG

- Rooted firmly within organisational sociology and network theory
- Acknowledges increasingly fragmented and uncertain nature of public management in the twenty-first century.
- Draws much from influential work on networks and from substantial organisational social capital literature within organisational strategy.
- Has potential to derive insights from relational marketing literature; to tap into a more contemporary stream of management theory; concerned with 'relational organisation' than does the output and intra-organisational focus of the NPM.

16

Key Features of NPG (Contd)

- Posits both a plural state, where multiple inter-dependent actors contribute to the delivery of public services and where multiple processes inform the policy making system. Focus is very much upon inter-organisational relationships and governance of processes, and it stresses service effectiveness and outcomes.
- Lays emphasis on design and evaluation of enduring inter-organisational relationships, where trust, relational capital and relational contracts act as core governance mechanisms.

17

Key Features of NPG (Contd.)

- Has potential to provide framework to fuel generation of new PAM theory and to support analysis and evaluation of public policy evolution ;to evaluate, critique neo-corporatist assumptions of Voluntary Sector Compact, and emphasis upon 'preferred supplier' models and voluntary sector modernisation within cross-cutting review of role of voluntary sector in providing public services.
- Combines strengths of PA and the NPM, by recognising legitimacy and inter-relatedness of both policy making and implementation/service delivery processes.

18

Reforms in Bangladesh

- Colonial Legacy

19

Civil Administration Restoration Committee (CARC)

- Appointed soon after independence.
- Recommended a secretariat structure consisting of 20 ministries. Submitted plans for rehabilitation of field level administration. Did not make recommendations indicating 'significant departure' from the system established by Pakistan government would be pre mature.
- Anticipated that radical changes including civil servants in important positions may result in difficulties

20

ASRC and NPC1

- Administrative and Services Re-organisation Committee (ASRC) formed in 1972. The same time, National Pay Commission (NPC1) was formed
- Four member committee of ASRC was headed by Professor Muzaffar Ahmed Chaudhuri
- ASRC was guided by 'new social philosophy' i.e. secularism, democracy, nationalism and socialism.
- ASRC thoroughly examined existing administrative system and made some significant, 'radical' recommendations including a single, classless, unified grading structure with appropriate number of different pay scales combining different levels of qualifications, skills and responsibilities.

21

ASRC and NPC1

- Aimed to develop integrated public personnel management ASRC made the following recommendations: merit based rational selection process; long-term career planning; formulation of general training policy; coordinated institutionalised training; merit-cum seniority based promotion.
- These 'radical' recommendations were not implemented by government.
- However, recommendations of NPC1 to replace the existing 2200 pay scales with 10 were implemented.

22

MLC 1 and MLC 2 (1982)

- Martial Law Committee was 1 formed to review, restructure over all structure of ministries, other state owned entities
- Martial Law Committee 2 was formed to approve recommendations made by MLC 1.
- Major recommendations include reduced number of ministries and civil servants (mostly at lower levels); restructured role of secretariat, other executive bodies; and delegation of financial and administrative power.
- Trend of declining number of ministries and lower-level public servants.

23

MLC 1 and MLC 2 (1982)

- Number of ministries reduced from thirty-six to nineteen.
- Existing 243 Departments, Directorates and subordinate offices went down to 181, number of officials mostly belonging to lower levels curtailed from 9440 to 3222. Moreover, implementation of recommendations resulted in reduction of public statutory bodies from 155 to 109.
- 28,740 posts identified as surplus and abolished.
- Later on, number of ministries and lower level employees increased gradually.

24

Government That Works

- World Bank Study titled 'Government That Works: Reforming the Public Sector' conducted in 1996
- Recommended introduction of a competitive and market based public administration in Bangladesh and called for limiting scope of public administration; enhancing responsiveness of public service; streamlining and overhauling rules regulations and processes; and maintaining an efficient, committed and professional corps of public servants .

25

Government That Works

- The World Bank expressed that implementation of administrative is a difficult task in a country like Bangladesh. However, it cautioned non implementation of reform would be very costly. The cost will occur in the form of lower economic growth; continuous poverty; and less service for more pay by the citizens. However, none of the major recommendations by the WB were implemented by the government

26

Public Administration Reform Commission (PARC)

- Headed by ATM Shamsul Haque (former Secretary)
- Influenced by New Public Management (NPM)
- Formed in 1997, submitted report in 2000.
- Recommendations; improving service delivery; determining missions and functions; performance appraisal and monitoring; delegation of power; privatisation,contracting out; reducing wastage; enhancing users' fees in utility service; separation of judiciary; separation of audit and accounts; monetisation of vehicle facilities; lateral entry; Senior Management Pool; liberalising quota system; simplified land management system; strengthening district level offices/local government offices by gradual abolition of divisional offices.

27

Good Governance Programme (2008)

- Formulated in line with national policies and priorities set by caretaker government (2007-2009)in collaboration with Asian Development Bank. Focused on transparency and anti corruption, judicial independence and undertaking a broad set of reform initiatives for democratic governance.
- Influenced by New Public Governance (NPG).
- Key features: sound economic performance; ambitious political and economic reforms; privatisation efforts; transformation of public enterprises into companies; regulatory reforms; and wide ranging governance reforms
- Regulatory Reforms Commission (RRC) established to oversee. Later on, RRC was abolished by government.

28

Good Governance Programme (2008)

- National Integrity Strategy (NIS) formulated and Grievances Redress System (GRS) established.
- Public Service Commission reconstituted to make recruitment, selection process more transparent and curbing corruption.
- Establishment of National Human Rights Commission (implemented) and Local Government Commission(yet to be) following promulgation of ordinances
- Bangladesh Telegraph and Telephone Board transformed into Public Limited Company (BTCL). Recommended Biman Bangladesh Airlines to be turned into Public Limited Company by selling shares to capital market and investment, participation from private sector made open in Civil Aviation Authority (yet to be)

29

Conclusion

- New Public Management emerged to enable the public sector serving people in a more effective manner.
- The new system of service delivery and employment regulation is not emerging in an unproblematic manner.
- The limitations include insecurity of job, fragmentation, profit-service/welfare dichotomy etc.
- NPM needs radical reform combining the old and new models.
- It is premature to make definitive judgments about the success/failure of NPM.
- Not the right time to make decisive comments about emerging New Public Governance
- Bangladesh has a long way to go to materialise desired administrative reforms.

30

Thank You Very Much!

31

Role of Inter-Agency Collaboration in Public Service Improvement

Presented by Mohammad Khaled Hasan

Assistant Secretary (Joint Practice)

Cabinet Division

Outline of the Presentation

1. **Introduction to Inter-Agency Collaboration**
   Definition, salient features, and theoretical foundation of collaborative governance governance
2. **Significance and Evolution**
   Historical context, importance in modern governance, and evolution of collaborative mechanisms
3. **Mechanisms and Benefits**
   Key operational structures, service delivery improvements, and resource efficiency efficiency gains
4. **Bangladesh Context**
   Current practices, case studies of successful collaborations, and institutional institutional frameworks
5. **International Best Practices**
   Exemplary models from global public administration and lessons for adaptation adaptation
6. **Challenges and Recommendations**
   Barriers to effective collaboration and actionable strategies for improvement improvement

What is Inter-Agency Collaboration in Governance

Inter-agency collaboration is the cooperative effort among multiple organizations, typically government agencies or public sector entities, to achieve shared goals, address complex issues, or deliver services more effectively.

It involves sharing resources, expertise, and information to enhance enhance coordination, reduce duplication, and improve outcomes for outcomes for stakeholders.

Beyond Coordination
Deeper than mere coordination, true collaboration involves shared responsibility, joint decision-making, and mutual accountability for outcomes.

Multi-Dimensional
Encompasses vertical collaboration (between levels levels of government) and horizontal collaboration (across agencies at the same level) level).

Citizen-Centric
Shifts focus from bureaucratic boundaries to citizen citizen needs, recognizing that public problems rarely problems rarely conform to organizational structures. structures.

Salient Features of Inter-Agency Collaboration

Shared Goals
Aligned objectives that transcend individual agency mandates, focusing focusing on collective outcomes rather rather than isolated outputs.

Joint Decision-Making
Inclusive processes that incorporate incorporate diverse perspectives and and expertise from participating entities.

Mutual Accountability
Shared responsibility for outcomes with transparent monitoring and evaluation mechanisms.

Resource Pooling
Strategic combination of financial, human, and technical resources to maximize impact and reduce redundancy.

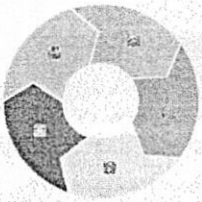
Information Sharing
Systematic exchange of data, insights, insights, and expertise across organizational boundaries.

Formalized Structures
Established protocols, agreements, and governance frameworks that institutionalize collaborative relationships.

Theoretical Foundation: Management Functions

Planning
Cross-agency strategic planning aligns priorities and priorities and ensures coherent policy development development across governmental boundaries.

Controlling
Shared monitoring frameworks ensure accountability and continuous improvement of multi-agency initiatives.



Organizing
Collaborative structures create flexible frameworks frameworks that transcend traditional hierarchies and hierarchies and foster joint responsibility.

Staffing
Interagency teams leverage diverse expertise and and facilitate knowledge transfer across organizational divisions.

Directing
Distributed leadership models enable coordinated coordinated implementation while respecting agency agency autonomy.

Inter-agency collaboration is grounded in fundamental management functions that extend beyond individual organizational boundaries to create cohesive governmental cohesive governmental operations.

Why Inter-Agency Collaboration Matters

Solving Big Problems
Tackles complex issues like climate change, poverty, and health crises that are too big for any single agency to handle alone.

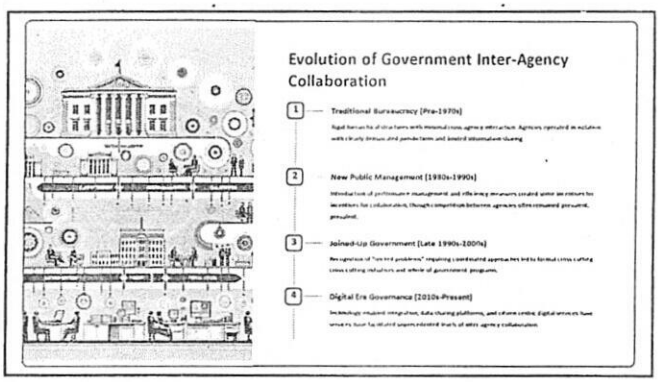
Better Public Service
Makes life easier for citizens by connecting services across different government offices.

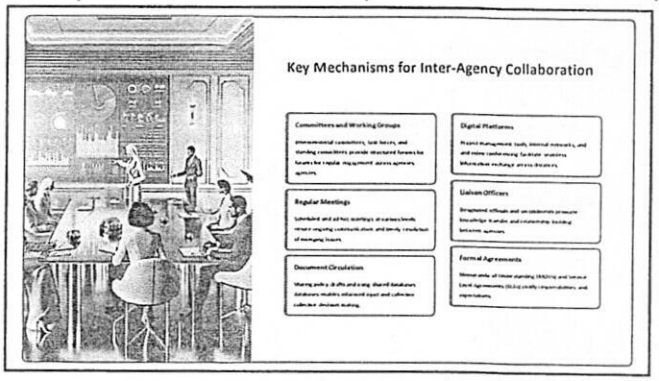
Saving Resources
Cuts down on duplicate work, saves money, and makes better use of limited government funds.

Sparking New Ideas
Creates better solutions by bringing together different viewpoints and fresh thinking.

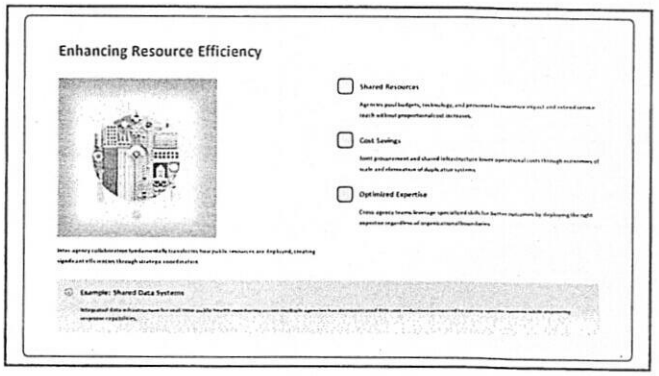
"The biggest problems our country faces can't be solved by any single organization working alone."

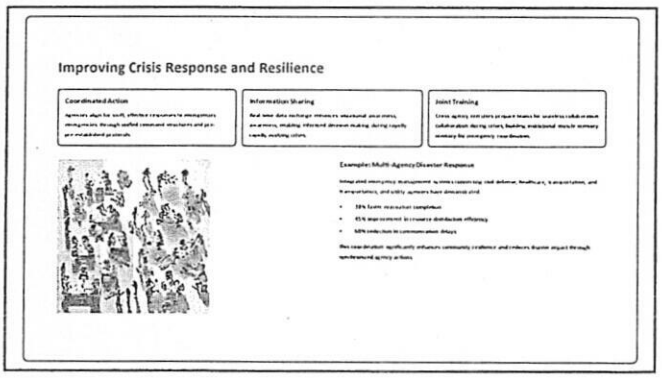
- National Academy of Public Administration

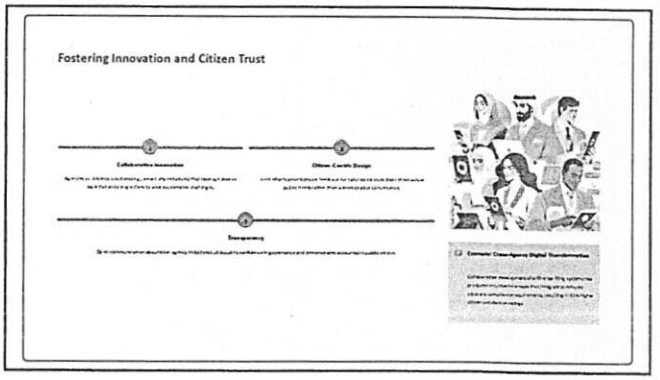

Evolution of Government Inter-Agency Collaboration
1
Traditional Bureaucracy (Pre-1970s)
2
New Public Management (1980s-1990s)
3
Joined-Up Government (Late 1990s-2000s)
4
Digital Era Governance (2010s-Present)


Key Mechanisms for Inter-Agency Collaboration
Committees and Working Groups
Digital Platforms
Regular Meetings
Liaison Officers
Document Circulation
Formal Agreements


Role of Inter-Agency Collaboration in Public Service Improvement
Unified Access Points
Reduced Redundancy
Faster Response Times
Case Study: Integrated Welfare Systems


Enhancing Resource Efficiency
Shared Resources
Cost Savings
Optimized Expertise
Example: Shared Data Systems


Improving Crisis Response and Resilience
Coordinated Action
Information Sharing
Joint Training
Example: Multi-Agency Disaster Response


Fostering Innovation and Citizen Trust
Collaborative Innovation
Citizen-Centric Design
Transparency

Importance in Bangladesh Context

Complex Challenges

Bangladesh faces multidimensional issues requiring coordinated responses:

- Climate vulnerability necessitating environmental, infrastructure, and social welfare coordination
- Poverty reduction demanding integrated approaches across education, health, education, health, and economic sectors
- Rapid urbanization requiring synchronized planning across multiple departments

Citizen Expectations

Growing middle class and digital connectivity have elevated service expectations for expectations for efficient, transparent public services.

Resource Constraints

Limited fiscal space necessitates efficient resource allocation through shared systems shared systems and coordinated programs.

Streamlining Service Delivery in Banpladesh Bangladesh

Why It Matters

Bangladesh Examples: UDCs

Unified Systems

Outcomes

Benefits

Cabinet Committees

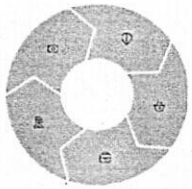
Cabinet Committees serve as the highest-level mechanism for inter-agency collaboration in Bangladesh, providing structured forums for coordinated decision-making on cross-cutting policy matters.

Economic Affairs Committee

Coordinates fiscal policy, monetary decisions, and major economic initiatives across finance, planning, commerce, and industry ministries.

Social Development Committee

Harmonizes health, education, social welfare, and women's affairs policies for coherent social development strategy.



National Security Committee

Aligns defense, home affairs, foreign affairs, and intelligence agencies on security policies and threat response.

Government Purchase Committee

Oversees major procurement decisions requiring multi-ministerial input and approval for transparency and efficiency.

Cabinet Committee on Public Administration

Coordinates administrative reforms, civil service policies, and governance improvements across all ministries.

Important Committees for Collaboration

1

National Economic Council (NEC)

The highest economic policy-making body chaired by the Prime Minister, coordinating between Planning Commission, Finance Division, and line ministries on development priorities.

- Reviews Annual Development Program Program (ADP)
- Approves major development projects
- Coordinates macroeconomic policy direction

2

Executive Committee of National Economic Council (ECNEC)

Operational arm of NEC that reviews and approves development projects requiring requiring cross-ministerial coordination and and implementation.

- Scrutinizes technical and financial aspects aspects
- Ensures alignment with national priorities
- Coordinates resource allocation across sectors

3

Inter-Ministerial Steering Committees

Issue-specific committees that bring together together relevant ministries for coordinated coordinated approaches to particular development challenges.

- Climate change adaptation and mitigation mitigation
- Digital transformation initiatives
- Infrastructure development coordination

Local Consultative Group (LCG) in Bangladesh

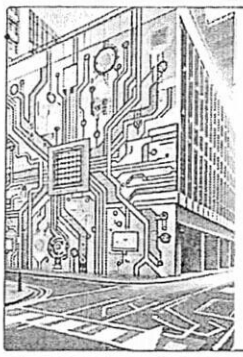
Structure:

- Co-chaired by Economic Relations Division and a cooperating development partner
- Organized into 14 thematic working groups aligned with national priorities
- Includes representatives from relevant ministries and development agencies

Key Functions:

- Harmonizes development assistance with national plans
- Coordinates sector-specific interventions across sponsors
- Facilitates information sharing and joint programming
- Ensures implementation of development effectiveness principles

The LCG mechanism demonstrates how formal collaboration structures can enhance coordination not only between government agencies but also with external partners, creating a multi-stakeholder approach to development challenges.



Central Management Committee on Social Social Protection

Overview

The Central Management Committee (CMC) coordinates coordinates social protection programs across ministries in Bangladesh, creating a cohesive system from systems from previously fragmented initiatives.

Key Agencies

Cabinet Division leads coordination among 19 ministries, including:

- Ministry of Social Welfare (MoSW)
- Ministry of Finance (MoF)
- Ministry of Women and Children Affairs (MoWCA)
- Ministry of Disaster Management and Relief
- Ministry of Food

Role

Harmonizes their social protection schemes including including:

- Old age pensions and disability support benefits
- Mother and child benefit programs
- Educational stipends
- Disaster relief programs
- Food security initiatives

Impact

This collaborative approach has achieved significant significant improvements:

- Streamlined beneficiary identification
- Reduced program overlap
- Enhanced vulnerable for maternal and child populations
- More efficient resource utilization

Adaptive Social Protection as Inter-Agency Collaboration

Coordination

Integration

Responsiveness

Resilience Building

Adaptive Social Protection (ASP) in Bangladesh exemplifies advanced inter-agency collaboration, combining social protection, disaster risk reduction, and climate change adaptation through coordinated institutional arrangements.

Participating Agencies:

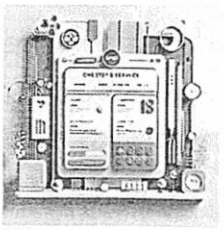
- Ministry of Disaster Management and Relief
- Ministry of Social Welfare
- Ministry of Environment and Forests
- Ministry of Finance
- Bangladesh Bureau of Statistics

Key Collaborative Mechanisms:

- Unified vulnerability assessment methodology
- Integrated beneficiary database
- Shock-responsive payment systems
- Joint early warning protocols
- Coordinated response triggering

This collaborative framework enables rapid scale-up of assistance during disasters while building long-term resilience through coordinated interventions across multiple inter-related domains.

BIDA's One Stop Service (OSS)



International Best Examples

Estonia's X-Road System

A pioneering digital ecosystem that connects all government information systems through secure data exchange, enabling seamless interoperability between 900+ organizations and 2,300+ services.

Singapore's Municipal Services Services Office

Coordinates responses to municipal issues across 11 agencies through a unified reporting platform, ensuring no public complaint "falls through the cracks" between jurisdictions.

New Zealand's Joint Venture for Family Violence

Integrates ten government agencies with shared governance, budgeting, and accountability accountability to address family violence through comprehensive, coordinated interventions.

These examples demonstrate how effective inter-agency collaboration can transform public service delivery through institutional innovations that transcend traditional bureaucratic boundaries.

The 2011 Great East Japan Earthquake Response

Overview

Japan's coordinated response to the 2011 earthquake and tsunami, a magnitude 9.0 disaster that presented unprecedented challenges requiring integrated agency action.

Key Agencies

- Japan Self-Defense Forces (JSDF)
- Fire and Disaster Management Agency (FDMA) (FDMA)
- Ministry of Land, Infrastructure, Transport and Tourism (MLIT)
- Ministry of Health, Labor and Welfare
- Local governments

Mechanism

The Disaster Countermeasures Basic Act established a centralized command under the Prime Minister's Office with:

- Emergency Response Headquarters with cross-agency representation
- Unified information systems for situational awareness
- Integrated resource deployment protocols
- Joint field coordination centers

Impact

- Supported 470,000 evacuees through coordinated efforts
- Restored critical services through synchronized agency actions
- Demonstrated the life-saving potential of effective inter-agency disaster response

The Troubled Families Program in UK

Overview

Launched in 2012 to support families facing multiple challenges like unemployment, crime, and poor health through unprecedented cross-agency integration.

Key Agencies

- Department for Communities and Local Government (DCLG)
- Local councils
- National Health Service (NHS)
- Police services
- Department for Work and Pensions
- Department for Education

Mechanism

A "key worker" model coordinates tailored interventions across agencies for each family through:

- Need assessment frameworks
- Shared case management systems
- Pooled budgets
- Co-located multidisciplinary teams

Impact

- Integrated support for 370,000 families by 2020
- Reduced anti-social behavior and school absence
- Improved employment outcomes
- Saved £1.1K in public costs through prevention

Challenges for Inter-Agency Collaboration

Turf Protection
Reluctance to share authority or information due to perceived threats to organizational autonomy and influence.

Procedural Differences
Incompatible systems, processes, and operational protocols that impede smooth coordination between agencies.

Legal and Regulatory Barriers
Restrictive mandates, privacy regulations, and jurisdictional limitations that constrain information sharing and joint action.

Resource Competition
Budgetary constraints and competition for funding that create disincentives for pooling resources or sharing information.

Leadership Gaps
Unwillingness or lack of skill, executive sponsorship, or champion-level commitment to overcome institutional inertia.

Challenges for Interministerial Consultation

Recommendation for Effective Consultation

Establish Clear Timelines

Implement standardized timeframes for interministerial consultations with escalation procedures for delayed responses to ensure timely policy development.

Develop Consultation Guidelines

Create comprehensive protocols specifying when consultation is required, which stakeholders must be included, and what documentation is necessary.

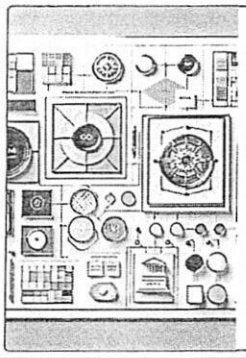
Digitize Consultation Process

Implement electronic document routing systems with tracking capabilities to streamline information flow and enhance accountability.

Strengthen Coordination Units

Enhance capacity of dedicated coordination cells within each ministry with well-specialized staff trained in interministerial facilitation.

Implementing these recommendations would significantly improve the quality and efficiency of policy consultations while reducing administrative burden and administrative burden and preventing delays in decision-making processes.



Recommendation for Effective Collaboration

Structural Reforms

Joint Planning Mechanisms

Integrated Performance Framework

Formal Collaboration Protocols

Technological Solutions

Unified Data Architecture

Collaborative Digital Tools

E-Consultation Systems

Recommendation for Effective Collaboration

Human Capacity Development

- **Collaborative Leadership Training**

  Develop senior officials' capacity to lead cross-boundary initiatives and manage networked governance arrangements.

- **Inter-Agency Rotation Programs**

  Establish temporary assignments across agencies to build networks, transfer knowledge, and develop broad government perspective.

- **Collaboration Competencies**

  Incorporate partnership skills into recruitment and promotion criteria to build workforce capability for joint working.

Incentive Alignment

- **Joint Budgeting Mechanisms**

  Create pooled funding arrangements for cross-cutting priorities to overcome overcome resource competition barriers.

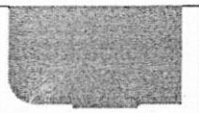
- **Recognition Systems**

  Develop formal awards and recognition for successful inter-agency initiatives to initiatives to reinforce collaborative behavior.

- **Career Advancement Pathways**

  Establish promotion criteria that value collaboration experience and demonstrated ability to work across boundaries.

These recommendations focus on creating an enabling environment where collaboration becomes institutionalized rather than exceptional, addressing both technical and cultural barriers to effective inter-agency work.



Group Discussion

The following discussion topics are designed to explore specific aspects of inter-agency collaboration in the Bangladesh context. Each group will be assigned one will be assigned one topic to analyze and present recommendations.

Please consider the practical implications, potential barriers, and actionable next steps for your assigned topic. Draw on both international best practices and BangladeshA's unique administrative context.

Each group will have 20 minutes for discussion followed by 5 minutes to present key insights. Focus on developing 2-3 concrete, implementable recommendations. implementable recommendations.

1. Leveraging Emerging Technologies for Inter-Agency Collaboration

2. Empowering Local Governments in Inter-Agency Collaboration

Decentralization

Which services (e.g., agriculture extension, flood relief) should local governments lead, and how can vertical collaboration with national agencies be structured?

Capacity Gaps

What training and resources do local officials need to effectively coordinate with national agencies and participate as equal partners?

Tech Bridges

Could digital platforms (e.g., LGC upgrades) enhance rural-urban agency coordination and create and create more inclusive collaborative governance?

Consider the potential for strengthened local government participation to improve service responsiveness while addressing capacity and resource imbalances between national and local entities.

3. Learning from Non-Traditional Sectors (Corporate/NGO Models)

Discussion Points:

4. Redesigning Performance Management Metrics for Collaboration

1	2	3
Joint KPIs	**Accountability**	**Data Transparency**
What shared goals (e.g., reduced processing time, citizen satisfaction) should replace siloed targets to incentivize collaborative behavior across agencies?	How to balance individual ministry performance with performance with collective accountability for cross-cross-cutting outcomes?	Should inter-agency progress dashboards be public to build trust and create external pressure for improved collaboration?
• How can these be measured effectively? • Who should own the measurement process?	• What reporting structures would support this? • How should leadership evaluate success?	• What risks might this create? • How can transparency be balanced with operational needs?

5. Preparing for Future Crises Through Collaboration

Discussion Points:

6. Developing a Future-Ready Civil Service for Collaboration

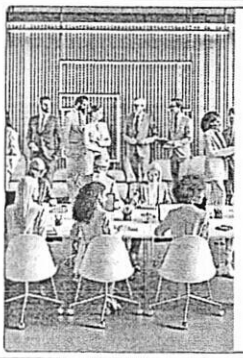
Goals:

85%

3x

40%

7. Fostering a Culture of Innovation for Inter-Agency Collaboration



Leadership Buy-In

How can top officials incentivize innovative, disruptive thinking across ministries and model model collaborative behaviors?

- What leadership development is needed?
- How can executives champion collaboration?

Safe-to-Fail Experiments

Should agencies designate "innovation labs" or labs" to test unproven ideas without penalty penalty for controlled risk-taking?

- How would these be structured?
- What governance would ensure accountability?

Barrier Removal

What bureaucratic red tape (e.g., procurement rules, hierarchy) most often stifles creativity, and how can it be reformed?

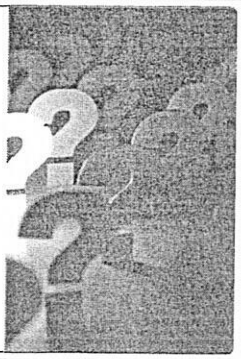
- Which regulations need modernization?
- How can necessary controls remain?

Questions?

Please feel free to raise questions about any aspect of inter-agency collaboration discussed today. Your insights and inquiries will help enrich our collective understanding of this critical governance topic.

For further information or to continue this discussion:

- Email: hasantgl@gmail.com
- Office: Cabinet Division, Government of Bangladesh

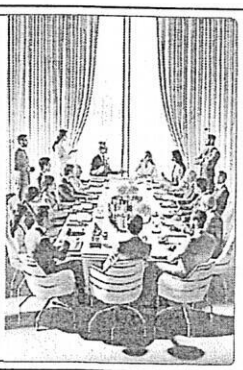


Thank You

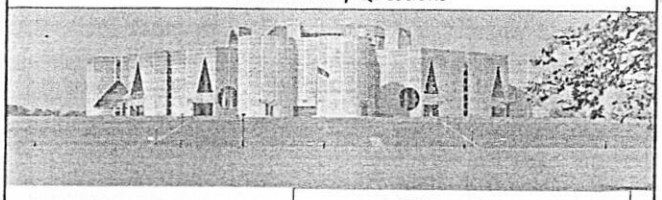
"Alone we can do so little; together we can do so much."

- Helen Keller

Your participation today contributes to strengthening the culture of collaboration within within Bangladesh's public service. By working together across organizational boundaries, we boundaries, we can deliver more effective, efficient, and responsive services to citizens, citizens.



Law Making Process and Relation Between the Parliament and the Executive. Questions of the Parliament and Preparing Answers to the Parliamentary Questions



Md Nazmul Hoque
Joint Secretary
Bangladesh Parliament Secretariat

Bangladesh Parliament

There shall be a Parliament for Bangladesh (to be known as the House of the Nation) in which, subject to the provisions of this Constitution, shall be vested the legislative powers of the Republic (Article: 65).

Bangladesh Parliament is Unicameral in nature, 300 seats directly elected and 50 seats reserved for women.

Parliament shall be summoned, prorogued and dissolved by the President by public notification, and when summoning Parliament the President shall specify the time and place of the first meeting (Article:72).

Background of Parliamentary System in Bangladesh

Constituent Assembly

- 1st session of the Constituent Assembly: 10th April 1972
- Total member of the Constituent Assembly: 404

The Constitution

- Constitution Drafting Committee formed: 11 April 1972
- Committee Members: 34
- The Constitution was approved: 4 November 1972
- Effect on: 16 December 1972
- First General Election: 7 March 1973
- First sitting of the Jatiyo Sangsad: 07 April 1973

The Rules of Procedure of Bangladesh Parliament (RoP)

- First adopted by the President: 01 April 1973 (followed up to 22 July 1974)
- Adopted by the Parliament: 22 July 1974 (Gazette 23 July 1974)

Key Functions of Parliament

1. **Legislative Functions**
   - Enactment and amendment of laws
   - Approval of Annual financial statement (Budget Approval)
2. **Supervisory functions**
   Oversee the Executive
3. **Representational functions**
   MPs' representational functions

Legislation

- What is a Bill?
- What is an Act?
- What is an Ordinance?

Legislation (Bill)

- "Bill" means a motion for making a law;
- Article 80. (1) Every proposal in Parliament for making a law shall be made in the form of a Bill.
- Article 75. (1) Subject to this Constitution –

(a) the procedure of Parliament shall be regulated by rules of procedure made by it, and until such rules are made shall be regulated by rules of procedure made by the President;

Legislation (Act)

Act: When the President has assented or is deemed to have assented to a Bill passed by Parliament it shall become law and shall be called an Act of Parliament (Article 80(5)).

Legislation (Ordinance)

- **Ordinance:** Article 93. (1) At any time when Parliament stands dissolved or is not in session, if the President is satisfied that circumstances exist which render immediate action necessary, he may make and promulgate such Ordinances as the circumstances appear to him to require, and any Ordinance so made shall, as from its promulgation have the like force of law as an Act of Parliament
- Article 93(2) An Ordinance made under clause (1) shall be laid before Parliament at its first meeting following the promulgation of the Ordinance and shall, unless it is earlier repealed, cease to have effect at the expiration of thirty days after it is so laid or, if a resolution disapproving of the Ordinance is passed by Parliament before such expiration, upon the passing of the resolution.
- Usually a Government Bill is framed following the Ordinance if the government wants to continue the provisions of the Ordinance.

Types of Bill

- Money Bills: Bills brought according to the article 81(1) of the Constitution. Such as Finance Bill 2024.
- General Bill: Any bill other than money bills. Like –Highways Bill, 2021.
- Any other bill concerned with the expenditure of public money except Money bills. Like-National Primary Education Academy Bill, 2024.

Nature of Bills

- Government Bill: Introduced by Minister;
- Private Members Bill: Introduced by non Minister MP;
- Till 12th Parliament, Total 1588 Bills have been passed and become Acts of Parliament;
- Government Bill-1579;
- Private Members Bill-09.

3 Stages of the formulation of laws

- ❑Pre Legislative Phase/Approval of the Cabinet
- ❑Legislative Phase/Approval of the Parliament
- ❑ Post Legislative Phase/ Assent of the President

Pre Legislative Phase/Approval of the Cabinet

(Secretariat Instructions, 2024, (228-229)

- ❑ Prepare the draft by the concerned Ministry/Division
- ❑ Inter Ministerial Meeting & Meeting with Stakeholders (If necessary) (Rule-10 of ROB*)
- ❑ Publish in website of the Ministry to elicit public opinion (Rule-31 of ROB*)
- ❑Inter Ministerial Committee of Cabinet Division to scrutinize draft Bill
- ❑Language Check by বাংলাভাষা বাস্তবায়ন কোষ (বাবাকো), MOPA (If necessary)
- ❑Primary approval of the Cabinet (in Principle)
- ❑Vetting from the Legislative and Parliamentary Affairs Division
- ❑Final approval of the Cabinet
- ❑Recommendation of the President in advance (Article 82) (If necessary)
- ❑Send the proposal in Parliament in the form of a Bill

* RoB: Rules of Business

Legislative Phase/Approval of the Parliament

Government Bill

- ☐Submitting a notice to the Parliament Secretary by the Minister
- ☐Printing of the Bill with approval of the Speaker
- ☐Sending the copies of the Bill to the MPs
- ☐Inclusion of the Bill in the Order of the Day

Introduction of a Bill / First Reading

- ☐Seeking permission of the Speaker to introduce the Bill
- ☐Introducing the Bill by the Minister
- ☐Introducing the Bill may be opposed by any MP (Rule 74)
- ☐Gazette Publication (Rule-76)

Committee Stage

After introducing a Bill, any of the following motions can be made:

(a) taken into consideration by the House either at once or on some future day; or
(b) be referred to a Standing Committee; or
(c) be referred to a Select Committee; or
(d) be circulated for the purpose of eliciting opinion there on"(Rule 77)

(Generally motion of ``referred to a Standing Committee`` is proposed)

Committee stage (Cont.)

Report of Select / Standing Committee

- Presentation of report of Standing Committee (Govt. Bills)
- Report of the Committee on Private Members Bills and Resolutions (Private Members Bill) {Rule 223 (b)}
- Finance Bill and Appropriation Bill not referred to any committee (Rule 126)

Consideration of a Bill / Second Reading

- Discussion of principles of the Bill (Rule 78)
  - MPs' Proposal for eliciting Public Opinion and sending the Bill to a Select Committee.
- Clause by clause discussion of the Bill

i. Accept the motion of the consideration of the Bill by the House
ii. Members explanation in favor of their proposed amendments
iii. Explanation by the Minister on the proposed amendments
iv. Put the clauses/schedules to the vote of the House by the Speaker

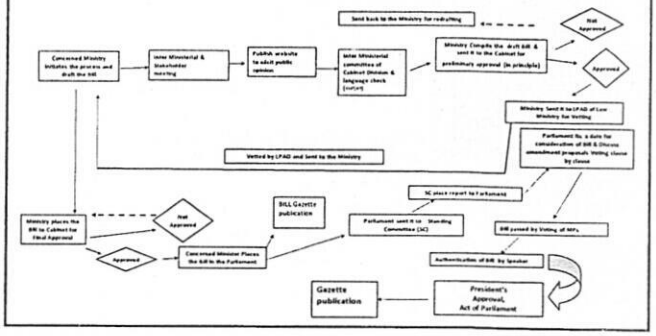
Passing of Bill / Third Reading

- Minister's move that ``the Bill be passed``
- The Bill is passed by a majority of the votes of the MPs present.
- The Minister may at any stage of a Bill move for leave to withdraw the Bill introduced by him (Before Passing) (Rule 93)

Post Legislative Phase/ Assent of the President

- ❑ The assent of President and publication of the Act in Official Gazette.
- ❑ The President shall assent to a Bill passed by Parliament within 15 days of presentation, or the Bill is deemed to be automatically assented to after expiration of that period (if not returned). Once a Bill receives assent, or is deemed to be assented to, it becomes law and is called an Act of Parliament.
- ❑ Money Bill and Constitution Amendment Bill cannot be returned by the President.
- ❑ President must assent Constitution Amendment Bill within 7 days of presentation (if not, after 7 days it shall be deemed to have assented)

Law making process in Bangladesh



Acts passed from 1st to 12th Parliament

Parliament & Duration	Session days	Passed Bills
1st Parliament [07/04/1973 to 06/11/1975 = 2yrs. 06 months]	134	154
2nd Par. [02/04/1979 to 24/03/1982 = 2yrs. 11 months]	206	65
3rd Par. [10/07/1986 to 06/12/1987 = 1yr. 05 months]	75	39
4th Par. [15/04/1988 to 06/12/1990 = 2yrs. 07 months]	168	142
5th Par. [05/04/1991 to 24/11/1995 = 4 yrs. 08 months]	400	173
6th Par. [19/03/1996 to 30/03/1996 = 12 days]	04	1
7th Par. [14/07/1996 to 13/07/2001 = 5yrs.]	382	191
8th Par. [28/10/2001 to 27/10/2006 = 5yrs.]	373	185
9th par. [25/01/2009 to 24/01/2014 = 5 yrs.]	418	271
10th Par. [29/01/2014 to 28/01/2018 = 5 yrs.]	410	193
11th Par. [30/01/2019 to 29/01/2024 = 5yrs.]	272	164
12th Par. [30/01/2024 to 06/08/2024 = 190 days]	47	10
Total-	2889	1588

Private Members Bills

Parliaments	Received PMBs Bill	Passed PMBs Bills
1st Parliament	0	0
2nd Parliament	47	2
3rd Parliament	5	1
4th Parliament	6	0
5th Parliament	74	1
6th Parliament	0	0
7th Parliament	51	1
8th Parliament	54	1
9th Parliament	21	3
10th Parliament	16	0
11th Parliament	10	0
12th Parliament	0	0
total	285	9

Private Members Bills

	[illegible]	[illegible]	The Dowry Prohibition Act, 1980	[illegible]
	[illegible]	[illegible]	The Khulna Development Authority (Amendment) Act, 1981	[illegible]
	[illegible]	[illegible]	[illegible]	[illegible]
	[illegible]	[illegible]	The Members of Parliament (Remuneration and Allowances) (Amendment) Act, 1993	[illegible]
	[illegible]	[illegible]	[illegible]	[illegible]
	[illegible]	[illegible]	[illegible]	[illegible]
	[illegible]	[illegible]	The Lepers (Repeal) Act, 2011	[illegible]
	[illegible]	[illegible]	[illegible]	[illegible]
	[illegible]	[illegible]	[illegible]	[illegible]

Budget in Bangladesh: Legal Framework

- ❑ **Constitution** of the People's Republic of Bangladesh (Article 80-92, 87- Annual Financial statement)
- ❑ **Rules of Procedure** of Parliament of the People's Republic of Bangladesh (Rule:111-127)
- ❑ **General Financial Rules**, 1951, updated 1998 (Budget, Grants and Appropriations)
- ❑ Preparation of the Budget (**Secretariat Instruction**, 2024)
- ❑ The **Public Moneys & Budget Management Act**, 2009

Parliamentary Phase of the Budget Process

- Bangladesh Parliament, MPs, in general, have formal scope to discuss after the budget is presented.
- The presentation of the budget in Parliament follows a six-step process :
  1. Presentation of the Budget (RoP 111);
  2. General discussion on the Budget (RoP 115);
  3. Discussion and Vote on Demands for Grants and Appropriations (RoP 116 & 122);
  4. Cut Motions: (Policy Cut, Economy Cut, Token Cut)
  5. Appropriation Bill (RoP 126)
  6. Finance Bill (RoP 127)
  7. Presidential Assent (RoP 96)

Supervisory functions: Oversee the Government

Standing Committees of Parliament

- ``Parliament shall appoint from among its members the following standing committees, that is to say –
- (a) a public accounts committee;
- (b) committee of privileges; and
- (c) such other standing committees as the rules of procedure of Parliament require`` (Article: 76)

Standing Committees in the 12th Parliament

- Total 50 standing committees
- 39 standing committees on Ministries/Divisions
- 11 standing committees on others

Representational functions of MPs

- Point of Order: Rules- 301,
- Calling attention to matters of urgent public importance: Rule 71, 71A
- Prime Minister's Question Answer (Every Wednesday first 30 minutes)
- Questions and Answers for Ministers
- Petitions
- Private Members Resolutions
- And other ways

Parliament and the Executive

- Bangladesh Parliament is formed by the 300 seats directly elected and 50 seats reserved for women.
- Parliament selects the Prime Minister.
- Nine-tenths of the Ministers shall be from the elected MPs.
- The President is elected by the MPs.
- The leader of the House is the Prime Minister (or nominated by HPM from the Ministers who must be an MP).
- Executive proposes the Bill, Parliament passes the Bill and the President gives assent on it.
- Executive proposes annual Budget and Parliament passes it.
- No taxation without Parliament.
- The Cabinet shall be collectively responsible to Parliament.
- President may make and promulgate Ordinance which shall be laid before the Parliament at its first meeting following the promulgation.

Parliamentary Questions (Rule 41-59)

- One Starred and three un starred Questions in a day
- 15 days Notice
- One hour for Minister's Question and Answer in every sitting day
- Prime Minister's Question & Answer (Every Wednesday first 30 minutes)
- Ballot of the accepted Questions (at least 12 days before)
- 10 Groups of Ministries (10 Cycle)
- Question and Answer Management System (QAMS) software is used.
- Preparation of Answers: **Secretariat Instructions**, 2024 (214-221).
- Ministers must answer the questions, if not ready, questions can be shifted to next available date.
- Answers to be submitted by the Ministries/Divisions 3 days before the scheduled date.

Duties of Council Officers

Council Officers have to coordinate between Ministry and Parliament mainly on the following activities:

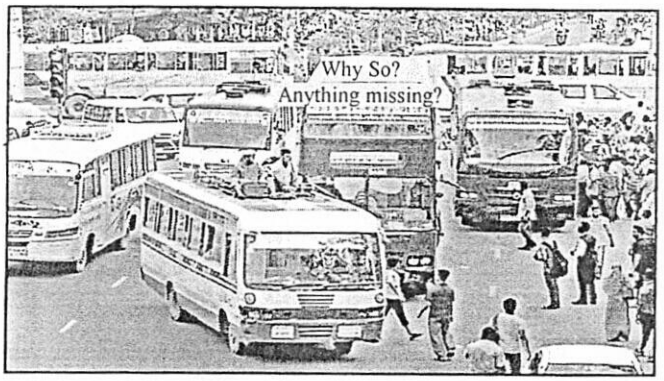
1. Questions
2. Half an Hour Discussion
3. Adjournment Motion
4. Short Discussion
5. Call Attention
6. Motions (General)
7. President's Address
8. Government Bill
9. Budget
10. Private Member's Resolutions
11. Report Presentation/Laid on Table
12. Parliamentary Standing Committees Activities

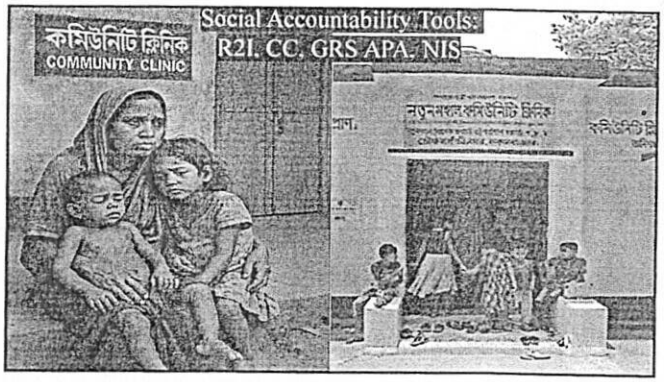
Best Practices in Bangladesh Parliament

- During session on each Wednesday at the commencement of the sitting, an extra 30 minutes shall be available for asking question to and answering from the Prime Minister.
- Chairman of the Standing Committees from non-Minister MPs (Private Members).
- Chairman of the Public Accounts Committee from the opposition (in the 11th and 12th Parliament)
- Strengthening Financial Oversight Committees to oversee the executive.

Q & A...

9 ^ 5





What is Social Accountability?

Social Accountability is a form of accountability in which citizens, civil society organizations, and communities play an active role in holding public officials, accountable for their actions, decisions and use of public resources.

- Process of constructive engagement between citizens and government to check the conduct and performance of public officials, politician and service providers as they use public resources to deliver services, improve community welfare and protect peoples' rights.

-Open University, 2016

- Improved service delivery is required in areas like Health (SDG-3), Education (SDG-4) and Clean water and sanitation (SDG6)
- SDG 16.7- Ensure responsive, inclusive, participatory and representative decision making at all levels.

Key Elements of Social Accountability

Citizen Participation – Involving people in planning, decision-making, and oversight.

Transparency – Ensuring access to public information.

Responsiveness – Expecting public officials to act on public feedback.

Answerability – Public institutions must explain and justify their actions to the people.

Monitoring and Evaluation – Tracking performance and service outcomes.

Governance/Good Governance	Social Accountability
The process of decision-making and the process by which decisions are implemented (or not implemented).- UNESCAP	A mutual responsibility- ➢ Provide the platforms mechanisms for citizen participation.
Rule of Law, Participation, Consensus-Oriented, Equity and Inclusiveness, Effectiveness and Efficiency, Responsiveness, Transparency, Accountability.	❖ Citizen groups/Service Receiver ❖ Should be motivated to participate in the government's platform. ❖ Willing to engage
Accountability - Elected Officials - Public Servants	

Interactive Data Access | Worldwide Governance Indicators

Worldwide Governance Indicators

Indicator	Year	Governance		Rank	
		Bangladesh	India	Bangladesh	India
Voice and Accountability	2014	-0.47	0.41	32	60
	2019	-0.74	0.27	27	56
	2023	-0.75	0.09	27	51
Government Effectiveness	2014	-0.78	-0.22	22	45
	2019	-0.75	0.13	25	59
	2023	-0.70	0.48	27	68
Rule of Law	2014	-0.78	-0.07	24	56
	2019	-0.64	-0.07	27	51
	2023	-0.50	0.19	33	56
Control of Corruption	2014	-0.89	-0.46	19	40
	2019	-1.02	-0.30	16	45
	2023	-1.12	-0.37	15	42

- ❑ Bangladesh has achieved tremendous economic growth in the past years (28^{th}/30, 25^{th}/ 35).
- ❑ The transition of WGIs suggest that there has bee not much improvement in these indicators.
- ❑ "Governance" does matter or not for economic growth? Co-relation between the governance improvement and economic growth?
- ❖ To realize vision 2030 and SMART Bangladesh, improvement of GIs – (Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, Control of Corruption) is a must.

"Every person in the service of the Republic has a duty to strive at all times to serve the people."

-Article 21(2), Bangladesh Constitution

সরকারি চাকরি আইন, ২০১৮

২৫। নির্ধারিত সময়ে সরকারি সেবা প্রদান- (১) কোনো ব্যক্তি, সরকারি কোনো কার্য বা সেবা প্রাপ্তির জন্য আবেদন বা অনুরোধ করিলে, আপাতত বলবৎ সংশ্লিষ্ট আইনের বিধান ও সরকারি আদেশ সাপেক্ষে, নির্ধারিত সময়ের মধ্যে অথবা যে ক্ষেত্রে সময়সীমা নির্ধারিত নাই সেই ক্ষেত্রে যুক্তিসঙ্গত সময়ের মধ্যে, প্রার্থীত সেবা সরবরাহ বা অনুরূপ আবেদন নিষ্পত্তি করিতে হইবে।

(২) যে ক্ষেত্রে অনুরূপ কোনো আবেদন বা অনুরোধ যুক্তিসঙ্গত কোনো কারণে, প্রাত্যাখ্যান বা না-মঞ্জুর করা হয় অথবা নির্ধারিত বা যুক্তিসঙ্গত সময়ে সরবরাহ নিষ্পত্তি করা না যায়, সেই ক্ষেত্রে উহার কারণ সেবা প্রার্থী ব্যক্তিকে অবহিত করিতে হইবে।

(৩) কোনো কর্মচারী ইচ্ছাকৃত ও অভ্যাসগতভাবে এই ধারার বিধান লংঘন করিলে, উহা অসদাচরণ, বা, ক্ষেত্রমত, অদক্ষতা হিসাবে গণ্য হইবে।

Types of services provided from public offices-

1. Citizen Service 2. Organisational Service 3. Internal Service

- ❖ Public resources are used for providing public services and as such providing better public services is an obligation

Unauthorised/Illegal Gas/Electricity Connection?

Harassment at Public Offices?

"Our prime purpose in this life is to help others. And if you can't help them, at least don't hurt them."

-Dalai Lama

Government of Bangladesh has adopted five Social Accountability Tools:

Right to Information (R2I)- Empowers citizens to access information from public authorities

Citizen's Charter (CC)-Lists services offered, timelines, and complaint processes.

Grievance Redress System (GRS)-Formal channel for citizens to lodge and resolve complaints.

Annual Performance Agreement (APA)-Sets targets and evaluates performance of government agencies.

National Integrity Strategy (NIS)-Framework for anti-corruption and ethical governance.

"Together, these tools don't just open the door - they transform how the government serves its people."

1. Right to Information (RTI)

A legal tool enabling citizens to request and receive information from public institutions.

Objective: Ensure access to information held by public authorities.

Key Features:

- ❖ Citizens can request information from offices spending public money.
- ❖ Every authority must appoint a DO.
- ❖ Time-Bound Information Delivery
- ❖ Mandatory Proactive disclosure of information (budgets, decisions, policies).
- ❖ Appeal and Complaint Mechanism
- ❖ Oversight by the Information Commission

1. Right to Information (RTI): Making Transparency a Norm

Why RTI Matters:

The RTI Act, 2009, empowers citizens to question, engage, and participate in governance - transforming them from passive recipients to active stakeholders.

Governance Impact: Promotes transparency and deters corruption.

Leadership Implication:

We must champion proactive disclosure, ensure Designated Officers are trained and responsive, and treat RTI not as a burden, but as an opportunity to build confidence in government.

2. Citizen's Charter (CC)

A public document stating lists and standards of services provided by an agency.

Objective: Enhance service transparency and define the standards, timelines, and responsibilities for public service delivery.

Key Features:

- List of services offered.
- Service delivery standards (time, cost, process, staff behaviour).
- Contact details of responsible officers and Redress mechanisms.
- Clear description about the role of the service seeker.
- Displayed prominently at service points and made available online, ensuring maximum public access.
- Regular Monitoring and Revision

2. Citizen's Charter (CC): Setting Service Standards with Accountability

Why It Matters:

- A Citizen's Charter is a commitment. It defines what services people can expect, how long they will take, and who is responsible. This promotes predictability, efficiency, and dignity in service delivery.

Governance Impact: Improves accountability and service quality.

Leadership Implication:

Our role is to ensure the Charter is not just displayed, but also implemented, updated, and measured. It must reflect the realities of service delivery while striving for excellence.

3. Grievance Redress System (GRS): Listening, Resolving, Improving

An institutional arrangement for citizens to lodge complaints and receive timely responses or resolutions.

Objective: Provide a structured way to address service delivery failures.

Key Features:

- designed to enable citizens to file complaints or grievances
- Grievances can be submitted through Multiple Channels
- Each complaint must be addressed within the time-frame
- Every office must appoint a GRO
- Complainants can track the progress and give feedback

3. Grievance Redress System (GRS): Listening, Resolving, Improving

Why It Matters:

An effective grievance redress system reflects a government that listens. GRS not only resolves individual complaints but also signals institutional empathy and responsiveness.

Governance Impact: Enhances responsiveness and citizen trust.

Leadership Implication:

Senior officials must create a culture where grievances are seen as valuable feedback, not as threats. Monitoring, regular reporting, and a focus on resolution timelines are key to success.

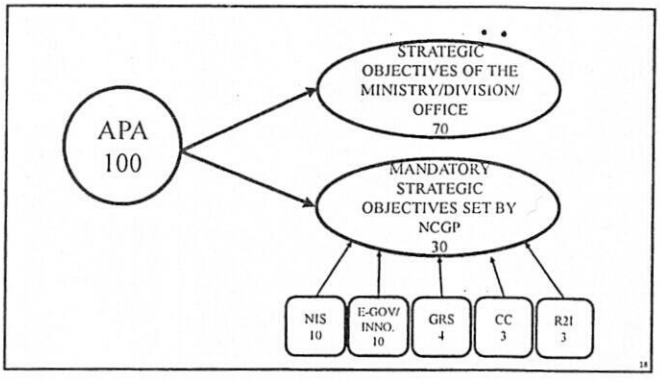
4. Annual Performance Agreement (APA)

A formal agreement between a ministry/division and the Cabinet Division, setting out annual performance targets and responsibilities.

Objective: Institutionalise a results-based performance management system for enhancing transparency, accountability and efficiency in service delivery.

Key Features:

- Aligns organisational objectives with national development goals.
- Measures and monitors progress of ministries/divisions annually.
- Enhance transparency and accountability in service delivery.
- Regular progress tracking and end-of-year performance review.
- Encourages proactive disclosure and improvement in service delivery.
- Aligns with RTI, CC, GRS, NIS



4. Annual Performance Agreement: Driving Performance and Accountability

Why It Matters:

APA shifts the focus from inputs to results. It encourages ministries and departments to align their goals with national development priorities, promoting a culture of planning, delivery, and results.

Governance Impact: Encourages results-based accountability.

Leadership Implication:

We must ensure that APA is not treated as a compliance document but as a living management tool. When linked to individual KPIs, it transforms organizational culture.

5. National Integrity Strategy (NIS)

Objective: To build an ethical and transparent society by promoting integrity, accountability, and good governance in both public and private institutions.

Integrity means behavioural excellence influenced by ethics, morality and honesty. It implies adherence to time-tested norms, values, customs and principles of a society.

Integrity at individual level-Being duty-bound and honest.

Integrity at institutional level-Complying with policies, systems and procedures. Since Institutions are led by people, the integrity of individuals is a necessary condition for achieving integrity at Institution level.

Integrity at national level-Characterized by how best the interdependent institutions are governed. The cumulated effect of their behaviour establishes a context which questions corruption. Political will is necessary to that end.

Key Features of NIS

- Targets both system (institutional) and behavior of officials (individual)
- Must form an Integrity Committee to plan and monitor integrity initiatives.
- Aligns with APA, RTI, CC and GRS
- Encapsulates ethics training awareness-building and integrity awards.
- Senior officials are expected to demonstrate integrity in their behavior and decisions.
- Regular progress reporting to the Cabinet Division.

5. National Integrity Strategy (NIS): Institutionalizing Ethical Governance

Why It Matters:

NIS is Bangladesh's homegrown framework to combat corruption and foster ethical conduct. It's both preventive and promotive, designed to sustain trust in public institutions.

Governance Impact: Builds institutional integrity and public confidence.

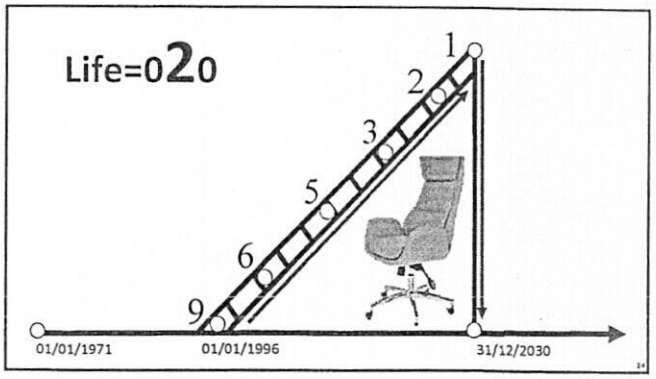
Leadership Implication:

Senior officials are the torchbearers of integrity. Through active Integrity Committees, ethical training, and personal example, we can inspire honesty and discipline across all levels.

Strategic Tools for Transforming Public Service Delivery in Bangladesh

- Social Accountability Tools (RTI, CC, GRS, APA, NIS) are integrated tools and play a crucial role in enhancing governance, transparency and accountability in the public sector of Bangladesh.
- Key Challenges: Overcoming resistance to change, improving monitoring and awareness, and providing adequate resources are vital to their successful implementation.
- Future Outlook: Strengthening these systems through consistent training, political will and community engagement can improve service delivery and public trust.

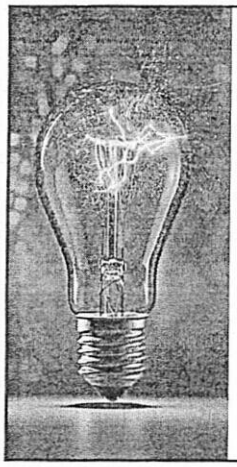
Let us lead by example. Let us move from rule-following to rule-shaping and from service delivery to citizen empowerment.



Questions for group discussion and Presentation (30 +25)

Many people think that political pressure is an excuse and good governance can be practiced within the existing system. What do you think?

1. Proactive discloser of information is necessary to implement RTI in Bangladesh. What do you think?
2. How can a citizen charter (CC) improve service delivery of an office? What can be done to ensure service standards are maintained?
3. It is widely believed that "government officials take complaints as something hostile to their jobs and an attempt, on part of the people who make complaints, to harm them'. What do you think?
4. Is it necessary to link individual performance with APA? How individual performance can be linked with the APA?
5. What are the main obstacles of practicing integrity in public offices. How to address those?



Public Sector Innovation: Drivers and Sustainability

Md. Mamunur Rashid Bhuiyan
Additional Secretary, ICT Division and
CEO, Agency to Innovate

"Humans are allergic to change. They love to say, 'We've always done it this way.' I try to fight that. That's why I have a clock on my wall that runs counter-clockwise" – Grace Murray Hopper

Presentation Outline

01 Concept of creativity, invention and innovation
02 Evolution of public sector innovation
03 Types of Innovation
04 Steps of public sector innovation
05 State of public sector innovation in Bangladesh
06 Challenges
07 Sustainability of Innovation
08 Innovation in Future Government

Context

The world is experiencing exponential change due to advancement in technologies

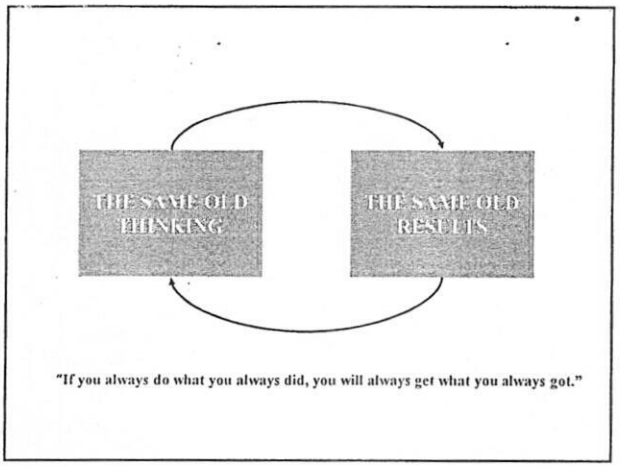
The unprecedented development of advanced technologies has served as an 'incredible catalyst' for change

World's 90% data were produced within last few years

"Public sector innovation is how governments stay relevant, responsive, and responsible in a fast-changing world."

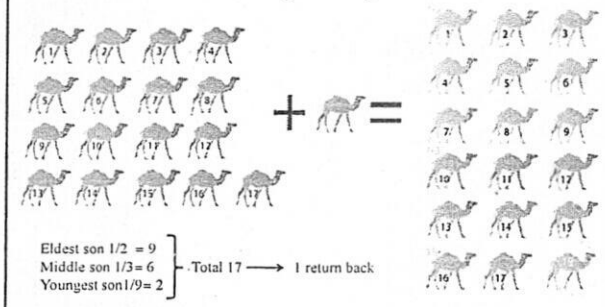
Problems in Traditional Public Administration

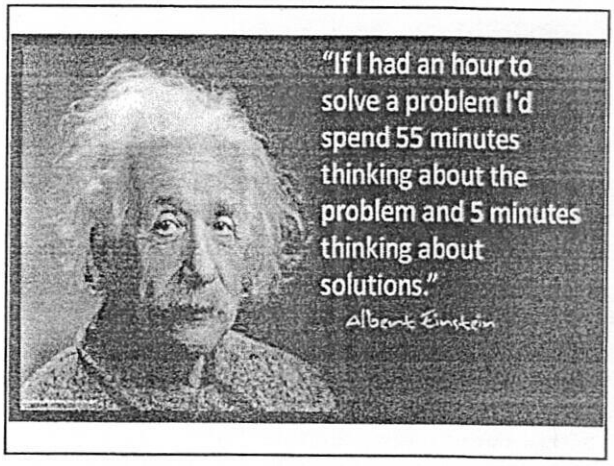
Manual process and paper-based systems	Slow service delivery	Limited access to information
Centralized decision making	Limited citizen engagement	High administrative costs
Inconsistent service quality	Limited data for decision making	Inter-agency data sharing gaps



Difference in Outlook

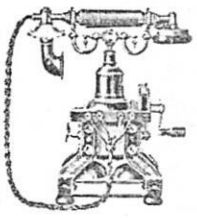
Using catalyst



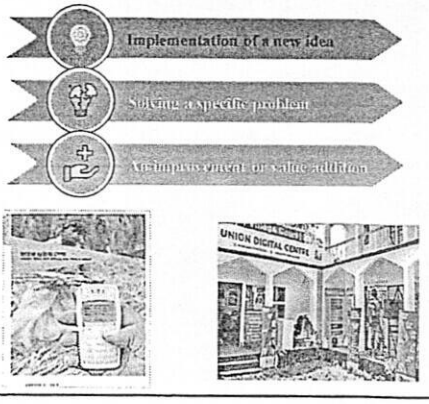


Invention

A new manmade device or process
Something that has never been made before



Innovation



Characteristics of Innovation

Novelty
Introducing something new, whether it's a product, process, or approach

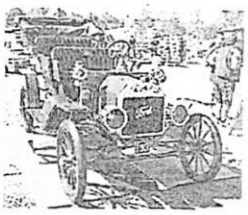
Capability to solve a problem
It solves a specific problem

Value Creation
Ensuring that the innovation addresses real needs or enhances outcomes

Application
Going beyond ideas to practical implementation

Invention vs Innovation

Invention

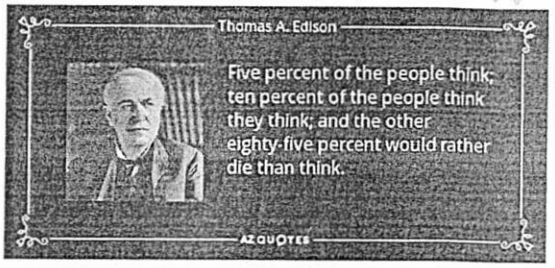


Innovation

Creativity and Innovation

Creativity is related to the generation of ideas which are new and unique

Innovation is about implementing those ideas to create value



Global Innovation Index 2024: Best 10 Countries

GII rank	Economy	Score	Income group rank	Region rank
1	Switzerland	67.5	1	1
2	Sweden	64.5	2	2
3	United States of America	62.4	3	1
4	Singapore	61.2	4	1
5	United Kingdom	61.0	5	3
6	Republic of Korea	60.9	6	2
7	Finland	59.4	7	4
8	Netherlands (Kingdom of the)	58.8	8	5
9	Germany	58.1	9	6
10	Denmark	57.1	10	7

Source: *Global Innovation Index Database, WIPO, 2024.*

Ranking in the Region

GII rank	Economy	Score
39	India	38.3
89	Sri Lanka	22.6
91	Pakistan	22.0
106	Bangladesh	19.1
109	Nepal	18.06

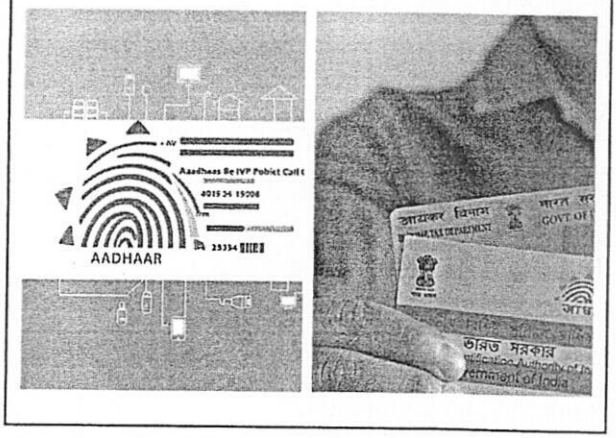
Bangladesh in GII

Year	GII Position
2020	116th
2021	116th
2022	102nd
2023	105th
2024	106th

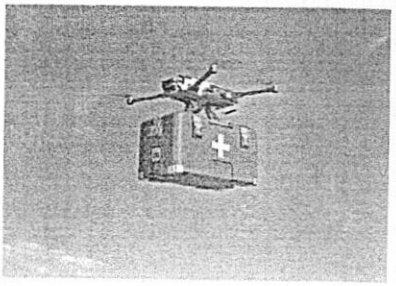
Evolution of Public Sector Innovation

- Pre-19th Century — Early Beginnings: Governance through Trial and Error
- 19th Century — Rise of Bureaucracy and Administrative Systems
- Mid-20th Century — Expansion of the Welfare State
- 1980s–1990s — Emergence of New Public Management
- 2000s — Digital Governance and the E-Government Era
- 2010s — Citizen-Centric and Collaborative Innovation
- 2020s and Beyond — AI and Data-Driven Public Innovation

X-ROAD

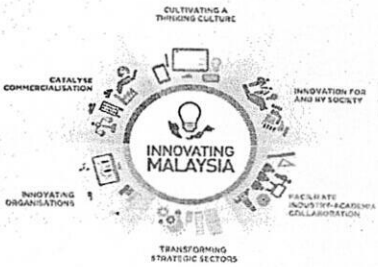


Drone delivery of Medical Supplies in Rwanda



Public Sector Innovation Agencies Worldwide

Malaysian Innovation Agency, PMO



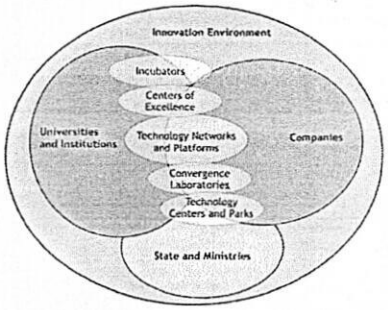
- Innovation in the public sector is no longer optional; it is essential for governments to stay relevant, efficient, and trusted by their citizens."

Innovation in government is not about doing something new. It's about doing something better."
— Bill Eggers

"Public sector innovation is not an option. It is an imperative."
— OECD (Organisation for Economic Co-operation and Development)

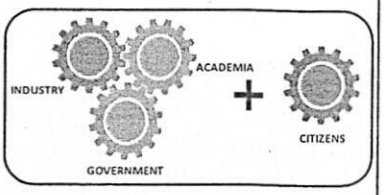
NESTA-UK

Innovation Triple Helix in China



EU Approach: Triple to Quadruple Helix

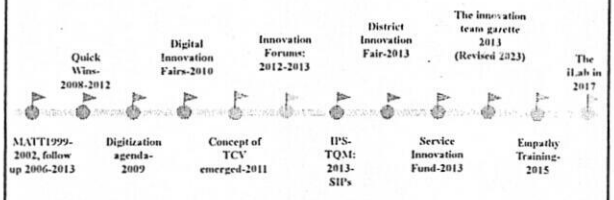
- The aim is to bridge the gaps between innovation and society.
- Under the triple helix model, the emerging technologies do not always match the demands and needs of society, thus limiting their potential impact.
- EU has taken this approach for the development of a competitive knowledge-based society.

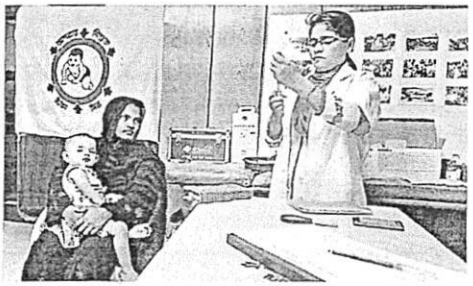


Evolution of PSI in Bangladesh

Early Years	Focus on post-independence rebuilding and basic service delivery
1990s–2000s	Structural reforms and early ICT adoption
2008–2015	Digitization initiatives paved the way for ICT-driven public sector innovation, Quick wins
2015–2020	Scaling digital services and enhancing accessibility
2020–Present	Emphasis on emerging technologies, and sustainability

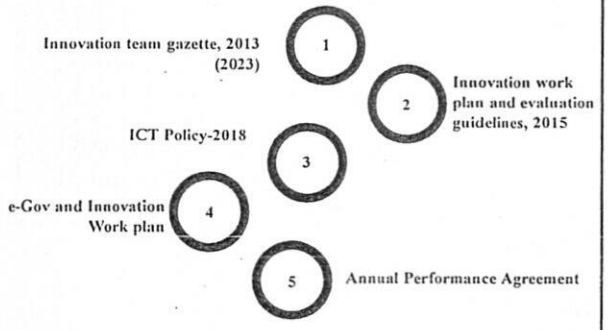
Innovation Journey in Bangladesh





myGov
আমার সরকার

Policies related to Public Sector Innovation



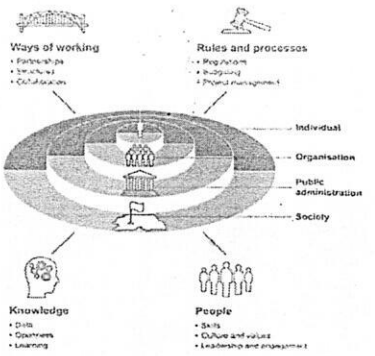
Institutional Arrangement

- Agency to Innovate, ICT Division
- Governance Innovation Unit, CAO
- The Cabinet Division
- Ministries/Divisions, Agencies
- Innovation teams

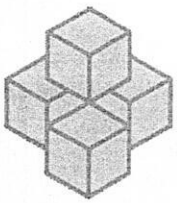
Drivers of Public Sector Innovation

- Technological Advancements
- Citizen Expectations
- Resource Constraints
- Global Challenges
- Data-Driven Governance
- Globalization and Knowledge Exchange
- Public Accountability and Transparency Demands
- Digital Transformation Goals
- Administrative reforms

Building Blocks for Public Sector Innovation



Building blocks for Public Sector Innovation



- Leadership and Vision
- Technology and digital tools
- Citizen centered design
- Culture of Innovation
- Flexible policy and regulation
- Sustainable funding
- Strategic partnership and network
- Skilled workforce and capacity building
- Monitoring and Evaluation

Public vs Private Sector Innovation

Public	Welfare oriented
VS	
Private sector Innovation	Mostly profit oriented

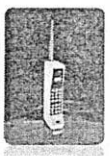
Innovation as Extent of Change

- Incremental
- Disruptive
- Radical

Incremental Innovation


Alexander Graham Bell's Phone 1876

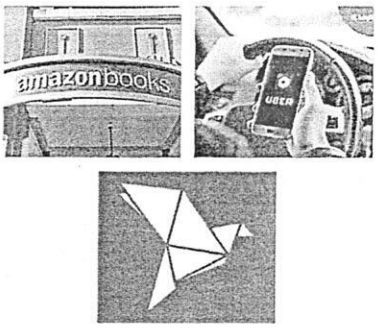

Old Phone


1st Cell Phone March 6, 1983

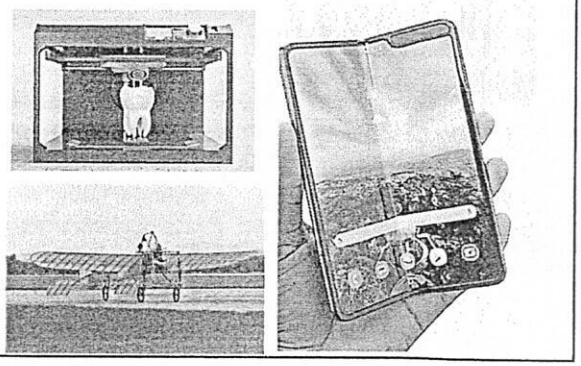

2006


2017

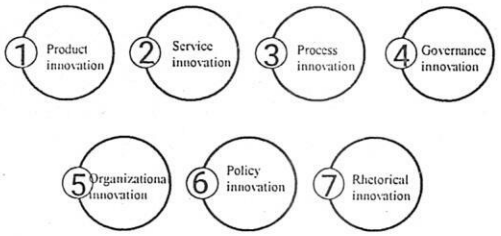
Disruptive Innovation
বিদ্যমান অবস্থার ব্যাপক পরিবর্তনকারী উদ্ভাবন



Radical Innovation
যুগান্তকারী উদ্ভাবন



Functional Classification of Innovation



Service Innovation

Service innovation is the introduction of a **modified practice** in delivering services to the people which will-

add value for the customers

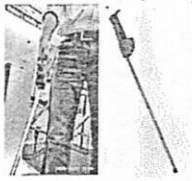
Service Innovation

Positive changes in service delivery that substantially reduces time (T), cost (C) and Visit (V) for the service recipients

Time ↓
or
Cost ↓
or
Visit ↓

Service Innovation

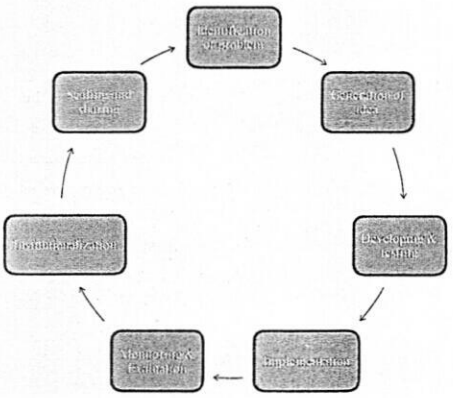
Service Innovation



Some Questions Related to PSI

Private sectors innovate to maximize profit; why should public sector innovate?	01
Is innovation in the public sector is the wastage of time and money?	02
Is SPS and Service Digitization innovation?	03
Innovation is a spontaneous incident; can you force any one to innovate?	04
Is it mandatory to use technology for innovation?	05

Steps of PSI



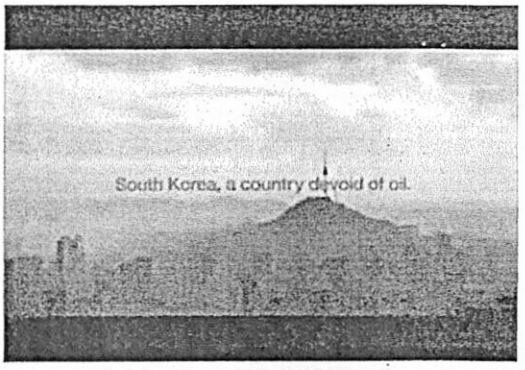
Tools for Public Sector Innovation

- Digital and Technological Tools
- Design thinking
- Behavioral Insights
- Innovation labs
- Crowdsourcing tools
- Communication and Dissemination Tools
- Financial and Resource Management Tools

ICT, Mandatory?

S-Oil company (South Korea) video

ICT is enabler



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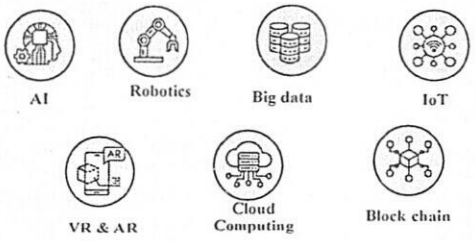
Issues of Consideration Regarding Selection of Services

- Comparatively more important
- Large number of beneficiaries
- Solution is within our means and less or no dependence on others
- Implementable with existing resources

Current Status of PSI in Bangladesh

- Mostly focused on service innovation
- Innovation team focused
- Weak institutional arrangement
- Weak policy framework
- Less focus on sustainability
- Fragmented approach
- Capacity and skill gap

4IR Technologies and Innovation



4IR and Public Sector Innovation

AI

Enables automation, prediction, decision-making, and personalization.

IoT

Connects devices for real-time data, leading to smart services and infrastructure.

Blockchain

Enhances transparency, trust, and security in transactions and data sharing.

Big Data

Enables data-driven insights for better policies and services.

RPA

Automates repetitive tasks, improving speed and accuracy.

Cloud Computing

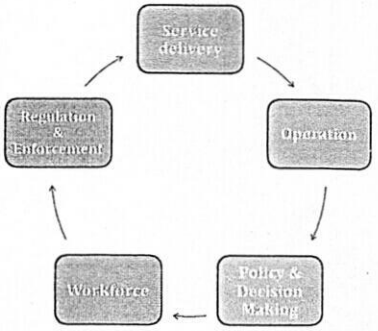
Provides scalable infrastructure for faster deployment of services.

AR/VR

Enhances training, education, and simulation-based public services.

Disruptive Challenges Ahead

Future Government Domains & Innovation



Service delivery

- Personalized service
- No touch government
- Once only government
- Omnichannel delivery
- Life events

Key drivers and forces

Operations

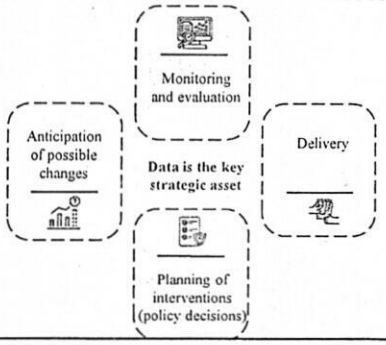
- Integrated center office
- Pay as you go model of services
- Public sector digital factories
- Cognitive automation

Policy and Decision Making

- Data driven anticipatory decision making
- Crowd-sourced and distributed policy making
- Government by simulation
- Self correcting government
- Customized decision making
- Adaptive decision making

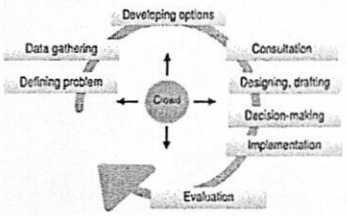
Data-Driven Anticipatory Governance

Governance- where, for all critical decisions, actionable data is available when and where needed



Crowd-sourced and distributed policy making

With crowdsourcing, governments seek to engage citizens in policymaking and search the crowd's knowledge to improve policies



Government by Simulation

AI and digital technologies enable governments to test policies and options in real life scenarios before adopting them. This can help improve decision making in different areas of the government

Simulation and visualization techniques can help policy makers to anticipate unexpected policy outcomes in a cost effective way.

Self correcting Government

Unprecedented data sharing and analytics can help government to build a collective memory-the ability to understand and learn from past failure and success and ultimately become self correcting

Customizable government

Customizable government – a government that is only as active and only as present as it is needed not more and not less

A government that adopts its design and operations based on the needs of its citizens; one size doesn't fit all.

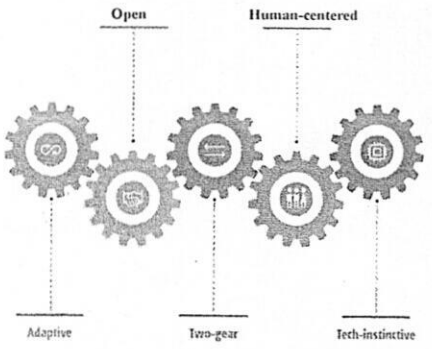
Workforce

- **Talent cloud**
- **Human machine collaboration**
- **Just in time civil service**
- **Adaptive workplaces**

Regulation and Enforcement

- **Adaptive regulation**
- **Outcome-based regulation**
- **Regulatory sandbox**
- **Collaborative regulation**
- **Touchless compliance**

Five big paradigm shifts



Adaptive

- Shift from waterfall to agile policy development;
- Support lifelong learning, maximizing skills through training;
- Shift organizational focus from cleaning up problems to preventing them.

Open

- Create dedicated structures to work with external ecosystem;
- Encourage a diverse provider mix;
- Use procurement to spawn innovative new delivery models;

Two-gear

- Use cross functional teams to develop innovations for current operations;
- Use small teams with direct line to leadership to protect future-focused innovations from being crowded out by today's challenge.

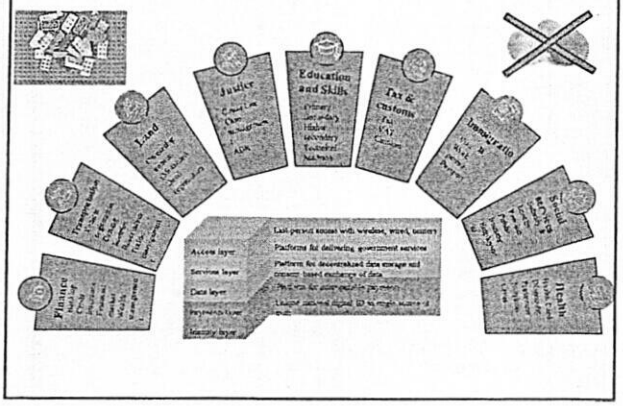
Human-centered

- Use methods like user experience design to put stakeholders at the center of a solution;
- Deliver an experience, not just a service;

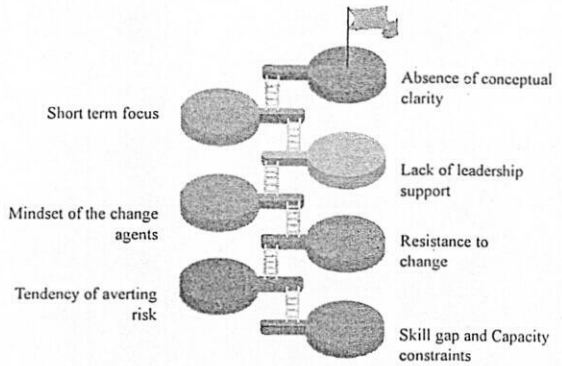
Tech-instinctive

- Establish sensing systems to track emerging technologies and business implications;
- Spin in commercial technology into government to speed innovation;
- Find ways for machines and human workers to augment each other's capabilities.

Inclusive Digital Transformation (iDX) Stack DPI

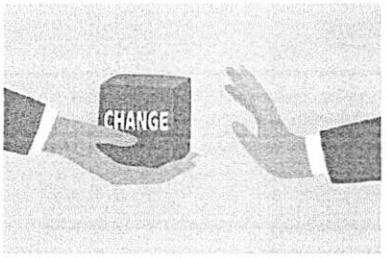


Challenges of PSI



People resist change

Why do people resist change?



- Traditional mindset
- Have to pay extra tim
- Fear of uncertainty
- Loss of control

How to deal with the situation?

01 Analyze the stakeholders again and again

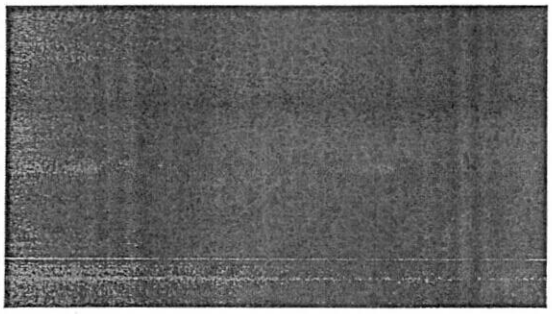
02 Make a dealing plan

03 Prepare for a change

04 The art of persuasion

Sustainability of PSI

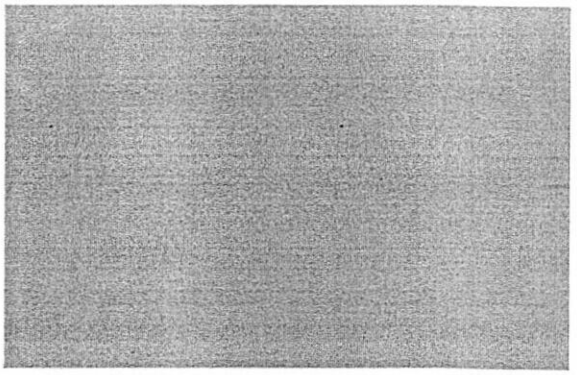
Starfish video



Let's begin……

"Public sector innovation is not an option. It is an imperative."

— OECD (Organization for Economic Co-operation and Development)



Module:2
Policy & Planning

2.1

Introduction to Public Policy, Public Policy Making Process, & Policy Analysis

Dr. Md. Mohoshin Ali
MDS (Joint Secretary), BPATC

Session outlines

- Expected outcomes of the Session
- Public Policy
- Categories of Public Policy
- Theories of Public Policies Making
- Good Public Policy
- Success of Public Policy
- Public Policy Making Process
- Instruments of Public Policy
- Policy making bodies in Bangladesh
- Nature of policy making in Bangladesh

Expected outcomes of the Session

- ✓To be acquainted with Policy and Public policy
- ✓To know the Categories of public policies
- ✓To be familiar with the theories of Public Policy
- ✓To identify the policy stakeholders and sources
- ✓To learn the public policy making process
- ✓To be familiar with the Policy making bodies in Bangladesh
- ✓To see the nature of policy making in Bangladesh

Public Policy: The Underpinnings

- ➢ Who is Public?
- ➢ What is POLICY?
- ➢ Features of POLICY?
- ➢ What is PUBLIC POLICY?
- ➢ Dimensions of Public Policy?
- ➢ What are the sources of PUBLIC POLICY?

Why Study Public Policy?

- Citizens have the ability to influence policy decisions – an informed citizenry with knowledge of the system equips them to play an active role, both individually and collectively as part of interest groups.

5

Define Public

- concerning the people as a whole.
- accessible to or shared by all members of the community
- relating to a government
- relating to, or being in the service of the community or nation
- relating to people in general

What is a Public Policy?

- Policy is a statement of intention to do something in response to some felt needs/problems,
  - e.g. control of air and water pollution
- It is also about identification and enumeration of specific approaches to reach a pre-determined goal,
  - e.g. controlling industrial effluent discharge into water bodies,
  - e.g. Enforce ETPs to control industrial pollutions

What is a Public Policy?

- A deliberate system of principles to guide decisions and achieve rational outcomes
- A course of action adopted and pursued by a government, ruler, political party
- A statement of intent, and is implemented as a procedure or protocol.

What is a Public Policy?

- Purposive course of action followed by a actor or set of actors in dealing with a problem or matter of concern (Anderson 1984)
- Public Policy refers to all of the laws regulations and other programs developed by government to solve problem

What is a Public Policy?

Public policy is all about:

- The intentions of the legislative authority towards society
- The direction in which the legislator wants to steer society
- The way of utilization of national resources

Public Policy

Public Policy is whatever government chooses to do or not to do.

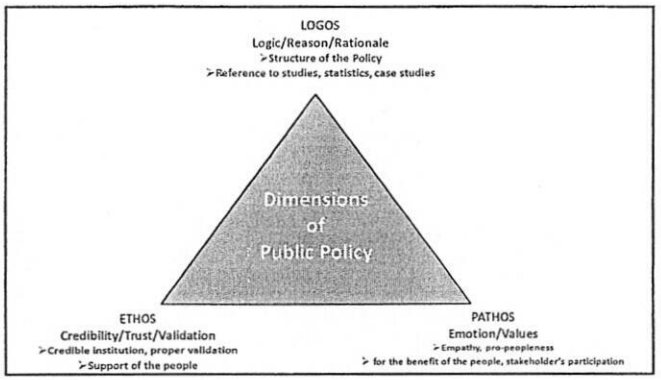
(Dye 1978)

Features of Public Policy

- Deliberate or intended: To combat air pollution
- Integration: Integrated with SDGs
- Desirability: Social Safety Net Program
- Economically viable: Denationalization of Public Jute Mills
- Politically acceptable: Not to export our natural gas
- Legitimacy: Validated by competent authority
- Universal: Applicable for all/affects all citizens
- Comprehensive: Mostly cross-cutting, Gender Policy

What is the concern of Public Policy?

- What governments do?
- Why they do it?
- What different it makes?

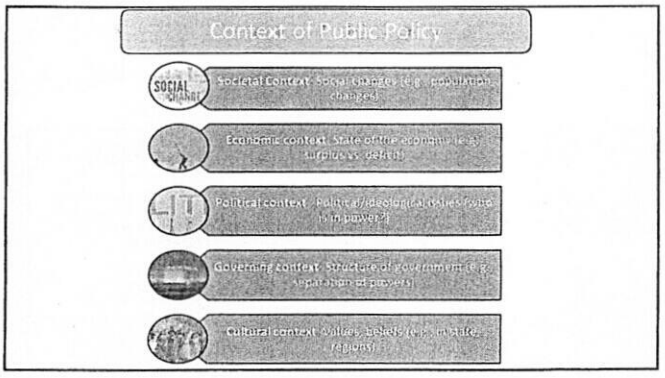


Rationales for Public Policy

- Market failures
- Government failures
- Limitations of the competitive framework
- Distributional concerns

Public policy epitomizes...

- As a Programme
  - As a **model** (incentives will increase output)
  - As a **process**, where policy is considered over a long period of time.
- As policy deliverables
  - As an **output**, that is what the government actually delivers (land redistributed)
  - As an **outcome**, what government achieves, identified through impacts of activities (**living standards** or agricultural output of a land reform package)
- As a Legal instrument
  - Circular/order for greater benefit of people



Typology of Public Policy

- **Substantive Public Policy**
  - significantly altered the political economic system
  - Structural Adjustment in 1980s, Macro economic policies, Denationalization
- **Regulatory Public Policy**
  - Concerned with regulating different entities
  - Investment Policy, Food Safety Policy, Bangladesh Telecom Regulation etc.
- **Self-regulatory Policy**
  - Bar Council Law, Institute of Chartered Accountant Law , Medical and Dental Council Law etc.
- **Distributive Public Policy**
  - Distributive policies are those that involve the distribution of services or benefits to particular segments of the population (individuals, groups, corporations, or communities)
  - Vaccination Policy, Child Rights Policy, Youth Development Policy etc. transport, education

Typology of Public Policy

- Redistributive Public Policy
  - Taken for changing social and economic status of underprivileged
  - Concerned with reducing disparity between and among the segments of society
  - Subsidy providing policy for farmers, VGF-VGD policy etc.
  - Progressive Tax Policy for transfer benefits to poorests and under privileged
- Constituent Public Policy
  - It is the policies relating to constituting new institutions/mechanisms for public welfare
  - Consumer's Rights Commission, Autism Development Board etc.
- Sectoral Policies (development issues of specific sectors- country, region, org)
  - Infra-structure development policy, Industrial Development Policies

Typology of Public Policy

- Institutional Policies
  - (set rules, regulation procedure and guidelines)
- Procedural Policies
  - (conduct of government officials, elected or unelected)
- Symbolic
  - (Legislation against flag burning/trust in God/Dignity Law for King)
- Material
  - (provide concrete resources-welfare payments/housing subsidies)

Theories/Approaches of Public-making

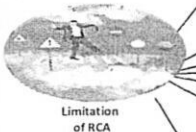
1. The Rational Model of Policy Making
2. The Bounded Rationality
3. Incremental Theory of Policy Making
4. Mixed Scanning Theory of Policy Making
5. Political System Theory of Policy Making
6. Group Equilibrium Theory of Policy Making
7. Elite Model of Policy Making
8. Garbage Can Model

The Rational Model of Policy Making

Features

1. All possible alternatives are known
2. Analysis of all alternatives and best option selected with high degree of confidence
3. All info are possible to gather and analyze
4. Objective criteria is there and no subjectivity

LIMITATIONS OF RCA



- Conflicting benefits and costs cannot be weighted properly
- Proper calculation of cost-benefit is also not possible
- Gathering all relevant info is not possible
- devising all the possible alternatives is not possible
- Cost of collecting all this information is very high
- Poor capacity of actors/policy makers
- Problems of Coordination of large segments

From Rational Process to Carnegie Model (Bounded Rationality)

Bounded Rationality

Based on the argument that the rational model doesn't really consider the realities of organizational decision making – that it is often subject to incomplete information, different perceptions and conflict over goals and resources.


James March

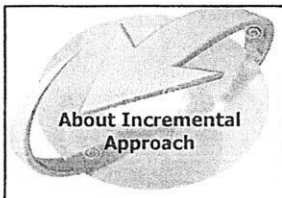

Richard Cyert


Simon

The Carnegie Model/Bounded Rationality

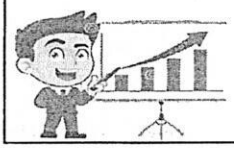
- Satisficing
  - Analyze limited alternatives, use rules of thumb, select a satisfactory solution
- Bounded Rationality
  - Recognize that rational varies for person to person, use perception, experience and knowledge to take decisions
- Coalitions
  - similar interests group together to influence the decision-making process in their favour

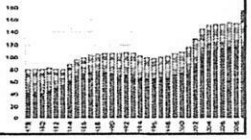
About Incremental Approach



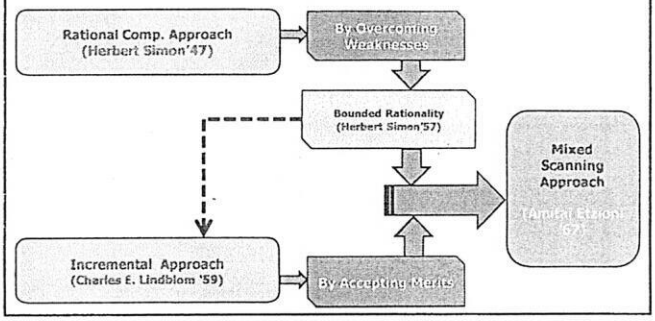
Process of taking decision on the basis of previous program experience after adjusting incrementally.

Generally, current decision is taken after a little adjustment on base-year or previous year's program.

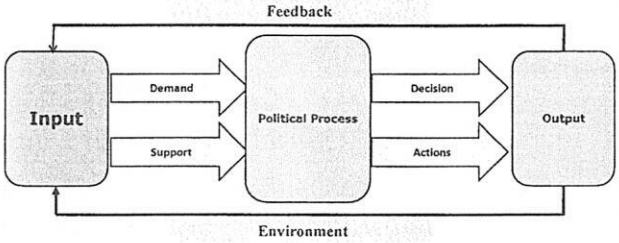




Mixed-Scanning Process of Policy-making



The Political System Model



- The Right to Information Act, 2009 is the outcome of advocacy of Manusher Jonney Foundation.
- Domestic Violence Against Women Act 2010 is also an outcome of Ain o Shalish Kendro

Group Equilibrium Models of Policy Making

Decision is an outcome of group equilibrium.

Assumptions:

- Group theory purports to describe all meaningful, political activity in terms of the group struggle.
- Decision-makers are viewed as constantly responding to group pressures bargaining, negotiating, and compromising among competing demands of influential groups.
- The decision making authority is to manage group conflict by arranging compromises and balancing interest.

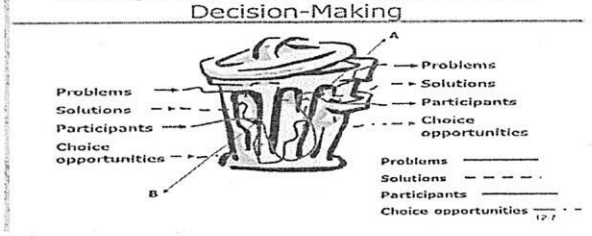
Elite-Mass Model of Decision Making

The policy decisions are derived from or largely influenced by elite groups of the society.

Assumptions:

- Society is divided into: powerful few and powerless many
- Pro-active elites and passive mass
- Public policy may be viewed as the values and preferences of a governing elite.
- The elites shape mass opinion more than vice versa

Garbage Can Model of Organizational Decision-Making



- Decisions are random and unstructured
- Problems, solutions, participants, and choice opportunities flow in and out of a garbage can; and
- Problems get attached to solutions is largely due to chance.

Please identify salient features of a good public policy

Good Public Policy

- Theory backing/driven
- Technology available
- Whether the policy is enforceable or not
- Involvement of stakeholder-interest group, media, think-tank, good practices
- Take the view of citizen as co-producers
- Easy to implement
- Policy objectives and goals should be SMART
- Clear indication of problem solution
- Implementable using current or existing capabilities (skills, institution, infrastructure, finance)

Good Public Policy

- Knowledge based (evidence based)
- Participatory, inclusive and local ownership
- Transparent and democratic
- Authoritative
- Flexible and adaptable
- Feasible
- Consultative

Good Public Policy

- Authoritative
- Flexible and adaptable
- Feasible
- Consultative

Success of Public Policy

- Success of Public Policy=Good politics + Good policy + Good Citizen
- Political acceptability
- Technical feasibility
- Economic impact and
- Long term effects

Criterion to be Public Policies

- **Publicness**-meant to protect interest of public in line with Constitution
- **Consistent**- with international laws, norms and conventions
- Reflects **political commitment** of the party in power
- **Compulsory** for all in nature
- **Goal oriented** and purposive

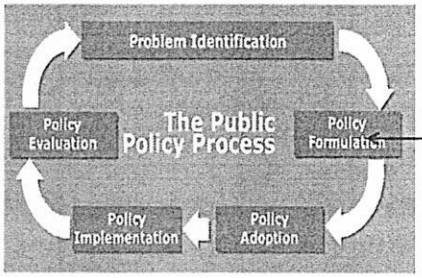
Sources of Pubic Policy

- Fundamental State Policies
- Parliamentary Decisions
- Laws: enacted in parliament
- Cabinet Decisions
- Relevant Legal Decisions of Court
- Decisions taken in Ministries
- Decisions taken in public offices

PUBLIC POLICY Making PROCESS

PHASE 1: INITIATION	• Step 1: Agenda-setting/issue (problem) identification • Step 2: Policy instruments • Step 3: Policy analysis • Step 4: Stakeholder engagement, consultation and co-ordination
PHASE 2: GENERATION	• *Step 5:* Policy formulation, decision-making and policy drafting
PHASE 3: IMPLEMENTATION	• *Step 6:* Policy implementation
PHASE 4: EVALUATION	• *Step 7:* Policy monitoring and evaluation

Public Policy Making Process



1 Defining the problem
2 Identifying the options
3 Assessing options
4 Recommending option(S)

Problem Analysis Templates will cover by someone

Stakeholders and sources of policy in the process

- The president/head of state
- Cabinet
- Executive office
- Political leaders
- Bureaucrats/ civil servants
- Media
- Professionals/teachers/think-tanks
- Legislature/parliament

Stakeholders and sources of policy in the process

- Constitution
- Interest group
- Public demands/opinion
- Court
- International treaty
- SDGs
- The budget
- Public pressure
- Government policy and priorities

Public Policy Making Process

- **Agenda setting/Problem Identification**

.....is the process by which problems and alternatives solutions come to the attention of members of the public and government officials

- agencies & government officials meet to discuss the problem at hand

Agenda Setting (cont.)

- (Kingdon, 1995) – intersection of 3 largely independent sets of activities ("streams") flowing through society creates opportunities for issues to emerge onto the agenda
  - **"Problem stream":** bits of info available on the problem, usu. Govt. studies/reports; many times, a "focusing event" such as a crisis improves an issue's chance of getting onto the agenda
  - **"Policy stream":** possible alternative policies developed by legislators, their staffs, exec. agcy officials, interest groups, experts
  - **"Political stream":** political climate or public mood
- *When these 3 streams "converge," policy entrepreneurs have their best chance to move problems onto the agenda*

Agenda setting/Problem identification

- Process of **identifying policy issues/problems**, which require the attention of a legislator
- Process wherein the members of society identify their needs, desires and demands and wherein a legislator decides to **place these issues** on the agenda **for deliberation**
- The setting of the policy agenda allows a legislator to become **sensitized** to some of the critical policy requirements that affect society.
- Issue identification can be conducted by **forecasting** the future with the use of extrapolative techniques such as the **brainstorming** and scenario **sketching**
- **Prioritization** of issues

Stakeholder engagement, consultation and co-ordination

•To ensure **accountability, responsiveness** ad **openness** and upholding the **right to access to any information** held by the state

•Constant **interaction with society**

•Extensive consultation and co-ordination **between the various stakeholders**

•**Interest groups** e.g. civic society; associations and lobbyists

•Public participation

Policy formulation

- Policy **formulation**-crafting of proposed alternatives for handling of a problem

Policy alternatives

- the formulation of various alternatives to resolve the problem
- alternative solutions are considered & final decisions are made regarding the best policy

Strong policy formulation need Policy Analysis

- Define the problem
- Assemble some evidence
- Construct the alternatives
- Develop and Select the evaiuative criteria
- Assessing the alternatives and Project the outcomes-Evaluate B-C
- Develop solution and Select best solution
- Confront the trade-offs
- Decide
- Tell your story-communicate
- Recommending options
- Develop political strategy

What is policy analysis?

Objective: Systematic comparison and evaluation of alternatives available to public actors for solving social problems

Client: Specific person/institution as decision maker

Common style: Synthesis of existing research and theory to predict consequences of alternative policies

Preparation for policy analysis

Know how to gather, organize, and communicate information

Need a perspective for putting perceived social problems in context (market/government failures)

Need technical skills

Have an understanding of political and organizational behavior (individual of clients and potential opponents)

Have an ethical framework

Qualifications of Policy Evaluators

- Knowledge on quantitative, qualitative and mixed methods
- Logical/analytical skills
- Program knowledge and program logic
- Clear knowledge about policy goals and objectives
- Financial analysis/ statistical analysis
- Legal analysis
- Ethical analysis
- Theoretical knowledge
- Know your users
- Reporting
- Presentation skills
- Summary writing/commnication

Policy Analysis Criteria

- Criteria are used to measure the outcomes and impacts of each alternative and specifying relevant criteria for assessing how well each policy alternative contributes to each of the goals.
- Policy analysis criteria provide a basis for analyzing the relative worth and effectiveness of the policy alternatives. It helps measuring progress towards achieving goals

Criteria Used for Judging Policy Alternatives

- Effectiveness and Efficiency
- Costs
- Benefits
- Risks
- Uncertainty
- Political feasibility
- Administrative feasibility
- Equity
- Freedom
- Legality
- Constitutionality
- Unintended consequences,
- Sustainability/ Policy Consistency
- Technical feasibility

Main Parts to Public Policy-Making

- Problem – issue that needs to be addressed
- Player – individual or group that is influential in forming a plan to address the problem in question
- Policy – finalized course of action decided upon by the government

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- Problem – issue that needs to be addressed
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Policy adoption

- deciding which proposed alternative will be used to handle the problem
- total process of developing and adopting policy
- giving legal force to decisions, or authorizing/justifying policy action

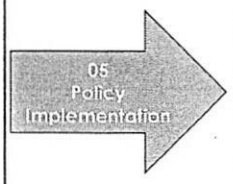
Policy adoption

- Factors to consider
- Policy recommendations are normally **drafted** by senior managers and then referred to higher management authority for **deliberation, approval** and **adoption**
- It remains the **responsibility of the highest decision-making authority (executive powers) to approve or reject** a particular policy recommendation
- The matter could be **referred back** to management for further investigation
- A policy-maker or decision maker has to be sure of the **ability** of officials to actually **execute** a policy-**administrative, operational** and managerial **capacity to implement the decision**

Policy Content/Template

- **Purpose statement**
- **Applicability** and **scope**
- **Background/Contextualization**
- **Definitions**
- An **effective date**
- A **responsibilities** section – e.g. oversight and governance structures
- **Policy statements**-rules-indicating the specific **regulations, requirements, or modifications** to organizational behavior that the policy is creating

Policy Implementation



- set of activities directed toward putting a program into effect (Jones, 1984)
- the decided policy is enforced
- what is done to carry into effect or apply adopted polices.
- the process of putting a decision or plan into effect; execution
- an act or instance of implementing something : the process of making something active or effective
- Successful implementation usu. involves organization, interpretation, and application

Policy Implementation

05 Policy Implementation

- Engaging implementing agencies
- Developing implementation strategies
- Planning/programming
- Resourcing
- Monitoring

Policy Evaluation

06 Policy Evaluation

- activities intended to determine what a policy accomplishing whether it is achieving its goals, and whether it has other consequences.
- judging a program's success in terms of policy outcomes, and legitimacy

Policy Evaluation

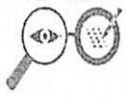
06 Policy Evaluation

- policy evaluation is concerned with the **estimation, assessment and appraisal** of a particular policy (Anderson, 1994).
- It is a careful **retrospective assessment** of the **merit, worth, and value** of administration, **output and outcome** of government interventions as intended to play a role in future, practical action situations (Vedung, 1997).
- Rossi, Lipsey, Freeman define that policy evaluation is the **use of social research procedures to systematically investigate the effectiveness of social intervention policy.**

Objectives of Policy Evaluation
Why evaluate? General

- Policy Change: acting upon the evaluation of the policy/program
- **Cost** is typically a driving factor in policy eval. and any policy change
  - Modification
  - Improvement
  - Expansion
  - Reduction
  - or incremental change
  - Policy termination (if need)

Evaluation typologies



- Formative Evaluation
- Process Evaluation
- Outcome Evaluation
- Summative Evaluation
- Economic Evaluation
- Impact Evaluation

Instruments of Public Policy

Regulation the laws that legislatures enact, and the rules/regs. that bureaucracies adopt

Govt. management : Govt. implements a policy by directly providing a service to the public. Privatization/education/defense/fire services

Taxing & spending – examples: tax policies to promote, or discourage, certain behavior/activities; spending policies providing direct payments of money to citizens-social security

Market mechanisms - as a form of public policy, Govt. "uses" the market by deciding NOT to intervene in a situation, but allow the law of supply & demand to operate-energy efficiency appliances

Education, Information, & Persuasion – educating citizens in an attempt to persuade them to act in a certain way

Policy making bodies in Bangladesh

- Cabinet: the ultimate authority of approving a policy
- Ministry-the major responsibility of the ministry is 'policy formulation' [Clause 4(ix) of the Rules of Business
- MoF should be consulted for all economic and financial matters
- Obligatory consultation with Ministry of Law, Justice and Parliamentary Affairs
- Secretaries Committees/bureaucrats
- National Economic Council (NEC)/ECNEC
- Planning Commission
- Parliamentary Committees
- Development partners
- CSOs/NGOs/Think tanks

Nature of policy making in Bangladesh

- Less theory driven and evidence based
- Top-down
- Less participation of stakeholders in decision making
- Development partners driven-isomorphism-imitation
- High ambitious
- Policy discontinuation with regime change
- Problem solving mechanism- Assumption
- Not based on research

Policy Models and Practices: Reflection on Bangladesh Policy Making Experience (LLW-2022)

Key Learning Points

1. Weaknesses.
   a. Policies are usually made following top-down approach
   b. Inadequate peoples participation in the policy making process
   c. Practice/ Implementation is poor
   d. Development policies are not uniform for all areas – Education, health etc
2. Ways forward for improvement.
   a. Participation of all related stake holders including media
   b. Effective monitoring and evaluation
   c. Increase the ownership of people through participation in policy making

Policy Models and Practices: Reflection on Bangladesh Policy Making Experience (LLW-2022)

Recommendations

1. Policies must focus on
   a. Sustainability – Vision, education
   b. Prioritizing policy implementation – Coastal area, environment
2. Media coverage to make general population aware to develop ownership
3. Ensuring high 'moral values' during implementation
4. Rational development of all areas

BANGLADESH SENIOR PUBLIC SERVICE TRAINING Group Presentation Group 4

PART II
FUNDAMENTAL PRINCIPLES OF STATE POLICY

8. Fundamental principles	18A. Protection and improvement of environment and biodiversity
9. Nationalism	19. Equality of opportunity
10. Socialism and freedom from exploitation	20. Work as a right and duty
11. Democracy and human rights	21. Duties of citizens and of public servants
12. Secularism and freedom of religion	22. Separation of Judiciary from the executive
13. Principles of ownership	23. National culture
14. Emancipation of peasants and workers	23A. The culture of tribes, minor races, ethnic sects and communities
15. Provision of basic necessities	24. National monuments, etc.
16. Rural development and agricultural revolution	25. Promotion of international peace, security and solidarity
17. Free and compulsory education	
18. Public health and morality	

Heartiest Thanks!
mohoshin2005@gmail.com
01711489786

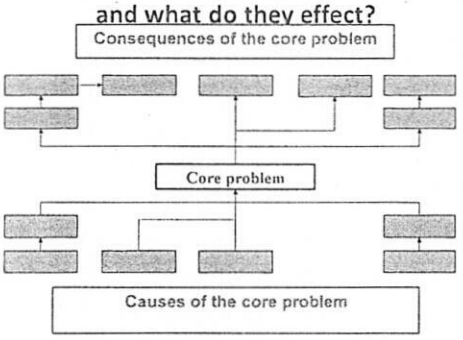
Policy Analysis

IDENTIFY THE PROBLEM/ ISSUE

Problem Identification

- **What is a problem?** A problem is not the absence of a solution but an existing negative state: 'Crops are infested with pests' is a problem; 'No pesticides are available' is not.
- **What is a 'focal problem'?**
- One that involves the interests and problems of the stakeholders present.

Problem Tree: what are causes of the problem and what do they effect?



Identification of Stakeholders

- List Stakeholders whose approval is necessary (approvers)
- List Stakeholders who may give or withdraw support.(supporters/constrainers)
- List stakeholders who may collaborate or conflict (partners/opponents)
- List Stakeholders who may gain or lose (Beneficiaries/ losers)

Put them in a box

High Interest Low Power	High Power High Interest
Low Power Low Interest	Low Interest High Power

- **IDENTIFY THE ALTERNATIVES (*SOLUTIONS*) OF THE PROBLEM/ISSUE**

Linkage of Identified Policy Solutions/Options with Causes

- Map out the linkages of the Identified Policy Solutions/Options with Causes found in the problem tree

- **ASSESS THE DIFFERENT ALTERNATIVES TO FIND AN ACCEPTABLE & FEASIBLE SOLUTION(S) TO THE PROBLEM/ ISSUE**

USE following criteria for assessing the identified policy solutions/ options

- Administrative Impact (positive, negative or no impact)
- Fiscal Impact (positive, negative or no impact)
- Economic Impact (positive, negative or no impact)
- Social Impact (positive, negative or no impact)
- Environmental Impact (positive, negative or no impact)

Administrative

- Legislative needs
- Needs relating to rules, regulations & statutory orders, projects or programmes
- Institutional changes and arrangements
- Capacity building and training needs
- Staffing requirements and the like

11

Fiscal Impacts

- Revenue generation
- Expenditure
- Mode of financing (regular budget, extra-taxation, public debt)
- Availability of financing
- Special source of finance and the like

12

Economic Impacts

- Market competition
- Trade flows or investments
- Operational costs and administrative burden
- Enterprise development and the like
- Greater Impact on State and society

13

Social Impacts

- Poverty
- Gender
- Public health
- Education
- Minorities and ethnic issues
- Cultural and the like

14

Environmental Impacts

- Conservation and preservation of forests, wetlands, wildlife, soil, water bodies & natural habitats
- Environmental promotion or pollution
- Sanitation
- Environmental health
- Effect of climate change and the like

15

Key questions for the Impact Assessment

- What will each proposed intervention achieve?
- What will be the consequences (positive or negative)?
- What is the magnitude of the effects?
- When will the impact occur?
- Will there be some effects\consequences\results disproportionate for any specific population group?
- What are the indirect consequences (positive & negative) of each option?
- What are the costs and benefits (tangible & intangible) of each option?

16

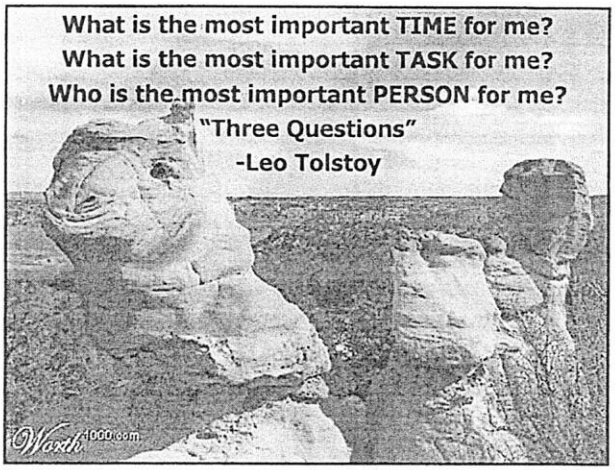
Recommended option/ options

- Policy Option(s) recommended on basis of analysis.
- Give reasons for recommendation
- In case of multiple suggestions- recommend in terms of immediate, mid-term and long term

- Give an Action Plan to implement your recommended policy option(s) in terms of *What*; *Who*; *How*; *When*; *How to monitor*).

Presentation on Policy Implementation

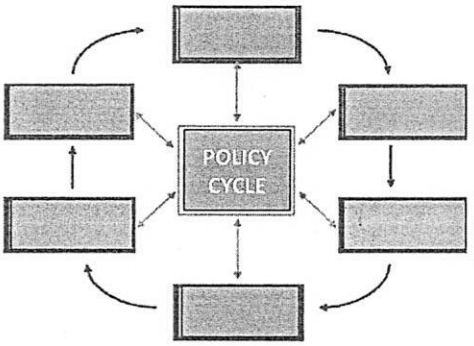
Dr. M. Sanwar Jahan Bhuiyan
Secretary
BPSC Secretariate



Session Coverage

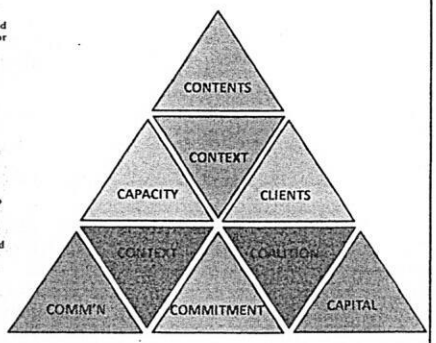
- Refreshing the Policy Cycle
- Critical Issues for Policy Implementation
- Perspectives of Implementation Analysis
- Underpinnings of Policy Implementation
- Institutional Mechanism for policy implementation
- Identification of challenges to implementation during policy making
- From Policy Problem to choosing the best option (Memory refreshing)
- What to do after selecting the best option

Policy Cycle



Critical Issues for Policy Implementation

- The policy analysts identified some critical variables (6C) for policy implementation:
  - Contents: The intended impact
  - Context: The environment where we are executing
  - Commitment: The commitment of government and executing authority
  - Capacity : The leadership and management capacity for execution
  - Clients and : The involved stakeholders
  - Coalitions support: Networking and collaboration for co-production



Underpinnings of Policy Implementation

- Implementation refers
  - to the process of converting financial resources,
  - material and other activities in a formally coordinated way to produce goods and services for the benefit of the intended recipients.
- Edwards (1980) defines policy implementation as a stage of policy-making between the establishment of a policy and the consequences of the policy for the people whom it affects.

Policy Implementation: What it is ?

- Policy implementation is a process of assembling certain elements that would yield the required output or actions that culminate in realizing the objectives or aims of the policy.
- It is thus, the deliberate activities and actions directed towards achieving the goals and objectives that were articulated in an official and formal policy statement.

Understanding the Linkages between Policy and Implementation Strategies

Institutional Mechanism for Policy Implementation-1

- Developing Policy Adaption Strategy
  - Integration strategy
    - Integrating policy with superordinate and subordinate goals
    - Policy should have upstream goals like FYP, Perspective Plan and 'Vision 2041'.
  - Complementary strategy
    - Formulating complementary policy to support the main policy
    - For example: Taking 'Mid-day Meal' program is a complement policy to "Education for All"
  - Operational strategy
    - Formulating SoP, quality assurance system, and monitoring mechanism
    - Developing implementation manuals

Institutional Mechanism for Policy Implementation

- Developing Policy Adaption Strategy
  - Resourcing strategy
    - Allocating resources, allocating resources based on priority
    - Resource mobilization plan, identifying critical resource etc.
  - Capacity-building strategy
    - Identifying individual capacity needs, arranging training, developing leadership capacity, developing capacity of implementing agencies, developing the capacity of stakeholders
  - Institutionalization strategy
    - Establish implementation cell at focal ministry,
    - forming special teams, issuing circulars, mainstreaming new operations and including new issues in ministry operations, developing follow-up and monitoring mechanism etc.

Institutional Mechanism for Policy Implementation

- Organizing administrative set-up for implementation
  - Cabinet Division
    - Instruct field administration to implement policy
    - Monitoring field administrations, coordinating all ministries
  - Ministries
    - If needed formulate rules and regulations
    - Involve directorates in implementation; coordinate and monitor implantation
    - Allocate resources, approve HR, supply logistic support
  - Bureaucracy/Civil Service
    - Work as instrumental to implementation
  - Local Administration
    - Divisional Administration
    - District Administration
      - Leading Development Coordination Committee
    - Upazila Administration
      - Coordinating all development departments
      - Assist Upazilla Parishad in implementation

Institutional Mechanism for Policy Implementation

- Setting up decentralized institutions and making them functional

Local Govt Institutions	Specific Roles of LGIs in Policy Implementation
City Corporation and Municipality Zila Parishod Upazila Parishod Union Parishod	Local government institutions are important agencies for policy implementation: ➢ Street-level orgs for delivering public services; ➢ The ability to quickly respond to any emergency, i.e: flood, cyclone, ➢ LGIs are given sufficient authority to mobilize local resources as well as make expenditure decisions; ➢ Effective in solving local problems ➢ Effective in local planning which is needed for a bottom-up approach to policy implementation ➢ Key agencies for constructing rural infrastructure and different civil facilities, i.e roads, culverts, ➢ They are very effective in involving stakeholders while implementing policy.

Institutional Mechanism for Policy Implementation

- Developing policy instruments for implementation
  - Rules/Regulations
  - Developing programs
  - Formulating projects
  - Developing guidelines and standards (SOP)

Institutional Mechanism for Policy Implementation

- Developing Operational strategies
  - PRSP
  - APA and MTBF
  - LGSP, CDMP etc.
- Capacity Development Strategy
  - Leadership
  - Institutional capacity
  - Implementation capacity,
  - capacity building for HR
- Whole-of-government/Whole-of-Society approach
  - Involving stakeholders,
  - Coordination and collaboration (GO-NGO)
  - Developing network and partnership
  - Co-producing

Institutional Mechanism for Policy Implementation

- Developing regulatory frameworks
  - Complementary legal provisions
  - Regulatory instruments for policy implementation
- Making oversight institutions functional
  - Efficient C&AG office
  - Active Anti-Corruption Commission
  - Parliamentary standing committees
    - Public Accounts Committee(PAC)
    - Committees on Public Undertakings(PUC)
    - Committee on Estimates (PEC)
- Pragmatic Steps for Adaptation
  - Technology adaption capacity
  - Creativity and innovation management
  - Change management and Organizational Development

Identification of challenges to implementation during POLICY MAKING

Identification of challenges to implementation during POLICY MAKING

- Making implementation an important consideration during policy design
- Using the experience of the implementers during policy development
- Identifying, assessing and advising of risks
- Adequate consideration of the timeframe for the policy to be implemented
- Consideration of contingency measures and assumptions made
- Record keeping and accountability

Governance

- Specifying the role of the senior responsible officer
- Roles and responsibilities
- Whole-of-government considerations
- Steering committee and taskforce
- Effectiveness of arrangements for monitoring and review
- Guarding against conflicts of interest

Risk Management

- Identifying and assessing risks to the project/prog early
- Working with organisations outside government
- Managing risks through implementation
- Managing the consequences of risk and when to escalate

Planning for implementation

- The importance of early planning
- Implementation plan
- Consideration of time, costs and resources required
- Having manageable steps and milestones
- Managing changes to plans

Procurement and contract management

- Establishing the strategy
- Having the right expertise/experience
- Evaluation of proposals
- Getting the right contract
- Contract management and monitoring

Stakeholder Management

- Identification of stakeholders
- Managing stakeholders' consultation
- Using information from stakeholders
- Managing conflicts of interest

Resources

- Consideration of staffing and skills required to implement the initiative
- Change management issues
- Financial resources
- Systems resources

Communication

- Developing a communication strategy
- Making communication an integral part of implementation
- Additional whole-of-government considerations
- Public Reporting

Monitoring and Review

- Developing Monitoring Indicators
- Developing Reporting format and frequency
- Ascertain responsibility of monitoring
- Planning for midterm review

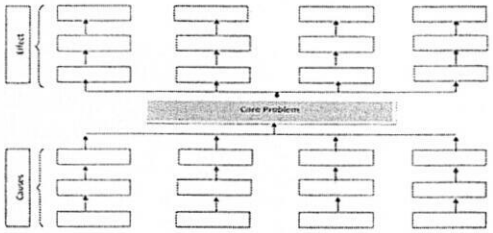
Policy Problem

- **In Bangladesh, the public sector employees are enjoying pension for retired life while the private sector employees are deprived from the such facility. The Private Sector Employees' Association raised this issue to Finance Minister for making a policy for providing pension for the private sector employees.**

Steps of Policy Analysis: The Problem Tree Analysis

Policy Analysis Matrix and Templates (Modified)

1. Problem Tree Analysis



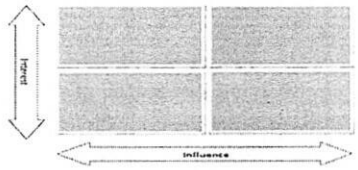
Steps of Analysis: Stakeholders' Analysis

2. Stakeholder's Analysis

1. Identification of Stakeholders

a. .....
b. .....
c. .....
d. .....
e. .....
f. .....
g. .....
h. .....

2. Mapping Stakeholder's Mapping



Steps of Analysis: PESTLE Analysis

3. Impact Analysis of Different Options (PESTLE)

Options	Political	Economic	Social	Technological	Legal	Environmental	Score	Rank
Option-1	+	+/-	-	+	+	-	1	4
Option-2	+	+/-	+	+	+	+	3	2
Option-3	-	+	+	.	+	+	2	3
Option-4	+	+	+	+	-	+	4	1

Steps of Analysis Multi-criteria Analysis

4. Multi Criteria Analysis

Option-1:.....

Assessment Criteria	Points (-5to +5)	Weights (0 to 1)	Impact (Point X Weight)	Total (Arithmetic Total of Impact)
Political	4	0.2	0.8	3.3
Economic	-1	0.1	-0.3	
Social	4	0.3	1.2	
Technological	5	0.1	0.5	
Legal	5	0.1	0.5	
Environmental	3	0.2	0.6	

(In between 0 and 1, better not to give 1 or 0)

Option-2:.....

Assessment Criteria	Points (-5to +5)	Weights (0 to 1)	Impact (Point X Weight)	Total (Arithmetic Total of Impact)
Political	4	0.2	0.8	2.1
Economic	-1	0.1	-0.3	
Social	4	0.3	1.2	
Technological	5	0.1	0.5	
Legal	5	0.1	0.5	
Environmental	-3	0.2	-0.6	

Steps of Analysis: Summary of Multi-criteria Analysis

5. Summary of the Multi-criteria Analysis (SMCA)

Option	Total Impact	Position
Option-1:.....	3.3	2nd
Option-2:.....	2.1	4th
Option-3:.....	4.1	1st
Option-4:.....	3.2	3rd

Steps of Analysis: Risk Analysis

6. Risk Analysis

Policy Option	Risk Factors	Risk Level
Option-1:.....	.....	Medium
Option-2:.....	.....	Low
Option-3:.....	.....	Low
Option-4:.....	.....	Medium

Steps of Analysis: Selecting Preferred Policy Option

7. Preferred Policy Option(s)

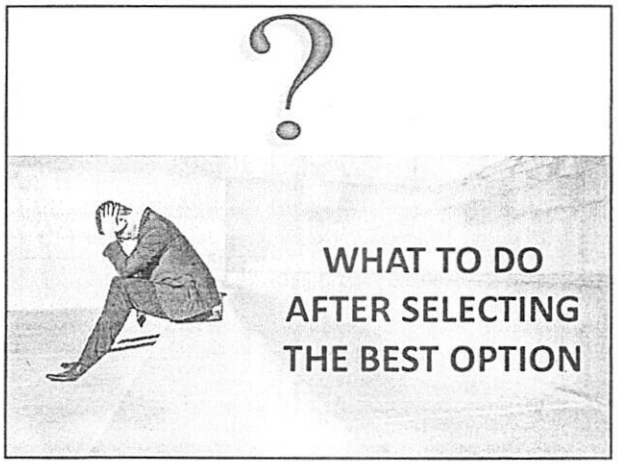
Analytical Tool / Options	Multi Criteria Analysis		PESTLE Analysis	Risk Level	Overall Ranking
	Score	Position			
Option-1:.....	3.3	2nd (3)	4th (1)	Medium (2)	3rd
Option-2:.....	2.1	4th (1)	2nd (3)	Low (3)	2nd
Option-3:.....	4.1	1st (4)	3rd (2)	High (1)	2nd
Option-4:.....	3.2	3rd (2)	1st (4)	Medium(2)	1st

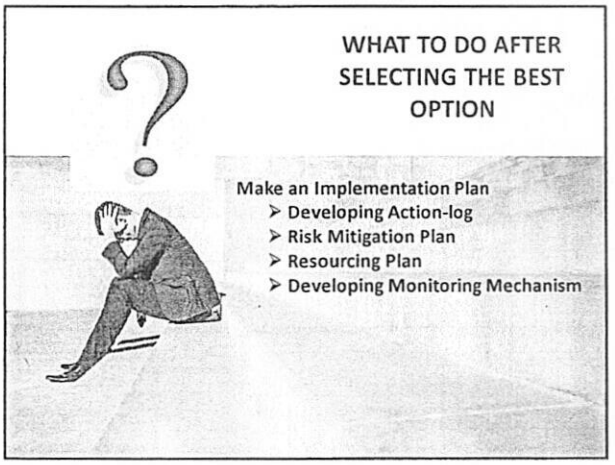
Policy Problem and Possible Options

Policy Problem

In Bangladesh, the public sector employees are enjoying pension for retired life while the private sector employees are deprived from the such facility. The Private Sector Employees' Association raised this issue to Finance Minister for making a policy for providing pension for the private sector employees.

- OPTION ONE: To make provision for contributing pension fund in organizational level
- OPTION TWO: To make mandatory deposit pension scheme for all private employees
- OPTION THREE: To establish a National Pension Authority for Private Employees





Selecting the Best Option

Policy Problem

In Bangladesh, the public sector employees are enjoying pension for retired life while the private sector employees are deprived from the such facility. The Private Sector Employees' Association raised this issue to Finance Minister for making a policy for providing pension for the private sector employees.

OPTION THREE: To establish a National Pension Authority for Private Employees

Best Policy Option
To establish a National Pension Authority for Private Employees

- Implementation Action-Log

Actions	Responsibility	Timeframe	KPI
Statute			
Organizational Structure			
Legitimate			
Opertationalize			

Best Option
To establish a National Pension Authority for Private Employees

- Risk Mitigation Plan

Potential Risk	Possible Intensity	Mitigation Strategy

Best Option
To establish a National Pension Authority for Private Employees

- Resourcing Plan

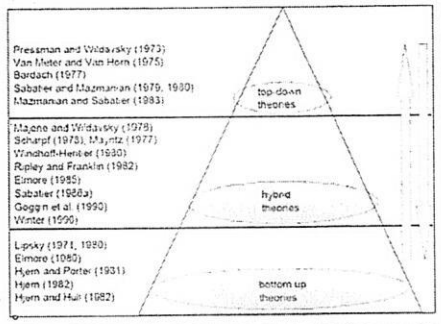
Actions	Required Fund	How to mobilize	Critical Resources other than fund

Best Option
To establish a National Pension Authority for Private Employees

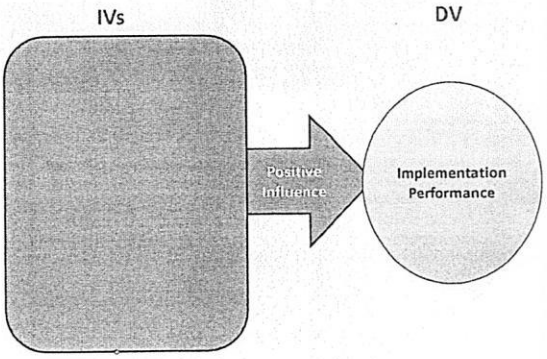
- Monitoring Mechanism

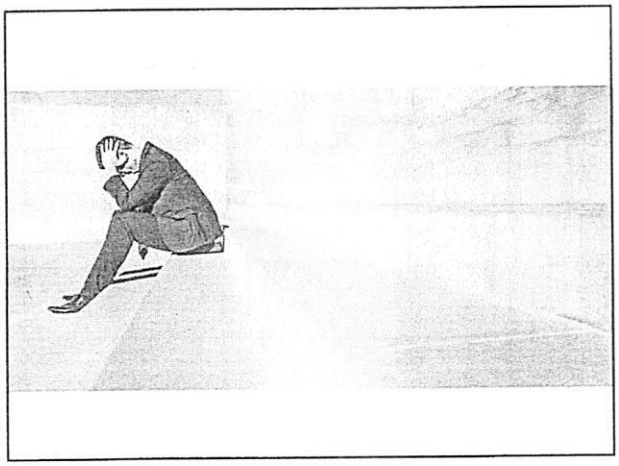
Actions	What to monitor (KPI)	Who will monitor	How to Monitor

- The Types of Implementation Models
  - The Top-Down Models
  - The Bottom-Up Models
  - The Hybrid models



Independent Variables of Integrated Model of Implementation





Policy Implementation Models and Evaluation Theories & Techniques

Dr. Md. Mohoshin Ali
MDS (Joint Secretary), BPATC

Bangladesh Public Administration Training Centre
Savar, Dhaka

Discussion Outlines

- Concept on Public Policy
- Implementation
- Concepts of Evaluation
- Objectives of Policy Evaluation
- Understanding the issues of policy evaluation
- Monitoring and Evaluation
- Types of Evaluation
- Theories of Evaluation
  - The Program Theory
  - The Logic Model
- Evaluation before, during & after Implementation
- Politics of Evaluation

What is a Public Policy?

- Policy is a statement of intention to do something in response to some felt needs/problems,
  - e.g. control of air and water pollution
- It is also about identification and enumeration of specific approaches to reach a pre-determined goal,
  - e.g. controlling industrial effluent discharge into water bodies,
  - e.g. Enforce ETPs to control industrial pollutions

What is a Public Policy?

- Purposive course of action followed by a actor or set of actors in dealing with a problem or matter of concern (Anderson 1984)
- Public Policy refers to all of the laws regulations and other programs developed by government to solve problem

Public Policy

Public Policy is whatever government chooses to do or not to do

(Dye 1978)

Features of Public Policy

- Deliberate or intended: To combat air pollution
- Integration: Integrated with SDGs
- Desirability: Social Safety Net Program
- Economically viable: Denationalization of Public Jute Mills
- Politically acceptable: Not to export our natural gas
- Legitimacy: Validated by competent authority
- Universal: Applicable for all/affects all citizens
- Comprehensive: Mostly cross-cutting, Gender Policy

Rationales for Public Policy

- Market failures
- Government failures
- Limitations of the competitive framework
- Distributional concerns

Typology of Public Policy

- Substantive Public Policy
  - significantly altered the political economic system
  - Structural Adjustment in 1980s, Macro economic policies, Denationalization
- Regulatory Public Policy
  - Concerned with regulating different entities
  - Investment Policy, Food Safety Policy, Bangladesh Telecom Regulation etc.
- Self-regulatory Policy
  - Bar Council Law, Institute of Chartered Accountant Law , Medical and Dental Council Law etc.
- Distributive Public Policy
  - Distributive policies are those that involve the distribution of services or benefits to particular segments of the population (individuals, groups, corporations, or communities)
  - Vaccination Policy, Child Rights Policy, Youth Development Policy etc. transport, education

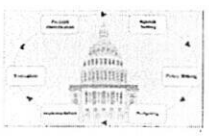
Typology of Public Policy

- Redistributive Public Policy
  - Taken for changing social and economic status of underprivileged
  - Concerned with reducing disparity between and among the segments of society
  - Subsidy providing policy for farmers, VGF-VGD policy etc.
  - Progressive Tax Policy for transfer benefits to poorest and under privileged
- Constituent Public Policy
  - It is the policies relating to constituting new institutions/mechanisms for public welfare
  - Consumer's Rights Commission, Autism Development Board etc.
- Sectoral Policies (development issues of specific sectors- country, region, org)
  - Infra-structure development policy, Industrial Development Policies

Typology of Public Policy

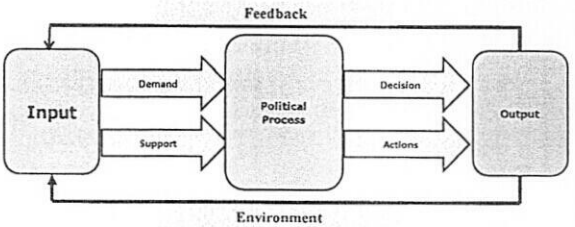
- Institutional Policies
  - (set rules, regulation procedure and guidelines)
- Procedural Policies
  - (conduct of government officials, elected or unelected)
- Symbolic
  - (Legislation against flag burning/trust in God/Dignity Law for King)
- Material
  - (provide concrete resources-welfare payments/housing subsidies)

Theories/Approaches of Public-making



1. The Rational Model of Policy Making
2. The Bounded Rationality
3. Incremental Theory of Policy Making
4. Mixed Scanning Theory of Policy Making
5. Political System Theory of Policy Making
6. Group Equilibrium Theory of Policy Making
7. Elite Model of Policy Making
8. Garbage Can Model
9. Strategic Decision Making

The Political System Model



- The Right to Information Act, 2009 is the outcome of advocacy of Manusher Jonney Foundation.
- Domestic Violence Against Women Act 2010 is also an outcome of Ain o Shalish Kendro

Please identify salient features of a good public policy

Good Public Policy

- Theory backing/driven
- Technology available
- Whether the policy is enforceable or not
- Involvement of stakeholder-interest group, media, think-tank, good practices
- Take the view of citizen as co-producers
- Easy to implement
- Policy objectives and goals should be SMART
- Clear indication of problem solution
- Implementable using current or existing capabilities (skills, institution, infrastructure, finance)

Good Public Policy

- Knowledge based (evidence based)
- Participatory, inclusive and local ownership
- Transparent and democratic
- Authoritative
- Flexible and adaptable
- Feasible
- Consultative

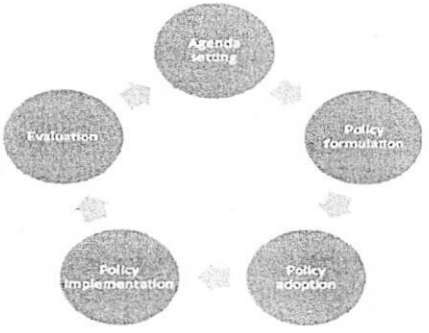
Success of Public Policy

- Success of Public Policy=Good policy + Good politics
- Political acceptability
- Technical feasibility
- Economic impact and
- Long term effects

What is the concern of Public Policy?

- What governments do?
- Why they do it?
- What different it makes?

The Policy Process/Cycle



Implementation

..what is done to carry into effect or apply adopted polices.

.. the process of putting a decision or plan into effect; execution

.. an act or instance of implementing something : the process of making something active or effective

.....Executive department and agencies

.....bureaucrats/ street level bureaucrats

Underpinnings of Policy Implementation

- Implementation refers
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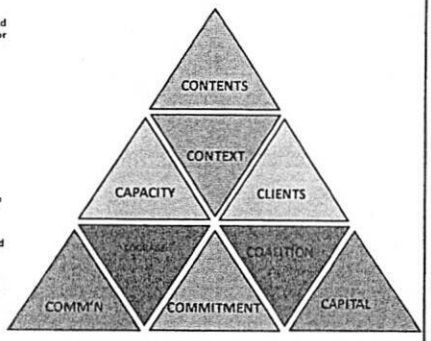


Implementation process as :

- Pressure politics (system of pressures & counter pressures)
- A simple-massing of assent or multiplicative combination
- Administrative control process (influence of bureaucracy)
- Interagency/intergovernmental bargaining
- The complexity of joint action (involving actors, diverse prescriptions & multiple clearances or decision points)

Implementation process as :

- A system of games
- Planning, action, and monitoring
- Management
- Organization Development
- Bureaucratic processes

Success and failure of Implementation

Theory failure

Implementation failure

What are the factors adversely affecting implementation ?

Implementation Games (Eugene Bardach)

1. The diversion of resources :
   easy money; the budget game; easy life; pork barrel (used in reference to the utilization of government funds for projects designed to please voters or legislators and win votes.)
2. The deflection (change of direction-(ex. influence of unexpected clientele group)) of goals :
   piling on; up for grabs; keeping the peace

Implementation Games (Eugene Bardach)

3. The dilemmas of administration :
   tokenism (symbolic effort); massive resistance; social entropy (problems); the management game

Implementation Games (Eugene Bardach)

4. The Dissipation (wastage) of energies :
   tenacity (to grip something firmly), territory; not our problem; odd man out; reputation.

Theories of Policy Implementation

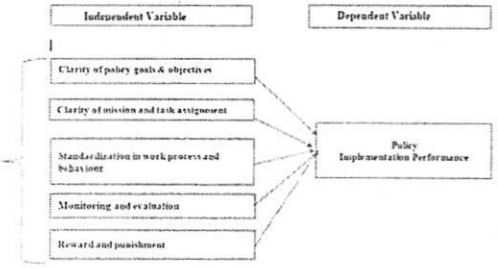
- Three major theoretical models of policy implementation (Buse et al, 2005).
- Bottom Up approach
- Top Down approach
- Principal agent theory

Theoretical Models of Policy Implementation

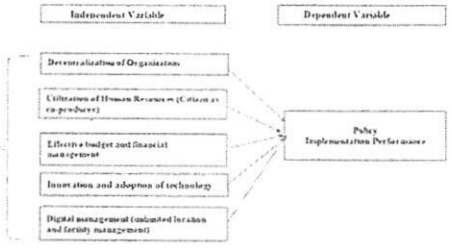
-Graham T Allison-Cuban Missile Crisis

-Redesigned by Professor Voradez

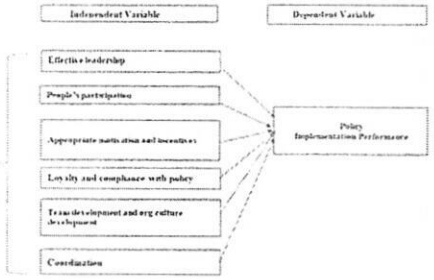
Rational Model



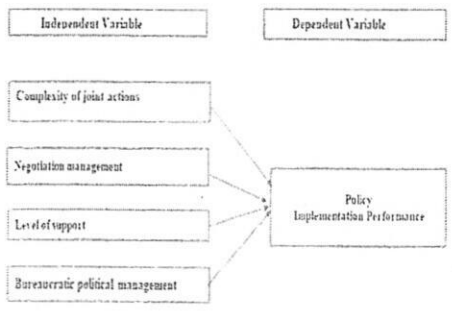
Management Model



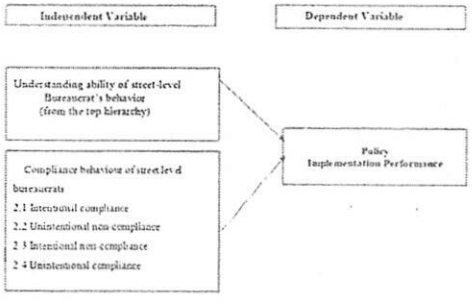
Organization Development Model



Political Model



Bureaucratic processes Model



Integrative Model

Institutional Mechanism for Policy Implementation during policy formulation

Developing Policy Adaption Strategy

- Integration strategy
- Complementary strategy
- Supplementary strategy
- Operational strategy
- Resourcing strategy
- Capacity-building strategy
- Institutionalization strategy
- Political Approach

Organizing administrative set-up for implementation

- Cabinet
- Ministries
- Bureaucracy
- Civil Service
- Local Administration

Institutional Mechanism for Policy Implementation

- Setting up decentralized institutions and making them functional
  - City Corporation/Municipality
  - Zila Parishod
  - Upazila Parishod
  - Union Parishod
  - Formulating legal and regulatory framework for making balanced relationship between local and central (regulating decentralization)
- Developing policy instruments
  - Formulating legislation
  - Regulations
  - Developing programs
  - Formulating projects
  - Developing guidelines and standards (SOPs at BPATC for Training Management)

Institutional Mechanism for Policy Implementation

- Developing Operational strategies
  - APA and MTBF
  - LGSP, CDMP etc.
- Capacity Development Strategy
  - Leadership
  - Institutional capacity
  - Implementation capacity,
  - capacity building for HR
- Whole-of-government/Whole-of-Society approach
  - Involving stakeholders,
  - Coordination and collaboration (GO-NGO)
  - Developing network and partnership
  - Co-producing

Institutional Mechanism for Policy Implementation

- Developing regulatory frameworks
  - Complementary legal framework
  - Regulatory instruments for policy implementation
- Making oversight institutions functional
  - Efficient CAG office
  - Active Anti-Corruption Commission
  - Parliamentary standing committees
    - Public Accounts Committee (PAC)
    - Committees on Public Undertakings (PUC)
    - Committee on Estimates (PEC)
- Pragmatic Steps for Adaptation
  - Technology adaption capacity
  - Creativity and innovation management
  - Change management and Organizational Development

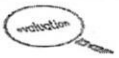
Brain Storming

What are the factors affecting implementation performance?

Success or Failure?

Policy Evaluation

Policy Evaluation?

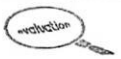


- Purposeful, systematic and through collection and analysis of information to document the effectiveness and impact of a policy
- Policy evaluation is crucial for learning from success and failure so as to improve our policy
- Causal link between policy and its impact

What is Policy Evaluation?

- Evaluation comprises number of efforts by the government to determine the effectiveness of a policy. Generally speaking, policy evaluation is concerned with the **estimation, assessment and appraisal** of a particular policy (Anderson, 1994).
- It is a careful **retrospective assessment** of the **merit, worth, and value** of administration, **output and outcome** of government interventions as intended to play a role in future, practical action situations (Vedung, 1997).
- Rossi, Lipsey, Freeman define that policy evaluation is the **use of social research procedures to systematically investigate the effectiveness of social intervention policy.**

What is Policy Evaluation?



- activities intended to determine what a policy accomplishing whether it is achieving its goals, and whether it has other consequences.
- judging a program's success in terms of policy outcomes, and legitimacy
- Cost is typically a driving factor in policy eval. and any policy change
- Determining effectiveness and /or efficiency of a program
- How has the policy produced the intended results?
- How and why has the policy produced the intended results?

What is Policy Evaluation?

- Evaluation is assessing,
  - as systematically and objectively as possible,
  - a completed project or programme (or a phase of an ongoing project or programme that has been completed).
  - thus improving the project or programme in the future.

Objectives of Policy Evaluation

- According to Dye (2012) the aims of Evaluation are:
  - studying policies,
  - reporting outputs,
  - evaluating impacts of the policies on target and non-target groups in society
  - Evaluations appraise data and information that inform strategic decisions and
  - suggesting changes and adjustments

Objectives of Policy Evaluation
Why evaluate?

- **Results**
  - To determine the effectiveness of the program
  - To see if it works... at all?
  - To see if aims are achieved
  - To see if it achieves its objectives
- **Value for Money**
  - Does it worth enough?
- **Organizational learning**
  - What we have learned to do it better?
  - To see if things could be done better

Objectives of Policy Evaluation
Why evaluate?

- **Managerial performance**
  - Are we doing it in the right way?
  - What should we do to improve it?
  - How far we made public relations?
- **Responsiveness to public/clients/customers**
  - To know who is getting benefits?
  - To know what people want?
  - To know the priority of client's need ?
  - To ensure what you are giving is good enough
  - To satisfy development partner's requirements

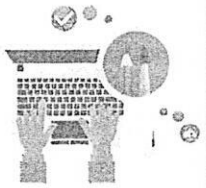
Objectives of Policy Evaluation
Why evaluate? Political answers

- Serving interest of whom
  - Public interest Vs Private interest
  - Interest of majority Vs interest of minority
  - Is it re-distributive/affirmative
- From VFM to Best Value
  - Not just cost/benefits
  - Efficiency Effectiveness Trade-off
- Politics of accountability and audit
  - Audit society (who is involved in audit)
  - Issue of social audit
  - Must show that we are doing the best possible
  - Accountable to whom
  - Compliance Vs Performance Audit

Objectives of Policy Evaluation
Why evaluate? General

- Policy Change: acting upon the evaluation of the policy/program
  - Modification
  - Improvement
  - Expansion
  - Reduction
  - or incremental change
  - Policy termination (if need)

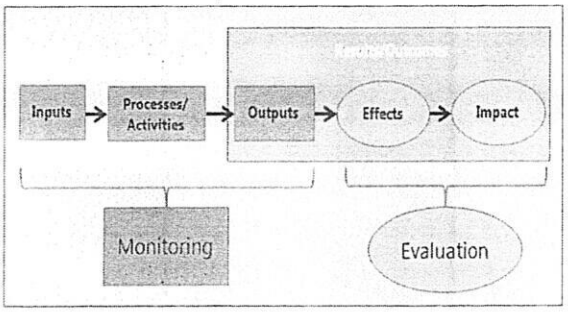
Monitoring and Evaluation



Monitoring and Evaluation

- **Routine collection of data on service, activity, performance to keep track on what you are doing**
- **Allows you to make evaluative judgments about whether you are doing what you want, achieving what you want**
- **Can include data on inputs, outputs, flows, outcomes, processes**

Monitoring and Evaluation Framework

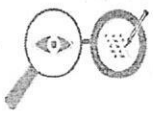


Monitoring & Evaluation

Dimension	Monitoring	Evaluation
Frequency	Periodic, occurs regularly	Episodic
Function	Tracking / oversight	Assessment
Purpose	Improve efficiency, provide information for reprogramming to improve outcomes	Improve effectiveness, impact, value for money, future programming, strategy and policymaking
Focus	Inputs, outputs, processes, workplans (operational implementation)	Effectiveness, relevance, impact, cost-effectiveness (population effects)
Methods	Routine review of reports, registers, administrative databases, field observations	Scientific, rigorous research design, complex and intensive
Information source	Routine or surveillance system, field observation reports, progress reports, rapid assessment, program review meetings	Same sources used for monitoring plus population-based surveys, vital registration, special studies
Cost	Consistent, recurrent costs spread across implementation period	Episodic, often focused at the midpoint and end of implementation

Evaluation typologies

- Formative Evaluation
- Process Evaluation
- Outcome Evaluation
- Summative Evaluation
- Economic Evaluation
- Impact Evaluation



Formative Evaluation

- Formative evaluation is used before program design
- It also identifies areas of improvement and can give insights on what the program's priorities should be.
- This helps project managers determine their areas of concern and focus, and increases awareness of your program among the target population prior to launch.
- To provide information to improve the programs/activities
- Needs assessment/diagnostic
- Pre-testing

Process Evaluation

Process evaluation occurs once program implementation has begun, and it measures how effective your program's procedures are. The data it generates is useful in identifying inefficiencies and streamlining processes, and portrays the program's status to external parties.

When:
- When program implementation begins
- During operation of an existing program

What:
- Whether program goals and strategies are working as they should
- Whether the program is reaching its target population, and what they think about it

- Whether programme/project is delivered as intended/planned
- Implementation assessment
- Special studies on quality, access, reach

Outcome Evaluation
(objective-based evaluation)

Outcome evaluation is conventionally used during program implementation. It generates data on the program's outcomes and to what degree those outcomes are attributable to the program itself. It is useful in measuring how effective your program has been and helps make it more effective in terms of delivering the intended benefits.

When:
- After the program has run for some time period
- At an appropriate time to measure outcomes against set targets – usually benchmarked time periods

What:
- How much the program has affected the target population
- Clearly establish the degree of benefit provided by the program

Summative Evaluation

Summative evaluation is conducted after the program's completion or at the end of a program cycle. It generates data about how well the project delivered benefits to the target population. It is useful for program administrators to justify the project, show what they have achieved, and lobby for project continuation or expansion.

When:
- **At the end of a program**
- **At the end of a program cycle**

What:
- **How effectively the program made the desired change happen**
- **How the program changed the lives of program participants**

- **To form a summary judgment about how programme operated**
- **Is used to assess whether results have met the stated goals**
- **Impact assessment**
- **Cost effectiveness**

Economic Evaluation *(cost-benefit analysis)*

•Economic evaluation is used during the program's implementation and looks to measure the benefits of the programs against the costs.

•Doing so generates useful quantitative data that measures the efficiency of the program. This data is like an audit, and provides useful information to sponsors and backers who often want to see what benefits their money would bring to beneficiaries.

When:
- At the beginning of a program, to remove potential leakages
- During the operation of a program, to find and remove inefficiencies.

What:
- What resources are being spent and where
- How these costs are translating into outcomes

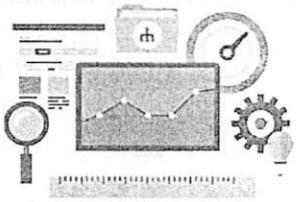
Impact Evaluation

- To measure impact of programme has on defined outcome measures
  - factors that programme is expected to affect
- Measuring counterfactual
  - Positive outcomes that would have been observed if programme was not in place
- Impact evaluation studies the entire program from beginning to end (or at whatever stage the program is at), and looks to quantify whether or not it has been successful.
- Focused on the long-term impact, impact evaluation is useful for measuring sustained changes brought about by the program or making policy changes or modifications to the program.

When:
- At the end of the program
- At pre-selected intervals in the program

What:
- Assesses the change in the target population's well-being
- Accounts for what would have happened if there had been no program

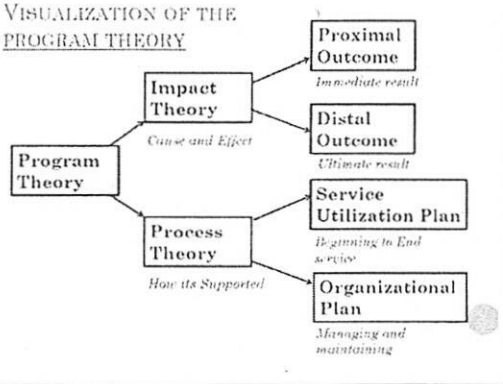
Theories of Evaluation



Theories of Evaluation

- Program Theory
  - The fundamental assumption behind program theory is solving social problem by intervening specific program.
  - Program theory is defined as the set of assumptions regarding how the program is supposed to produce the societal benefit as well as the strategy and tactics adopted to achieve its anticipated outcomes.

Program Theory of Evaluation



Components of Program Theory

There are two major components of Program Theory

- Impact Theory
  - This is the theory showing the results or outcomes that are supposed to be produced by the program activities. These outcomes include both ***proximal outcomes*** (more immediate or direct results) and ***distal outcomes*** (more ultimate or longer term outcomes or impact that result from the proximal outcomes).
- Process Theory
  - The process theory works under two distinct plans of program process.
  - The ***service utilization plan*** is the expectation about how program clients will become engaged with the program and participate in program activities.
  - The ***organizational plan*** is the expectations about how the program will be organized and maintained. It explains what the organization must do to deliver and maintain an effective program.

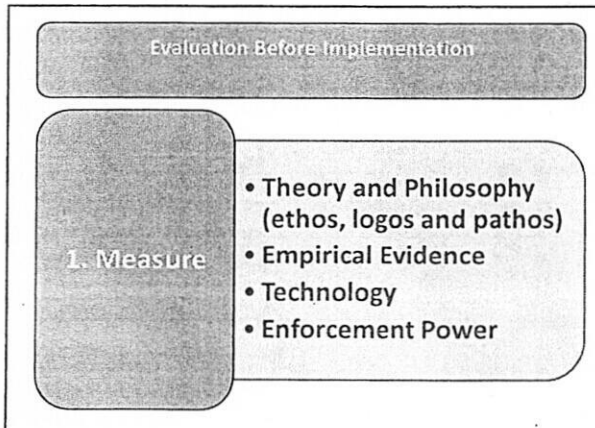
Why use logic models?

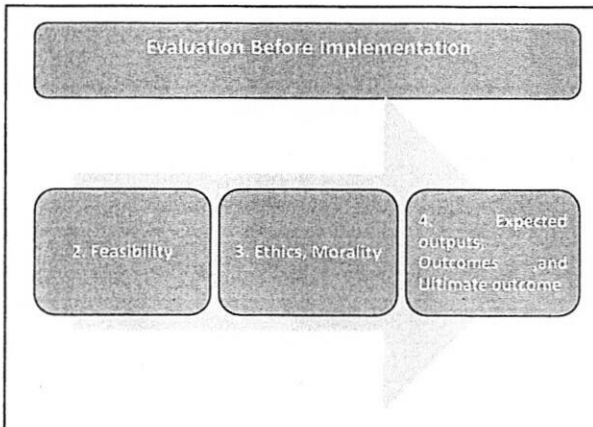
- **It is about asking some logical questions in advance for**
  - designing evaluation and performance measurement,
  - focusing on the important elements of the program and
  - identifying what evaluation questions should be asked and why and
  - what measures of performance are key.

Benefits of Logic Model

- **Planning:** Are we clear what we plan to do and why we're doing it?
- **Monitoring performance:** Are activities being delivered as you hoped?
- **Continual improvement:** Are these activities working (for everyone)? Could we do things better?
- **Transparency:** Does everyone within the organisation, and stakeholders outside of it, understand what we're doing and why we're doing it?
- **Evaluation:** How successful were we in achieving our aims? Did our model work as expected?

Periods of Evaluation





Evaluation during Implementation

1. Purpose and Goals
2. Missions and Responsible Agencies
3. Performance Standard

Evaluation after Implementation

1. Adequacy
2. Effectiveness/efficiency evaluation
3. Equality and Social equity
4. Capability and quality of service
5. Agency's social responsibility

Evaluation after Implementation

6. Response to citizens' needs/Relevance
7. Satisfaction
8. Social externalities / damage / impact
9. Sustainability

Evaluation criteria

- Relevance
  The extent to which the objectives of a development intervention are consistent with beneficiaries' requirement, country needs, global priorities and partners' and donors' policies.
- Efficiency
  A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
- Effectiveness
  The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
- Impacts
  The positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
- Sustainability
  The continuation of benefits from a development intervention after major development assistance has been completed. The probability of long-term benefits. The resilience to risk of the net benefit flows over time.
- Policy Consistency, equity, political/administrative/technical feasibility

Key Agencies for Evaluation

- Deploying Researchers
- Cooperation with researchers in partner countries
- Evaluation by specialized agencies
- Evaluation by internal units
- Evaluation by Legislative committees
- Evaluation by special committees/commissions

Example of PE in Karnataka (India)

- Currently, at the national level the Development Monitoring and Evaluation Office (DMEO), which is an office attached to NITI Aayog, is responsible for driving evidence-based policymaking by monitoring and evaluating government policies and programmes
- **Karnataka is the only one to have an evaluation policy and a specialized evaluation authority**

Example of Policy Evaluation

- Beyond developed nations-Countries such as Mexico and Chile are examples where governments have adopted cost-effective evaluation products with shorter timelines to assess programme-level performance.
- annual budgetary allocations to consider evaluation results
- use tools such as annual evaluation plans

Quality Control of Evaluation

- Internal peer review
- Reference groups
- Departmental meeting
- Advisory panel
- Self-evaluation
- Communication and
- feedback

Qualifications of Policy Evaluators

- Knowledge on quantitative, qualitative and mixed methods
- Logical/analytical skills
- Program knowledge and program logic
- Clear knowledge about policy goals and objectives
- Financial analysis/ statistical analysis
- Legal analysis
- Ethical analysis
- Theoretical knowledge
- Know your users
- Reporting
- Presentation skills
- Summary writing

Evaluation Research Methodology

Methods : Qualitative/quantitative/Mixed

- Sources of data : Primary or Secondary
- Unit of Analysis: Individual/Organization/group
- Population and Sampling design and Sample:
  - Quanti: Random/stratified/systematic/cluster/multistage/
  - Quali: purposive/convenience/quota/snowball
- Techniques of Data Collection :
  - Quanti-Questionnaire survey, secondary data (numeric).
  - Quali-Interview, Observation, Focus Group Discussion, Key Informant Interview etc./Case Study
- Data analysis :
  - Quanti: Statistical tools employed (Descriptive/Inferential statistics), weighted average, trend analysis, central tendency, standard deviation, variance analysis, time-series and regression analysis.
  - Quali: Case study Thematic analysis (framework), narrative analysis, content analysis, discourse (dialouge) analysis, grounded theory- why a certain phenomenon happened to derive causal explanations.

Evaluation Research Methodology

1. Quantitative evaluation :
   - Surveys (household, facility, sentinel sites)
   - Analysis of secondary statistics
   - time-series study, cross-section study
   - Provider assessments, Direct measurement
   - Ratings and coverage data/Randomized control treatment (RCT)/Randomized Controlled Trials (RCTs)—a popular impact evaluation technique.

Evaluation Research Methodology

2. Qualitative evaluation :
   - Field study
   - Policy documents, File and literature studies
   - In-depth interviews
   - Content analysis
   - Focus group discussions
   - Case Study
   - Observations
     - Ethnographic
     - Supervisory
     - Comparative or Case studies
3. Mixed method

Theory Based Evaluation

- Established the intervention theory
- Transform the theory into a causal mechanism
- Determine observable manifestations/indicators
- Collect the data
- Analyze the data by tracing the process

Key Questions

- ❑What ?
  What are the intervention, outcomes and other major components?
- ❑For Whom ?
- ❑Why?
  Why does the program work or not work?
- ❑Who?
  Who are the implementer, who are the target clients?
- ❑How ?
  How is the program/policy implemented?
- ❑Where?
- ❑When ?
- ❑Whether?
  Whether the program plan is sound, the implementation adequate, and the intervention effective?

Politics of Evaluation

1. Eye-wash technique (selective evaluation)
2. White-wash technique
   - avoid objective evaluation
   - utilize surface information
   - select incompetent researcher
3. Submarine technique
   - exercise administrative power to terminate policy before evaluation

Politics of Evaluation

4. Posture
   - build image and good results through untrue objective evaluation
5. Postponement/ Delay to decrease attention
6. Substitution from major to minor success points
7. Ethical evaluation/ accuracy and privacy

Politics of Evaluation

8. Stakeholders interest
9. Power dynamics
10. Bias and objectivity
11. Use and misuse of findings
12. Transparency and accountability
13. Long-term consequences those aligned with political interest

Please identify the Challenges of Policy Evaluation

Challenges of Policy Evaluation

- Stakeholders involvement
- No clear Indication in the policy documents
- Political, Bureaucratic and organizational context
- Expertise in evaluation-theoretical and program logic
- Relevant Data availability and quality
- Utilization of findings
- Evaluation research methodology skilled manpower
- Lack of Institutional Capacity and knowledge
- No assigned organization for evaluation of policy/program
- Rare set up of research wing at Ministry/Division/Department/Agencies
- Cost
- Fear of unveiling the real facts
- Incompetent researchers
- Development partner's satisfaction
- Less emphasis of policy reforms (Change, improvement and modification) through evaluation

Heartiest Thanks!

mohoshin2005@gmail.com

01711489786

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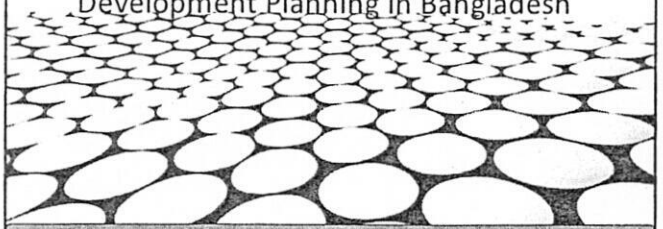
Development Planning Process in Bangladesh
Development Planning in Bangladesh



Abdul Baki
abaki_23@yahoo.com

Outline of discussion

- Planning Commission : Evolution, structure and functions
- Development philosophy, vision and strategies
- Project processing and approval
- Challenges

2

Development Philosophy of Bangladesh

- Growth with equity and social justice
- Reducing regional imbalance in development;
- Pursue inclusive growth strategy: specifically, the aim is to reduce poverty and income inequality by ensuring access of the poor to economic resources and employment;
- Raising economic participation of Women.

- *'Accelerating Growth and Poverty Reduction'* - were two major objectives of all Five Year Plans in Bangladesh

3

Bangladesh Constitution: Article 15

- **Article 15 of the Bangladesh Constitution** requires that the country should follow the path of a planned economy for realizing its development objectives.
- 'It shall be a fundamental responsibility of the state to attain through planned economic growth, a constant increase of productive forces and a steady improvement in the material and cultural standard of living of the people, with a view to securing to its citizens –
  (a) the provision of the basic necessities of life, including food, clothing, shelter, education and medical care;
- According to the Article 15, the *'planned economic growth' is a constitutional obligation for the Government of Bangladesh.*

4

Role of the Planning Commission

- PC is responsible for designing overall socio economic development plan of the country. It has a three-fold role in development:
- **Advisory role:** Advising the government in matters of development goals and objectives, priorities, strategies and policy measures;
- **Executive role:** Preparation of plan, processing of development projects for approval, preparation of Annual Development Programme (ADP);
- **Coordination role:** Co-ordination of whole range of planning activities.

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Evolution of Bangladesh Planning Commission

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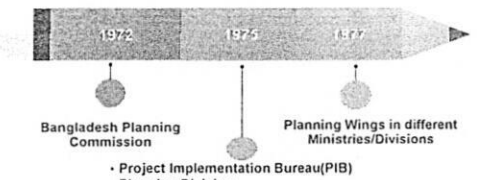

Bangladesh Planning Commission

Planning Wings in different Ministries/Divisions

- **Project Implementation Bureau(PIB)**
- **Planning Division**
- **Economic Relations Division (ERD)**

Initially The Planning Commission was a very high profile organizations with renowned economists as Member with the status of State Minister. The status was degraded later.

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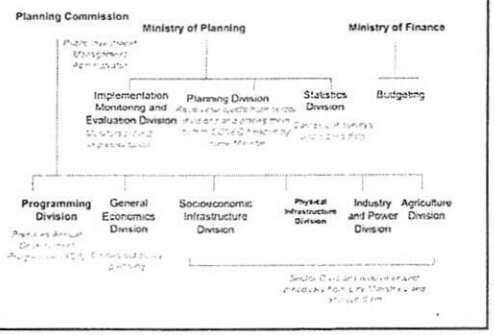
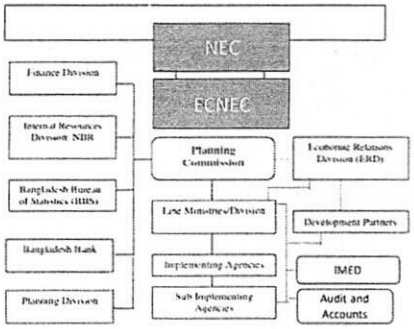
Planning Commission and Ministry of Planning



Development Administration in Bangladesh



Organizational Structure of Planning Commission

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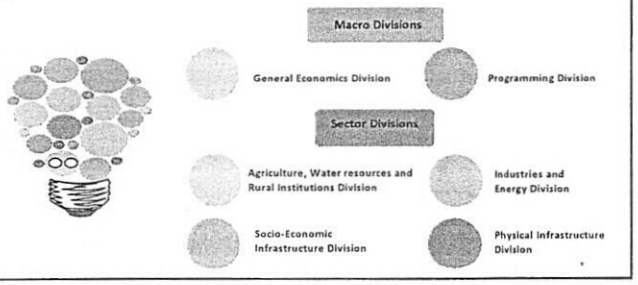

Structure of Planning Commission

10

Chairperson
Hon'ble Chief Adviser

Vice Chairman
Adviser for Planning

Member Secretary
Secretary, Planning Division

- Member, General Economics Division (GED)
- Member, Programming Division
- Member, Socio-Economic Infrastructure Division
- Member, Agriculture, Water Resources and Rural Institutions Division
- Member, Industries and Energy Division
- Member, Physical Infrastructure Division

10

Development Administration in Bangladesh

11

Planning Commission works through two high powered bodies:

- National Economic Council (NEC)
- Executive Committee of NEC (ECNEC)

11

Role of National Economic Council (NEC)

- Provide overall guidance for short, medium and long term plans, ADP and any other development & economic plans/policies
- Finalize & approves plans, programmes
- Review implementation progress of development plan/programmes /projects
- Appoint committees as required to assist NEC
- Take any decision as and when necessary for socio-economic development

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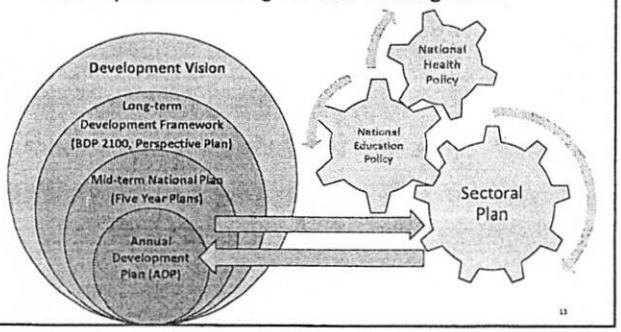
Development Planning Process in Bangladesh



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Functions of Programming Division

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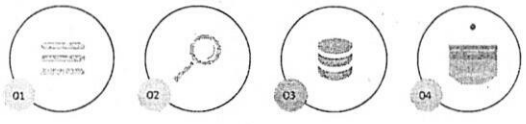


01 Preparation of ADP and RADP

02 Review implementation performance of projects with respect to resource allocation

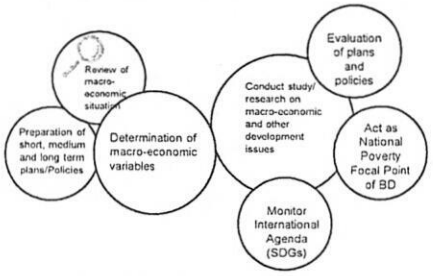
03 Allocation, release, appropriation and re-appropriation of fund to development projects

04 Selection of new Unapproved project for inclusion in ADP and RADP

14

Functions of General Economic Division

15



15

Functions of Sector Divisions

16

- Preparation of sectoral ADP in consultation with the implementing Ministries/Divisions and Agencies;
- Co-ordination of sectoral development programmes consistent with the sectoral plans;
- Processing for approval of development projects including project appraisal and serving as the secretariat of the sectoral Project Evaluation Committees (PEC).

16

Project Processing At a Glance

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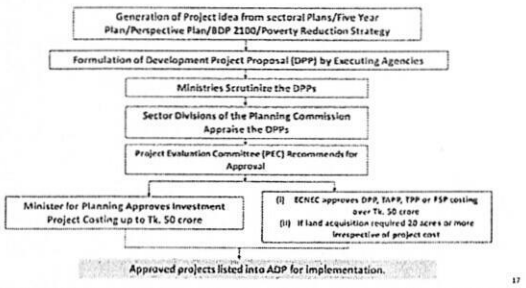

17

Overview on development planning journey

- Over the past 52 years, Bangladesh has increased its real per capita income significantly, reduce poverty to 18.7 % in 2022 from 84% in 1972.
- Between FY1973 and FY2002 Bangladesh implemented 5 successive Five Year Plans and an interim Two Year Plan (1979–80).
- From FY2003 to FY2010, there was a deviation from the five year plan to a process of shorter term Poverty Reduction Strategy Paper (PRSP).
- In 2009, government decided to switch back to the five year plan mechanism.
- In 2010 the first-ever long-term " Perspective Plan 2010-2021" has been formulated, with a objective to achieve **middle income country status** by 2021.
- In 2021, the "2nd Perspective Plan 2021-2041" has been formulated.

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এডিপি বাস্তবায়নের চ্যালেঞ্জসমূহ

(ক) নীতিগত পর্যায়ে:

- ✓ **পঞ্চবার্ষিক পরিকল্পনার প্রক্ষেপনের সাথে এডিপি বরাদ্দের অসামঞ্জস্যতা**
- ৮ম পঞ্চবার্ষিক পরিকল্পনায় উন্নয়নখাতে সেক্টরভিত্তিক বিনিয়োগের প্রক্ষেপনের সাথে এডিপিতে বরাদ্দের তুলনা করে দেখা যায়- প্রক্ষেপনের তুলনায় কম বরাদ্দ দেয়া হয়েছে: স্বাস্থ্য, কৃষি, শিক্ষা, স্থানীয় সরকার ও পল্লী উন্নয়ন, সামাজিক সুরক্ষা; প্রক্ষেপনের তুলনায় বরাদ্দের পরিমাণ অনেক বেশি; পরিবহন ও যোগাযোগ, বিদ্যুৎ ও জ্বালানী, গৃহায়ন ও কমিউনিটি সুবিধাবলি;
- ✓ **সড়কসহ অন্যান্য ভৌত অবকাঠামো উন্নয়নে কৃষি জমির ন্যূনতম ব্যবহার নিশ্চিত না করা**
- ✓ **সমজাতীয় কাজে দ্বৈততা ও সমন্বয়হীনতা**
- ✓ **সড়ক ও অন্যান্য ভৌত স্থাপনা রক্ষণাবেক্ষণে গুরুত্বারোপের অভাব**

এডিপি বাস্তবায়নের চ্যালেঞ্জসমূহ

(খ) প্রকল্প গ্রহণ পর্যায়ে

- **ফিজিবিলিটি স্ট্যাডিতে** সম্পৃক্ত পরামর্শক প্রতিষ্ঠানের জন্য নির্ধারিত কোন প্রমিত মানদন্ড নেই এবং অধিকাংশ ক্ষেত্রে প্রত্যাশিত মানের সমীক্ষা পরিচালিত হচ্ছে না;
- মন্ত্রণালয় কর্তৃক **এমটিবিএফ**-এর প্রান্ত সিলিং যথাযথভাবে অনুসরণ করা হচ্ছে না। এ কারণে অর্থায়নের নিশ্চয়তা গ্রহণ ব্যতীত প্রকল্প গৃহীত হচ্ছে;
- **ভূমি অধিগ্রহণে** বিলম্ব/জটিলতা;
- **বৈদেশিক ঋণ/অনুদান** ব্যবহার।

(গ) প্রকল্প বাস্তবায়ন পর্যায়ে

- বার বার প্রকল্প সংশোধন;
- অর্থবছরের শুরুতে কর্মপরিকল্পনা ও ক্রয়পরিকল্পনা অনুযায়ী প্রকল্পের কার্যাদি যথাসময়ে শুরু না করা;
- টেন্ডার প্রক্রিয়ায় দীর্ঘসূত্রিতা,
- প্রকল্প পরিচালকদের সক্ষমতার অভাব;
- বৈদেশিক অর্থায়নপুষ্ট অর্থছাড়ে দীর্ঘসূত্রিতা;

Planning process in Bangladesh: key Activities and Institutional Responsibilities

Key Activity	Responsible Agency
Project identification	Implementing agency, Ministry/Division, Corporation, Local organization in case of the local level projects
Technical examination	Planning cell of agency, line Ministry/Division, Corporation
Determination of the value of the project and approval	ECNEC, Project Evaluation Committee (PEC), Special Project Evaluation Committee (SPEC), Div PEC
Fund related	Fund mobilization through ADP, Finance Division, ADP prepared by Planning Commission, lining up of Project loan/grant by ERD
Project implementation	Line agency/Ministry, Corporation
Project monitoring and evaluation	Implementing, Monitoring and Evaluation Division (IMED), acts as the central M&E agency
National policy formulation	PC, NEC. Final approval by the National Parliament .

Concluding Remarks

- Projects/programmes and resource allocation should be consistent with the plan objectives and targets.
- Capacity development of officials related to appraisal, formulation and assessment are essentially required.
- Strong and effective oversight and monitoring from Planning Commission needed for achieving expected results.
- For a quality feasibility, accountability mechanism must be in place, need a feasibility study policy/guidelines and enlistment procedures for the firms/individuals.
- *Policy measures would drive the issues to a positive direction.*

Thank You

abaki_23@yahoo.com

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Annual Development Program (ADP) and Financing Modalities and Procedures in Bangladesh

17 May 2025

Dr. Nurun Nahar

Outline of the Presentation

I. Overview of the ADP Formulation Process
II. Components of the ADP/RADP BOOk
III. Projects Approval process of projects in ADP
IV. Source of Funds for ADP
V. Expenditure of ADP allocation
VI. Challenges and Way Forward

2

Overview of the Annual Development Programme (ADP) Formulation Process

- The concept of public policy in Bangladesh is fundamentally tied to the governance framework and economic planning, particularly reflected in the **Annual Development Program (ADP)**.
- The **Annual Development Program** (ADP) serves as a strategic road map for government investment through development projects.
- It plays a critical role in the country's efforts to achieve social, economic, and environmental objectives. The ADP is formulated annually as part of the overall government budgeting process.
- Each ADP includes specific projects aimed at fulfilling the commitments outlined in Bangladesh's **Five Year Plans/mid-term strategies.** These projects are crucial for driving equitable economic growth, reducing poverty, and enhancing the living standards of the people.
- ADP is the main instrument of **Public Investment Management (PIM)**

The **Article 15** of the Bangladesh Constitution:

states about the fundamental responsibility of the State for ensuring higher living standards for its people by providing basic needs to all its citizens through planned economic development.....

4

In the national planning system the ADP consists of projects based on the national plans and policies:

Vision 2021

⇩

Perspective Plan 2010-2021

⇩

Five Year Plan

⇩

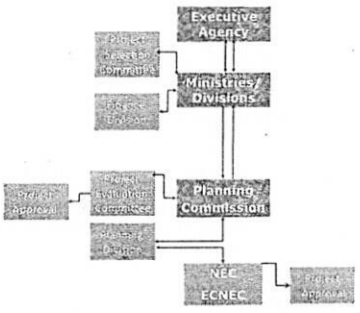
Annual Development Program

⇩

Development Project/Program

5

Flow Chart of Project Planning Process



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Financing Modalities of the ADP

- The financing of the ADP primarily relies on various sources:
- **Internal Resources**: The government has increased its focus on mobilizing domestic resources. Recent trends indicate that internal financing now surpasses 50% of the funding allocated for the ADP[2].
- **Foreign grant/loan**: Historically, Bangladesh has been heavily dependent on external assistance. Approximately one-third of the financing for the ADP comes from international sources, which includes foreign grants and loans. This dependence is diminishing as the country progresses towards self-sufficiency[3].
- Funding source of ADP in FY 2024-25 budget

History of Financial Year July-June

- In the year **1867** British government set financial year April-March in the Indian sub-continent in order to align accounting and budgeting practice with that of imperial Britain.
- Before that the financial year in the Indian Sub-Continent used to commence from 01 May and conclude on 30 April of the subsequent calendar year.
- After the partition of Indian sub-continent in **1947** the thrn Pakistan Government was also following the April-March financial year as done by the British rules.
- In **1958** the self-proclaimed Field Marshall Muhammad Ayub Khan change the financial year and switch over to July-June fiscal year. The logic was that monsoon season breaks out in May and continues till September.

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Budget at a Glance

- Budget of FY 2024-25
- Where is ADP in the Budget?
- Financing of ADP 2024-25

The Annual Development Programme (ADP)

- Through the ADP mainly following targets are achieved:
  - ✓ Accelerate GDP growth
  - ✓ Increase agricultural production and self sufficiency in food
  - ✓ Rural & Urban infrastructure Development
  - ✓ Employment generation
  - ✓ Fulfill basic needs (Education, Health, housing, etc.)
  - ✓ Expansion of Information & Communication Technology (ICT)
  - ✓ Women participation in development work which ensures balanced development
  - ✓ Regional balance in economic growth

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ADP in Historical Perspective

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ADP in historical Perspective

- The First ADP was prepared for the Fiscal Year 1972-73 with a total cost of Tk. **501 crore** of which GOB was Tk. 432 crore and PA was Tk. 69 crore.
- In total 48 ADP has been prepared from FY 1972-73 to FY 2020-21
- In FY 1972-73 ADP the total project was 882, and in FY 2020-21 ADP the total project was **1517**
- Over the years ADP has increased by almost **428** times in size
- ADP allocation is Tk. 214611.09 crore in **FY2020-21**, of which GOB is Tk. 140221.41 crore and PA is Tk.74389.68 crore.
- ADP allocation is Tk.2,65,000.00 crore in **FY2024-25**, of which GOB is Tk. 1,65,000.00 crore and PA is Tk.1,00,000.00 crore.

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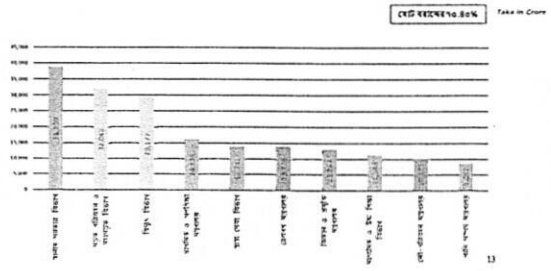
Top 10 Ministries with highest ADP allocation in FY 2024-25



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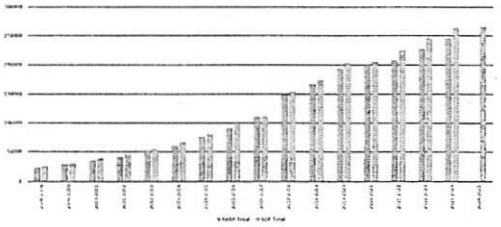
RADP-ADP chart of past Fiscal Years

Figure of ADP and revised ADP allocation (without own funding)



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Last Five Fiscal Years ADP

Fiscal Year	Number of Project	ADP Allocation (Without Self Allocation			% of Implementation
		allocation	Local Currency	Project Loan/Grant	
1	2	3	4	5	6
2024-2025	1246	265000	165000	100000	
2023-2024	1250	263000	169000	94000	80.92%
2022-2023	1441	246066	153066	93000	85.17%
2021-2022	1444	225324	137300	88024	92.74%
2020-2021	1517	205145	134643	70502	82.11%
2019-2020	1564	202721	130921	71800	80.39%

5.12.2024

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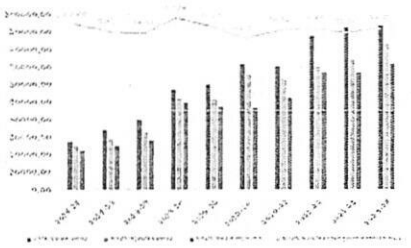
Trend in ADP Utilisation from FY 2014-15 to FY 2023-24



- Sectoral distribution in ADP 2024-25

Components of ADP

Components of ADP are broadly divided into 9 parts:

- Part 1

  Introductory in nature which contains:
  - ✓ Objectives
  - ✓ Strategies
  - ✓ Thrusts/priority of the sectoral program
- Part 2

  Main body of the ADP which contains sector-wise and project-wise allocation of funds for investment projects (White page)
- Part 3

  Sector-wise and project-wise allocation of funds for Technical Assistance (TA) projects

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Components of ADP contd.

•Part 4

Sector wise and project wise allocation of Japan Debt Cancellation fund (JDCF)

•Part 5

Unapproved new project list attached to ADP without allocation

•Part 6

List of the Projects targeted for completion

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Components of ADP contd.

- Part 7
  - List of Self-Financed projects.
  - Allocation is reflected against these self financed projects but these projects are not processed centrally by the PC as usually followed for other projects as part of total size of ADP
- Part 8
  - List of Aid worthy projects for facilitating mobilization of Foreign Aid
- Part 9
  - List of projects for Public Private Partnership projects
  - List of projects of BCCTF of MOEFC

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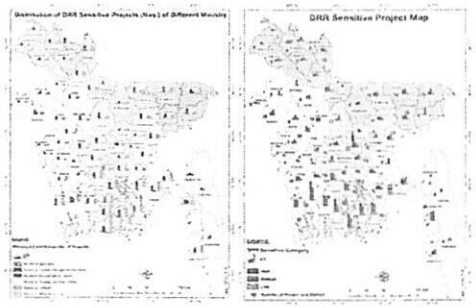

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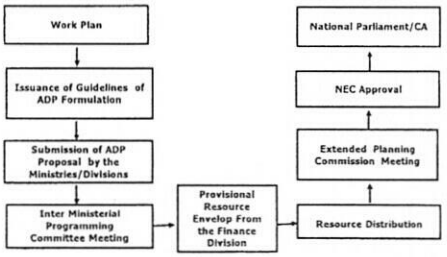
Programming Division formulates an internal time bound work plan to complete the ADP in due time.



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Steps for Preparation of ADP contd.

Mainly 9 steps are followed for the preparation of ADP:

Step 1 : Work Plan

- First of all a Work Plan is prepared by the Programming Division of Planning Commission for formulation of ADP within the targeted time.

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Steps for Preparation of ADP contd.

Step 2 : ADP Guideline

- Issuance of ADP Guideline
  - A Guideline for ADP is prepared by the Programming Division of Planning Commission
  - It is approved by Honorable Planning Minister
  - Circulated it to all Ministries/Divisions/Executing Agencies and Concerned Sector Divisions of Planning Commission
  - For ADP , it is usually in last week of March
  - For RADP, it is in December.
- Guideline is prepared on the basis of the GoB's Development Vision 2021, Perspective Plan, FYP, SDG's , Delta 2100 plan and other priorities of the Government

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ADP Guideline

•The ADP guideline is very important tool in preparing ADP/RADP effectively;

•It has 6 major parts:

- ✓ National policy directives,
- ✓ Approval process for allocation of sector wise/sub-sector projects,
- ✓ Process for inclusion of new unapproved project list,
- ✓ General instructions for preparing ADP , what can be included and not included;
- ✓ Fund allocation to individual projects the current year ADP
- ✓ Formats for proposing various project list (Investment, TA, Self financed, PPP, to-be completed projects, unapproved project lists)

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ADP Guideline

- The ADP Guideline for FY 2024-25 can be seen here
- The RADP Guideline for FY 2024-25 can be seen here

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Steps for Preparation of ADP contd.

Step 3 : Submission of ADP Proposal by Ministries/Divisions to Planning Commission

- As per ADP guidelines, all Ministries/ Divisions send their ADP proposal with allocation for the on-going projects and a list of unapproved projects with project profiles/DPP to the Sector Divisions of the Commission
- Sector Divisions of Planning Commission examine the documents and send the list of unapproved projects with their recommendations to Programming Division
- At the same time, Programming Division sends the **"ADP Call Notice-1"** in the prescribed ADP format to the Sector Divisions of the Commission to get overall ADP demand for individual projects in the FY concerned

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Steps for Preparation of ADP contd.

Step 4 : Inter Ministerial Programming Committee Meeting

- Inter-Ministerial programming Committee meeting recommends unapproved new projects for inclusion in ADP without allocation based on the national priority, importance of projects, availability of resources and foreign aid lined-up for the projects

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Steps for Preparation of ADP contd.

Step 5 : Provisional Resource envelope from Finance Division

- Programming Division requests Finance Division to inform the ADP Resource Envelope and ERD to inform size of Project Aid (Foreign Assistance)
- Finance Division finalized MTBF ceiling for all the Ministries/Divisions/Budget Entities based on the inter ministerial tri-partite meeting (FD, PC & Respective Ministries/Divisions)
- Based on the decision of the Budget Monitoring and Resource Committee, Finance Division informs Resource Envelope for ADP to the Programming Division, Planning Commission.

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Steps for Preparation of ADP contd.

Step 6 : Resource Distribution

•Based on the demand analysis, national priority and following the ADP Guideline, Programming Division distributes the resource (provisional) to the 15 economic sectors of ADP and issue the "ADP Call Notice-2"

•Programming Division informs project wise PA and JDCF (which has earlier been distributed against each projects by the ERD) to the Sector Divisions of Planning Commission to reflect it in the ADP

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Steps for Preparation of ADP contd.

- Following the issuance of "ADP Call Notice-2" by the Programming Division concerned Sector Division of the PC in consultation with the Ministry/Division allocates resources project wise and sends back the "ADP Call Notice-2" to the Programming Division
- If needed Programming Division issues a final Call Notice to adjust the project-wise allocation with the available resources given by Finance Division
- Finally Programming Division reflects the project wise allocation in ADP according to final Call Notice
- Draft ADP is prepared

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Steps for Preparation of ADP contd.

Step 7 : Extended Meeting of the Planning Commission

- The draft ADP is placed in the meeting of Extended Meeting of the Planning Commission chaired by Honorable Minister for Planning
- Extended Committee recommends for placing the ADP before the NEC for approval

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Steps for Preparation of ADP contd.

Step 8 : NEC Approval

- Draft ADP is approved by NEC with observation/ correction, if any
- ADP approved by NEC is sent to Finance Division to incorporate it in the proposed National Budget along with the revenue part

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Steps for Preparation of ADP contd.

Step 9 : National Parliament /CA

- Budget is placed before the National Parliament
- ADP is also placed along with budget before the National Parliament for final approval
- After the approval of the National Budget by the Parliament ADP is distributed among different Ministries/ Divisions/ Executing Agencies, Concerned Sector Divisions of Planning Commission and other related organizations

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Types of Projects in ADP

In terms of nature:

Investment Project:

- Construction of power station, Industry, buildings, roads, highways, Hospitals, Schools, culverts and bridges etc
- Main parts of ADP
- With or without PA as source of fund

Technical Assistant Project:

- Institutional capacity, Technology Transfer
- Human resources development. Includes -
  - consultancies,
  - local/ foreign training/ fellowship,
  - supply of equipment and services of exports
  - provide transports
- Mostly funded by PA source

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ADP/RADPADP/RADP Management System

The ADP and RADP book was prepared and published manually , based on old database (FoxPro) , which is not web-based;

To make Public Investment Management more effective and functional a Web-based database has been established in the Programming Division of Planning Commission.

ADP/RADPADP/RADP Management System (AMS)

Web link: www.adp.plancomm.gov.bd

The ADP of FY2021-22 and onwards have been fully prepared from this system.

Insert AMS

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Guidelines for use of fund for Project directors

- Fund release procedure from ADP allocation is to follow the : Development Project Fund Release (উন্নয়ন প্রকল্পসমূহের অর্থ অবমুক্তি ও ব্যবহারের নির্দেশিকা), issued by Finance Division, 24.09.2018.
- Delegation of Financial Powers for Development Projects , issued by Finance Division , 16.08. 2015

Responsibilities of PD

1. Expenditure should be made as per the objectives of budget allocation
2. Follow financial rules and regulations very strictly
3. Spend cautiously as if from own money
4. Be strict within the budget allocation
5. No excess expenditure hoping supplementary grant from FD
6. Codification of all receipts and expenditure
7. Monthly reconciliation with CAO report
8. Dispose up audit objections quickly

Authority of PD as per project worth

Category	Amount
•PD-Category A	More than TK 100 Crore
•PD-Category B	More than TK 50 Crore, up to Tk 100 Crore
•PD-Category C	Up to TK 50 Crore

Steps needed for faster utilization of ADP funds

- Fix priority of Projects
- Follow the MTBF Ceilings
- Prepare DPP in accordance with proper feasibility studies
- Plan well ahead for the tender process , Relax the concurrence requirement rules from DPs for the approval in all stages
- First three months –AWP, Procurement Plan and set of of PD office
- Ensure qualified staff in the PD office

Implementation Challenges

While the ADP facilitates structured development, several challenges encumber its effectiveness:

- **Capacity :** Rigidity and inefficiencies in bureaucratic processes often result in delays in project approvals and implementation
- **Resource Allocation Issues:** Ensuring the adequate allocation of financial and human resources across various projects often leads to inconsistencies in execution. The mismatch between allocated funds and actual project needs creates gaps in development outcomes
- **Monitoring and Evaluation:** There is a noticeable inadequacy in the monitoring and evaluation frameworks which is essential for assessing project outcomes and impacts effectively. Insights from evaluations often do not translate into actionable strategies, hampering iterative improvements in project design and implementation[2].

Institutional Framework

- The successful implementation of the ADP also hinges on a robust institutional framework which includes the roles of several government bodies and agencies. The **Bangladesh Public Administration Training Centre (BPATC)** and other institutes could plays a pivotal role in training civil servants to enhance their capacities in public policy management, ensuring they are equipped with the requisite skills and knowledge[3]

Way forward .....

- Mapping of geographical distribution of resources
- Forward baseline estimates to understand the future cost implications of capital investments
- Enhance quantity and quality of manpower in planning discipline to cope with the growing development needs
- Introduction of Ministry Assessment Format (MAF) for LM level project screening and Sector Appraisal Format (SAF) for Planning Commission
- Introduction of Sector Strategy Paper (SSP) for alignment of FYP/strategies with ADP

Conclusion

- In summary, the concept and implementation of public policy in Bangladesh through the **Annual Development Program** reflect a strategic approach to promote socio-economic development. While significant progress has been made in financing modalities and overall development outcomes, persistent challenges remain. These must be addressed

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Module:3
Economic Management

Budget Making Process and MTBF

Dr. Abdur Rahim
PEC(Joint Secretary), SPFMS, Finance Division

What We Will Discuss...

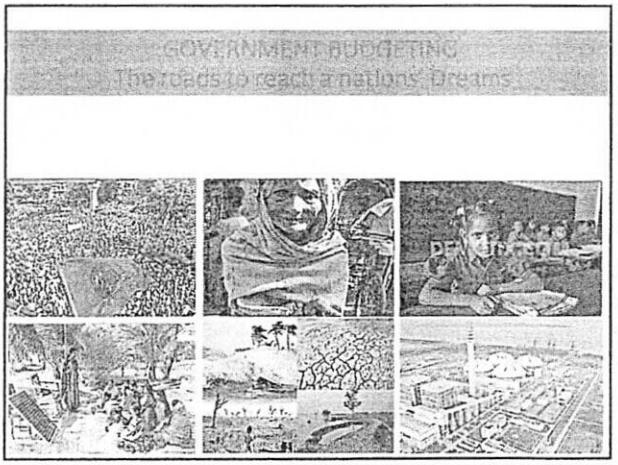
- Government Budgeting—People's aspirations
- National Budget - Goals and Objectives
- MTBF Concepts and Linkages
- Legal Mandate for Government Budgeting under MTBF
- MTBF: Basic Objectives and Elements
- The Phases in MTBF
- National Budget Analysis

2

Learning Objectives

- To learn different concepts and terminologies in budgeting
- To differentiate traditional budget with MTBF
- To learn the philosophy of MTBF budgeting
- To discuss the phases of MTBF
- To analyze the budget 2025-26

3



Government Budget: What It Is (1)

Provides an orderly and transparent process for allocating scarce resources to meet essential public policy purposes

The Budget has 3 broad financial dimensions:

1. *The government's planned expenditure program for fulfilling essential public policy purposes*
2. *The planned revenue necessary to finance the planned expenditure program*
3. *Identify sources of borrowing to finance the deficit*

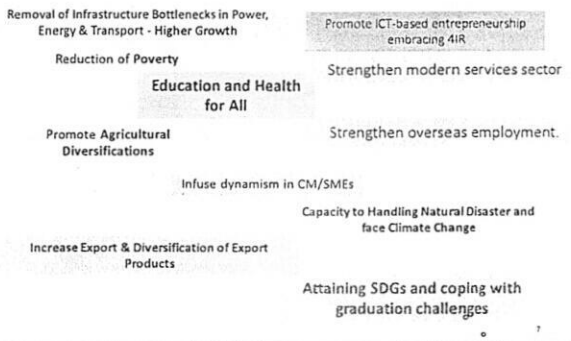
5

Government Budget: What It Is (2)

- **The Budget is a political/policy statement of the government with financial resources**
  - The budget decision of any given year will have implications for the medium-term (the next 2-Year), because you cannot turn the financial taps off mid stream
  - It influences the economic environment for all businesses
- **Budget, therefore, should aim to achieve longer-term development goals of the nation**
  - It has to navigate between the annual economic conditions and the long-term strategic vision => therefore Medium-Term focus
- **Budget needs to strike a balance between**
  - Economic growth and stability and financial sustainability
  - Investment for growth (building roads, bridges) and social equity (allowances for the poor and the vulnerable)
  - Infrastructure and human resources development

6

Objectives of Government Budgeting: Where We Want to Go.....



Legal Mandate for Government Budgeting Under MTBF in Bangladesh

8

- The word "budget" does not appear in our ***Constitution.***
- Article 87 requires that ***an annual financial "statement of the estimated receipts and expenditure of the government" shall be laid before the Parliament.***
- ***Public Moneys and Budget Management (PMBM) Act 2009 Section-10(4) specifies that the Finance Minister shall submit:***
  - a **Medium-Term Budget** for the budget year and projections for outer years;
  - a Policy Statement on macroeconomic situation; and
  - a quarterly reports on revenue receipts and expenditures against budget targets to Parliament.

Shortcomings of Traditional Budget

9

- Short-term, incremental nature, ad-hoc focus of expenditures
- No clear links to the Government's strategic goals (Five Years Plan & other policy documents)
- Lack of prioritization of expenditures at both the Ministry and national level
  - *resources spread thinly: little being achieved*
- Two separate budgets (development & non-development)
  - *gaps and overlaps in funding*
- Lack of transparency and accountability

What is an MTBF?

10

A budgeting approach that

- adopts a medium-term perspective to budgeting (3-5 years)
- links Government's policy priorities to resource allocations and resource allocations to performance (PRP)
- emphasizes the efficient and effective use of limited public resources for results

Reform journey for MTBF in Bangladesh...

11

- **First phase (1989-1990):** originated from the Committee on Reforms in Budgeting and Expenditure Control (CORBEC) Report, focused on technical improvements
  - Computerization and consolidation of financial data
  - New classification of accounts
- **Second phase(1993-2002):** Reforms in Budgeting and Expenditure Control Project aimed at strategic improvements in resource management
  - macro-economic modeling;
  - strengthening the link between policy planning and budgeting
- **Third phase (2003-2009):** consolidation and deepening of the reform process
  - Institutionalization and deepening of the MTBF approach;
  - Integration of budgeting, accounting, and monitoring of functions at the LM level

MTBF Coverage

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- Introduced from FY 2005-06 In BD
- Initially launched in 4 Ministries (Education, Health, Agriculture and Social Welfare)
- In FY 2011-12, MTBF rolled out to all ministries/ divisions

Key Elements of MTBF

GOB emphasized on five key elements to achieve the objectives:

1. A macroeconomic framework that provides the basis for forecasting revenues and expenditure over the medium-term
2. Analysis of key budget strategies and choices that help informed allocation of budgetary resources between competing priorities

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Key Elements of MTBF

3. Ministry-level budget frameworks and operational spending plans that link strategic objectives to budget priorities and output targets
4. Resource ceilings that allow ministries to prioritize their budget plans against realistic medium-term spending limits
5. Streamline procedures for timely and efficient execution of ministry budgets

14

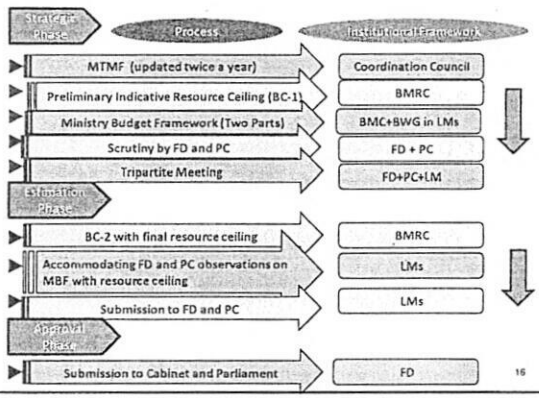
Budget Preparation Process under MTBF

Budget preparation process in Bangladesh is completed in three phases

- Strategic Phase
- Estimating Phase
- Budget Approval Phase

15

The Phases in Budget Making Process under MTBF



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Budget Preparation Process under MTBF

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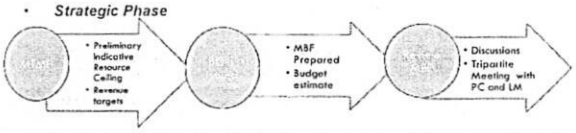
- *Strategic Phase*



- Developing/updating the Medium Term Macroeconomic Framework (MTMF)
- Issuing Budget Circular-1
- Developing/updating the Ministry Budget Framework
- Reviewing the Ministry Budget Framework
- Finalizing ministry/division-wise indicative expenditure ceiling and revenue target

Budget Preparation Process under MTBF

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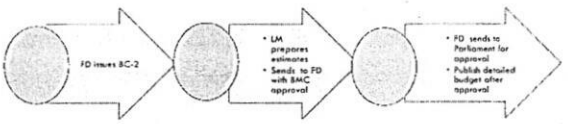
- *Estimating Phase*



- Issuing Budget Circular-2
- Preparing detailed estimates by the line ministries/divisions
- Reviewing and finalizing the estimates/projections

- *Approval Phase*
  - Presentation of budget to the Cabinet and Parliament

Strategic Phase: Developing/Updating MTMF

- Medium-Term Macroeconomic Framework (MTMF) is used as a tool for checking the consistency of assumptions and projections of key macroeconomic indicators for the budget year and four outer years
- A macroeconomic framework (MTMF) typically includes projections of:
  - the real sector (economic growth & inflation);
  - the fiscal sector (total receipts, spending & fiscal deficit);
  - the external sector (external trade and balance of payments); and
  - the monetary sector (credit and money growth)

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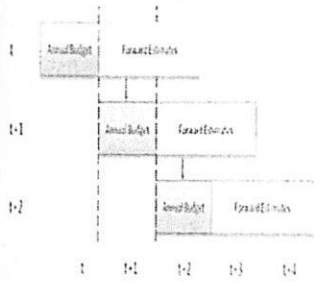
Strategic Phase: Issuing Budget Circular -1

20

MTBF involves preparation by line ministries of three-year expenditure estimates within the ceilings provided by the Finance Division. Each year, the MTBF process involves the rolling forward of the previous MTBF estimate by one year and the addition of a new outer year. As shown in the figure, the MTBF and annual budget are not two separate processes; the annual budget represents the first year of the MTBF



Strategic Phase: Developing/Updating MBF

- Each year line ministries develop/update their Budget Framework (MBF)
- Ministry Budget Framework is divided into two major Parts and Six Sections
- Part-A (First Five Sections & Two Forms) is prepared by the Ministry or Division
- Part-B (Section Six & Form 3-8) is prepared by Departments/ Agencies under the respective Ministry/Division

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Strategic Phase: Developing/Updating MBF: Composition of MBF

* Auto generated from IBAS++

Strategic Phase: Review and Finalizing MBF

- Working Group of the ministries/divisions comprising members from FD and PC prepares the draft indicative expenditure ceilings and revenue targets and make necessary scrutiny of budget estimates, projections for the dept/agencies
- While preparing the indicative expenditure ceiling and revenue target and scrutiny of budget estimates, projections following issues/aspects are considered:
  - total expenditure and revenue ceilings
  - strategic policy objectives and priorities of each Dept/agency
  - fund required for implementing existing programmes/projects
  - recent expenditure and revenue trend
  - Implementation capability of the respective dept/agency

❑Indicative expenditure ceilings and revenue targets and budget estimates, projections for the dept/agencies are approved by the Budget Management Committee (BMC) of the ministry/division.

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Strategic Phase: Review and Finalizing MBF

- Upon receiving the MBFs from the line ministries, Finance Division and Planning Commission examine them and identify areas to be further improved
- Line ministries make necessary changes/ improvements according to the feedback received from FD and PC
- FD holds tripartite meetings between LMs, FD and PC to reach agreement on the proposed MBF.

MBF is considered as the main basis for determining the indicative expenditure ceiling and revenue target for the respective Ministry.

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Strategic Phase: Finalizing Indicative Expenditure Ceilings and Revenue Targets by FD

- Indicative expenditure ceilings and revenue targets for line ministries/divisions are set based on the Agreed Budget Framework
- Expenditure ceilings for LMs are determined on the basis of following criteria:
  - *maintain current government policy, priorities*
  - *achieve medium term targets set for the sector*
  - *ensure full utilization of allocated resources*
  - *improve quality of public service delivery*
  - *relative allocation of the ministry/division*
- Proposed Indicative expenditure ceilings and revenue targets by the tri-partite meeting are approved by the Budget Monitoring and Resource Committee (BMRC)

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Estimating Phase : Budget Call Circular-2

- BC 2 (issued March/April) provides indicative ceilings as agreed in ***tripartite meetings***;
- As soon as the indicative expenditure ceiling and revenue target gets approval, FD communicates it to the respective LMs through BC-2
- Ceilings provided in BC-2 are considered as final ceiling
- It also contains detailed guidelines and forms required for preparation of estimates and projections
- LMs are requested to prepare estimates for the budget year and projections for the two outer years

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Estimating Phase: Preparing Estimates

- Departments/agencies under a ministry/division prepare the estimates/projections following the guidelines set in BC-2
- Budget Working Group (BWG) scrutinizes the estimates and approved by the Budget Management Committee (BMC)
- After approval of the BMC budget estimates and projections sent to FD and PC
- LMs need to submit budget estimates online to FD data base (Integrated Budget and Accounting System – ***iBAS++***)

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Estimating Phase: Preparing Estimates...

- FD and PC review the estimates/projections
  - check consistency with the policies and priorities
  - avoid overlapping and duplication
  - verify compliance with the ceiling and guidelines provided in the Budget Circular-2
- Estimates/projections prepared by the LMs are finalized at the rationalization meeting between FD, PC and the respective Line Ministries

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Approval Phase: Budget Approval

- MOF prepares aggregate budget proposals after scrutinizing, reviewing and examining detail estimates
- Final draft placed for Cabinet sanction and consent from the Honorable President
- Finance Minister submits the Annual Financial Statement (Budget) and Appropriation Bill along with the MTBF before parliament
- Parliament only approves the estimates for the budget year
- Projections for outer years are submitted for information as per Public Moneys and Budget Management Act, 2009

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SOME EXAMPLES FOCUSING ON KEY PERFORMANCE INFORMATION UNDER MTBF

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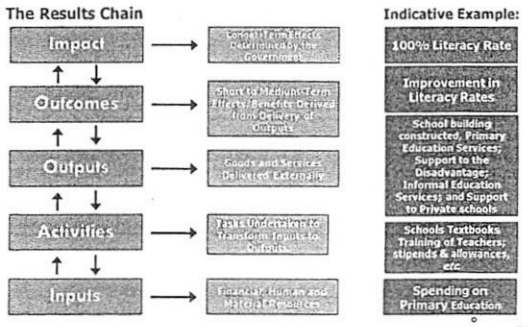
Key Performance Information Under MTBF



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Strategic Phase: Part-A of the MBF, Section 2

Example: Medium-Term Strategic Objectives and Key Activities

Strategic Objectives	Activities	Concerned Departments/Agencies
Universal, inclusive and equal access to primary education Outcome: Increase Gross & Net Enrolment Rate, Attendance and completion rate, teacher student ratio.	• Establishment of primary schools in the villages without school • Construction, reconstruction and extension of classrooms and routine repair and maintenance of schools	• Directorate of Primary Education (DPE)

Source: Adapted from Medium-Term Budget Framework 2019-20 to 202122,, Ministry of Primary and Mass Education

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Strategic Phase Part-B: Example: (6.2.) Ministry of Primary and Mass Education (Activities, Output Indicators and Targets)

Activities	Output Indicator	Related Strategic Objectives	Unit	Revised Target	Actual	Target	Revised Target	Medium Term Targets		
				2017-18		2018-19		2019-20	2020-21	2021-22
1	2	3	4	5	6	7	8	9	10	11
1. Construction, reconstruction, and extension of classrooms and routine repair and maintenance of schools	Additional classrooms constructed	1	Number (thousand)	7.00	6.9	7.50	10.0	10.00	12.0	15.0
	Rehabilitation, repair and maintenance works completed for classrooms			10.5	21.0	8.00	30.0	42.0	42.0	42.0
2. Construction of wash-block and installation of tube wells in Schools	Toilets constructed	1	Number (thousand)	3.0	6.0	3.50	2.9	14.50	14.50	15.0
	Tube wells installed			5.00	6.0	4.0	6.00	6.00	3.75	3.75
3. Stipend program for poor students	Students covered under stipend Scheme	1	Number (two)	115.0	130	115.00	140.0	140.0	140.0	140.0

Source: Adapted from *Medium-Term Budget Framework 2019-20 to 2021-22*, Ministry of Primary and Mass Education

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Strategic Phase: Example: Ministry of primary and Mass Education

MBF : FY 2019-20 Key Performance Indicators (KPIs)

Indicator	Related Strategic Objectives	Unit	Revised Target	Actual	Target	Revised Target	Medium Term Targets		
			2017-18		2018-19		2019-20	2020-21	2021-22
1	2	3	4	5	6	7	8	9	10
1. Gross Enrolment Rate	1	%	112.12	111.7	113.5	114.23	110.5	111.0	111.0
2. Net Enrolment Rate	1	%	98.2	97.37	98.15	97.85	98.50	98.70	98.8
3. Attendance Rate	1,2	%	85.00	88.0	89.50	89.0	89.00	90.0	90.0
4. Completion Rate	1,2	%	85.5	91.2	89.00	81.4	89.50	90.50	90.50
5. Rate of graduation from Grade 5 to Grade 6	1,2	%	96.5	95.18	98.70	97.59	98.0	98.0	98.0
6. Teacher-Student Ratio	1,2	Ratio	1:39	1:37	1:39	1:36	1:35	1:33	1:35
7. Literacy Rate (15+ years)	3	%	72.3	72.5	72.5	72.5	73	74	75

Source: Adapted from *Medium-Term Budget Framework 2019-20 to 2021-22*, Ministry of Primary and Mass Education.

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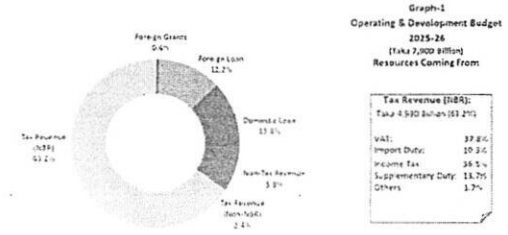
Analysis of National Budget



Graph-I
Operating & Development Budget
2025-26
[Taka 7,900 Billion]
Resources Coming from

Tax Revenue (NBR): Taka 4,930 Billion (63.2%)	
VAT:	37.8%
Import Duty:	10.3%
Income Tax	36.5%
Supplementary Duty:	13.7%
Others	1.7%

Sources of Resources

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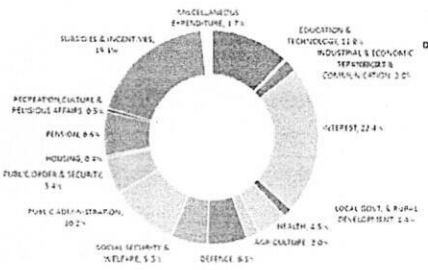
Analysis of National Budget

Graph-II
Operating & Development Budget
2025-26
[Taka 7,900 Billion]
Use of Resources

Sectoral-wise Resource Distribution (including Subsidies & Incentives and Pension)

Analysis of National Budget



Graph-III
Operating Budget: 2025-26
(Taka 5,543.91 Billion)
Details of Sector-wise Allocation

Analysis of National Budget

Graph-VA*
Developing Budget: 2025-26
(Taka 2,456.09 Billion)
Details of Sector-wise Allocation

* Sectorwise resource data (share of development budget) have been shown as per newly introduced 15 sectors

Thank you

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Overview of the External Sector of the Economy: BoP, Current Account, Capital Account, FDI, External Debt, Exchange Rate, Forex Reserve, International Investment"

Md Ariful Haque
Director General, BIDA

Bangladesh Investment Development Authority
BIDA, 22 July 2025

External Sector of the Economy

- PART OF A COUNTRY'S ECONOMIC ACTIVITY THAT INVOLVES TRANSACTIONS WITH FOREIGN ENTITIES AS:
  - TRADE
  - FINANCIAL FLOWS
  - INVESTMENTS.
- NATION'S ECONOMIC INTERACTIONS WITH THE REST OF THE WORLD

Key Elements of the External Sector:

Exports of Goods and Services
- Sale of domestically produced goods (e.g., manufactured products, agricultural goods) to foreign countries.
- Services exports (e.g., tourism, financial services, software exports).

Imports of Goods and Services
- Purchases of foreign-made goods (e.g., oil, electronics, machinery).
- Services imports (e.g., foreign travel, consulting services).

Balance of Trade (Trade Balance)
- The difference between a country's exports and imports of goods.
- A trade surplus occurs when exports > imports; a trade deficit happens when imports > exports.

Key Elements of the External Sector:

Current Account:
A broader measure including:
- Trade in goods and services (balance of trade)
- Primary income (e.g., wages from abroad, investment income like dividends and interest).
- Secondary income (e.g., remittances, foreign aid, grants)

Key Elements of the External Sector:

Capital and Financial Account:
Cross-border investments and financial transactions, such as:
Foreign Direct Investment (FDI) – Long-term investments in businesses or assets.
Portfolio Investment – Purchases of foreign stocks, bonds, or other financial assets.
Loans & Banking Flows – Borrowing from or lending to foreign entities.

Capital and Financial Account:

Feature	Capital Account	Financial Account
Nature of Transactions	Non-financial, one-time transfers, intangible assets	Financial investments, loans, equity flows
Components	Capital transfers, sale of intangible assets	FDI, portfolio investment, reserve assets
Examples	Debt forgiveness, patent sales	Foreign company investments, stock purchases
Impact on Economy	Usually small in volume	Major impact (e.g., FDI boosts jobs, stocks affect markets)

Key Elements of the External Sector:

Foreign Exchange Reserves:
Holdings of foreign currencies (e.g., US dollars, euros) by a country's central bank to stabilize the exchange rate and manage international payments.

Exchange Rate System:
Determines how a country's currency is valued relative to others (e.g., fixed, floating, or managed exchange rates).

Remittances:
Money sent by migrant workers back to their home country, contributing to household income and GDP.

Key Elements of the External Sector:

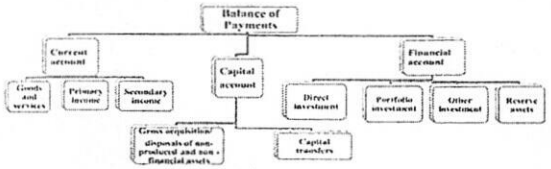
International Agreements & Trade Policies
Trade treaties (e.g., WTO rules, free trade agreements).
Tariffs, quotas, and export/import regulations.

Importance of the External Sector
Influences economic growth (via exports and FDI).
Affects employment (export industries create jobs).
Impacts currency value and inflation (through import prices).
Can lead to vulnerabilities (e.g., trade deficits, foreign debt crises).

Balance of Payments

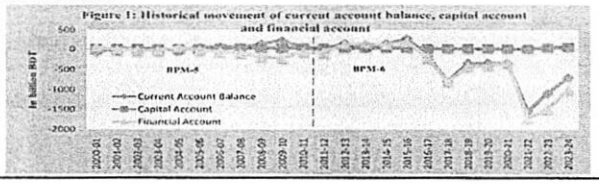
As defined by IMF:

Balance of Payments is a statistical statement for a given period showing:
a) Transactions in goods, services and income with rest of the world;
b) grouped in three major categories: 1) Current account, 2) Capital account and 3) Financial account.



Bangladesh Balance of Payments, 2023-24

The **current account balance shows** fluctuation from 2000-01 to 2023-24, reaching peak at a surplus of BDT 208,204 million in 2015-16.
It is noticeable that the **current account balance** shows almost a flat line up to 2015-16, a slight fluctuation in 2009-10, then a sharp decline in 2017- 18, fall to a deficit of BDT 1,545,027 million in 2021-22. After this period, displays an upward trend, and shows deficit of BDT 698,811 million in 2023-24.
the net financial account shows a notable surge from 2003-04 onwards, rising to a high of BDT 181,931 million in 2015-16 and falling in 2017-18, then rising slowly from 2017-18 to 2020-21. After this period, the net financial account saw a **notable decrease of BDT 1,723,461 million** and then improved **sharply to a decline of BDT 1,001,512 million in 2023-24, the capital account** exhibited a rising trend over the period with occasional fluctuations, achieving its highest level of BDT 62,769 million in 2023-24



Balance of payments [Annual Data]

(In million US$)

Items	2022-23	2023-24R	% Changes 3 over 2
1	2	3	4
Trade balance	-27384	-22433	
Export f.o.b.(including EPZ)	43364	40807	-5.9
Of which : Readymade garments	38176	36130	-5.4
Import f.o.b.(including EPZ)	70748	63240	-10.7
Services	-3131	-4229	
Credit	6971	6285	-9.8
Of which : Government services	2068	1554	-24.9
Debit	10102	10514	4.1
Primary income	-3407	-4326	
Credit	443	550	24.2
Debit	3850	4876	26.7
Of which : Official interest payments	1030	1406	36.5
Secondary income	22289	24386	
Official transfers	88	74	
Private transfers (net)	22201	24312	9.5
Of which : Workers' remittances inflows	21611	23912	10.7

Balance of payments [Annual Data]

(In million US$)

Items	2022-23	2023-24R	% Changes 3 over 2
1	2	3	4
Current Account Balance	-11633	-6602	
Capital account	475	553	
Capital transfers	475	553	16.4
Financial account	6889	4516	
Foreign direct investment (net)	1649	1470	-10.9
Portfolio investment (net)	-30	-145	
Of which : Investment by NRBs	118	92	-22.0
Other investment (net)	5270	3191	
Net aid flows	6959	7688	
Medium and long-term (MLT) loans	8704	9708	11.5
MLT amortization payments	1745	2020	15.8
Other long term loans (net)	434	209	
Other short term loans (net)	-1883	-1619	
Trade credit (net)	2532	-1828	
DMBs and NBDCs (net)	-2772	-1259	
Assets	799	494	
Liabilities	-1973	-765	

Balance of payments [Annual Data]

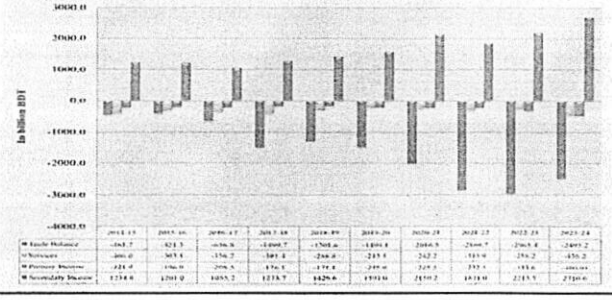
(In million US$)

Items	2022-23	2023-24R	% Changes 3 over 2
1	2	3	4
Errors and omissions	-3953	-2767	
Overall Balance	-8222	-4300	
Reserve Assets	8222	4300	
Bangladesh Bank (net)	8222	4300	
Assets	-8766	-2901	
Liabilities	-544	1399	
Memorandum Items:			
Gross official reserves	31203	26714	
Gross official reserves (as per BPM6)	24754	21686	
Export (Shipment)	46495	44475	-4.3
Import (cif)	75062	66725	-11.1
Valuation adjustment	134	-168	
In months of imports of goods and services	4.6	4.4	
In months of imports of goods (cif)	5	4.8	

* Note: 1) NBR revises and provides the export shipment data to Bangladesh Bank and EPB by adjusting multiple entries from July, 2022 to March, 2024.
2) The export (f.o.b) has been adjusted for export from EPZ to Bangladesh, CMT(cutting, making and trimming) exports, etc.
3) The import (f.o.b) has been adjusted for freight and goods procured in ports etc.
4) The FDI (net) has been accounted for financial account and Bangladesh Bank assets have been computed as per BPM6.

Current account

Figure 2: Recent trends of current account balance and its components



Current account

Figure 3: Historical movement of foreign trade*

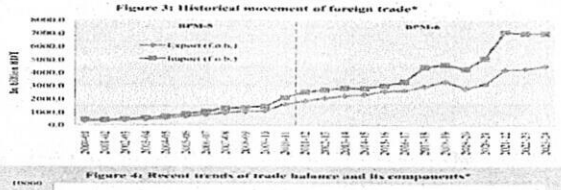
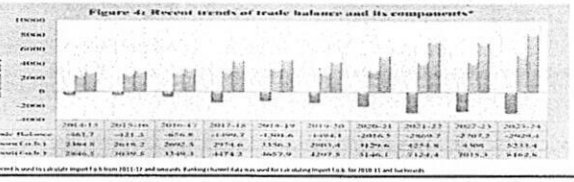


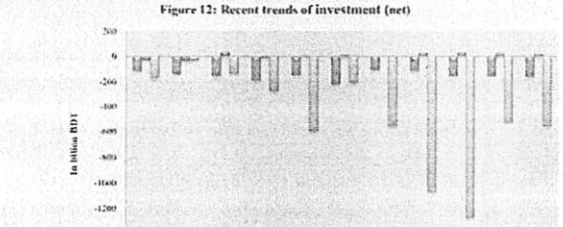
Figure 4: Recent trends of trade balance and its components*



*Customs record is used to calculate import f.o.b from 2011-12 and onwards. Banking channel data was used for calculating import f.o.b. for 2010-11 and backwards

Capital and financial account

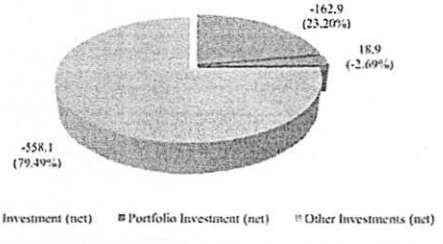
Figure 12: Recent trends of investment (net)



	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Direct Investment (net)	+115.6	-142.2	-155	-189.6	-148.7	-220.7	-107.9	-114.9	-153.1	-157.8	-162.9
Portfolio Investment (net)	-30.2	-41.6	39.8	-12.9	6.6	16.1	-1.2	29.2	30.9	35.9	18.9
Other Investments (net)	-170.2	-35.8	-132.5	-272.9	-597.3	-202.9	-559.7	-1055.2	-1201.4	-532.4	-558.1

Capital and financial account

Figure 13: Types of investment (net) during 2023-24



EXTERNAL DEBT OF BANGLADESH

Component	Stock at the end of Dec'24		Total	% of total debt of Dec'24
	Public Debt	Private Debt		
1. Long-term Debt	**81400.18**	**9292.93**	**90693.11**	**87.50**
Multilateral	*39172.72*	*1669.87*	*40842.59*	*40.6*
Bilateral	*29061.05*	*91.63*	*29152.68*	*28.13*
Trade Credit	*0.00*	*188.42*	*188.42*	*0.18*
IMF Loan	*4667.00*	*0.00*	*4667.00*	*4.50*
External Commercial Borrowing (ECB)	*5568.51*	*5976.38*	*11544.89*	*11.14*
Others	*770.44*	*1310.73*	*2081.17*	*2.01*
2. Short-term Debt	**2813.33**	**10131.88**	**12945.21**	**12.5**
Total External Debt at Dec'24	**84213.51**	**19424.81**	**103638.32**	**100.00**
Total External Debt at Dec'23	*79287.55*	*20946.09*	*100233.64*	

Source: ERD, Ministry of Finance; Statistics Department, Bangladesh Bank; State Owned Enterprises.

EXTERNAL DEBT OF BANGLADESH

Table-: Key External Debt Indicators of Bangladesh (percent, unless indicated otherwise)

Debt Indicators	2019	2020	2021	2022	2023
External Debt (USD billion) at the end of Dec	72.61	90.60	96.12	100.23	103.64
Of Which					
1. Long Term Debt	*61.59*	*72.53*	*77.61*	*86.02*	*90.69*
2. Short Term Debt	*11.02*	*18.07*	*18.51*	*14.21*	*12.95*
Growth in External Debt (per cent)	**15.3**	**24.8**	**6.1**	**4.3**	**3.4**
Growth in Long-term Debt (per cent)	*15.6*	*17.8*	*7.0*	*10.8*	*5.4*
Growth in Short-term Debt (per cent)	*13.2*	*63.9*	*2.5*	*-23.2*	*-8.9*
Memo Items:					
External Debt Stock to GDP (per cent)	**19.0**	**21.8**	**20.9**	**22.2**	**23.0**
Public Sector Debt to GDP (per cent)	*15.1*	*16.2*	*15.6*	*17.6*	*18.7*
Private Sector Debt to GDP Per cent)	*3.9*	*5.5*	*5.3*	*4.6*	*4.3*
Foreign Exchange Reserves to Total Debt (per cent)	**59.5**	**50.9**	**35.1**	**21.8**	**20.6**
Short term External Debt to Foreign Exchange Reserves (per cent)	*25.5*	*39.2*	*54.8*	*65.0*	*60.5*
Short term External Debt to Total Debt (per cent)	*15.2*	*19.9*	*19.3*	*14.2*	*12.5*
Long term External Debt to Total Debt (per cent)	*84.8*	*80.1*	*80.7*	*85.8*	*87.5*
Public Sector Debt to Total Debt (per cent)	*79.6*	*74.5*	*74.7*	*79.1*	*81.3*
Private Sector Debt to Total Debt (per cent)	*20.4*	*25.5*	*25.3*	*20.9*	*18.7*
Debt per Head in USD	*433.35*	*535.12*	*561.12*	*586.88*	*604.0*

Foreign Exchange Reserve

Data on international reserves comprise of monetary gold, SDR, reserve position in the Fund and foreign exchange which are collected from the internal records of the Bangladesh Bank and IMF. Transactions of gold, SDR and foreign exchange of Bangladesh Bank, transactions in the reserve position in the IMF are reflected in the reserve assets.

(In million US $)

Period	Foreign Exchange Reserves (Gross)	Foreign Exchange Reserves (as per BPM6)
2024-2025		
June	31772.0	26740.0
May	25798.2	20520.9
April	27429.7	22025.5
March	25512.0	20369.9
February	26175.7	20945.9
January	25305.6	19962.4
December	26214.8	21394.7
November	24350.2	18611.4
October	25486.7	19830.0
September	24863.0	19861.5
August	25580.8	20475.4
July	25823.6	20393.7

Note : Reserves (Gross) represents Total International Reserves of the country
Source : Accounts & Budgeting Department, Bangladesh Bank.

Foreign Exchange Reserve

(In million US $)

Period	Foreign Exchange Reserves (Gross)	Foreign Exchange Reserves (as per BPM6)
2023-2024		
June	26714.2	21686.3
May	24197.2	18646.2
April	25365.2	19975.8
March	25231.7	19913.0
February	25966.6	20780.0
January	25111.9	19963.5
December	27130.0	21867.6
November	24894.6	19300.6
October	26481.0	20710.2
September	26911.0	21059.8
August	29260.7	23255.1
July	29732.1	23374.3

Note : Reserves (Gross) represents Total International Reserves of the country.
Source : Accounts & Budgeting Department, Bangladesh Bank.

Foreign Exchange Reserve

Figure 14 highlights the varying foreign exchange reserves from 2013-14 onwards, showing fluctuations, peaks, and rises across the observed years. It is noticeable that the foreign exchange reserve increased continuously from 2013-14 to a high of BDT 3934.7 billion in 2020-21 and then decreased in the next successive years, standing at BDT 2559.0 billion (as per BPM6) in 2023-24.

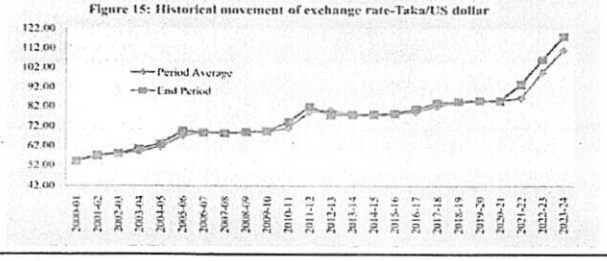
Figure 14: Recent trends of foreign exchange reserves*
(In billion BDT)

*From 2022-23 onwards, the value of foreign exchange reserve was calculated as per IMF BPM6 manual.

EXCHANGE RATE OF TAKA

An exchange rate is a rate at which one currency will be exchanged for another currency and it affects trade and movement of money between countries. In recent years, the movement of the exchange rate has increased. Both the period average and end period exchange rate increase over time, raising a peak at 111.043563 and 118.00 respectively in 2023-24 (Figure 15).

Figure 15: Historical movement of exchange rate-Taka/US dollar



EXCHANGE RATE OF TAKA

B. Cross rates as on Jul 17, 2025:

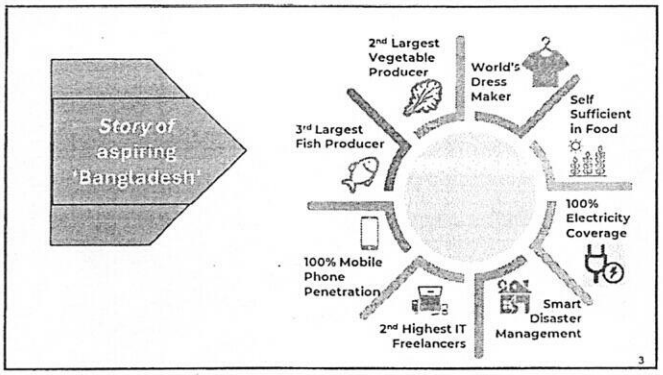
Currency	Buying/Low Rate	Selling/High Rate
EUR	141.0041	141.1447
GBP	162.6625	162.8331
AUD	79.0951	79.2210
JPY	0.8195	0.8204
CAD	88.5706	88.6566
SEK	12.4504	12.4985
SGD	94.4367	94.5661
CNH	16.8753	16.8960
INR	1.4109	1.4126
LKR	2.4839	2.4884

Growth of Bangladesh Economy
Foreign Direct Investment

Md Ariful Haque
Director General, BIDA

Bangladesh Investment Development Authority
BIDA, 22 July 2025

PERFORMANCE OF BANGLADESH



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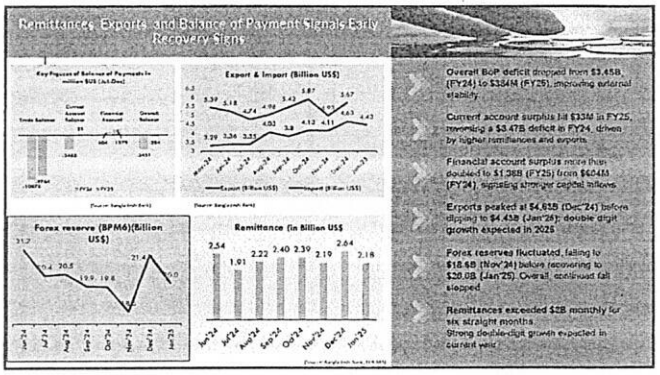


TARGETS OF BANGLADESH

The growth journey of Bangladesh : Perspective Plan 2021–2041

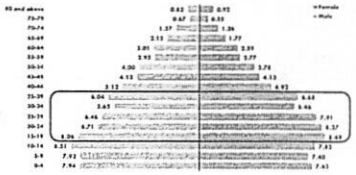
- Reach a per capita income of $12,500 by 2041
- GDP growth rate of 8%
- Shift from agriculture-based to an industrial and service-driven economy
- Focus on high-tech, ICT, pharmaceuticals, and green industries
- Promote light engineering, electronics, shipbuilding, automobile assembly, and digital
- Improve technical and vocational training
- Develop smart cities and planned urban action
- Invest in transport, energy, ports, and digital infrastructure
- Promote renewable energy, reduce carbon emissions

WHY BANGLADESH

WHY BANGLADESH

Burgeoning Youth
42mn, young & energetic demographic

Bangladesh Population Pyramid



- **More than 3.5x** Cambodia's total population
- **2.3 Mn** young professionals entering the workforce each year

Source: Population & Housing Census 2022

WHY BANGLADESH

Productivity Inputs
Competitive Factors of production

Cost						
Labor	114	410	273	377	500	271
Land	1.35	6.65	1.81	1.23	5.00	19.92
Gas	0.24	6.18	2.90	6.0	1.25	2.10
Electricity	0.296	0.53	0.25	0.3	0.36	0.32
Water	0.086	0.127	0.074	0.068	0.046	0.42

All costs in USD, Units: Labor monthly salary, Land per sq meter/yr, Gas per cubic meter, Electricity per kwh, Water per 1000L

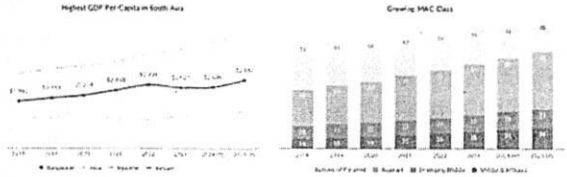
Bangladesh is Emerging as a Hotspot in the Heart of Asia Driven by a Rapidly Growing Market

Source: MSC Global Research, BCG

01

Rising Income Levels and a Growing Middle and Affluent Consumer Base
Spearheading Bangladesh's Growing Consumer Base

34 Mn	USD 4,000+		USD 567	192.43 Mn
Middle and Affluent Class by 2030 (24 million a year) BCG	GDP Per Capita (PPP) by 2030 BCG		Estimated Disposable Personal Income in 2023 Trades Economics	Total Mobile Subscribers 2024 AMTOB



Source: LuteCastle Analytics, World Bank, Bangladesh Bank, BCG

02

A Decade of Consistent Growth Aided by a Resilient Economy
A Turbulent Period Following the July Revolution

Strong Vitals throughout the COVID-19 pandemic and global policy-driven economic reversals

Total GDP (USD)
~ 437 Bn
Second highest in South Asia
2023
World Bank

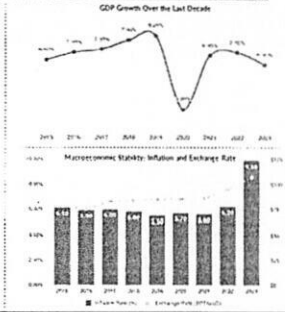
Projected GDP Growth Rate
~ 7%
GDP growth in the next five years

GDP Per Capita (USD)
~ 2,646
Surpassing both India & Pakistan
2024
IMF

Signs of recovering economy post the July Revolution further improve the resilience

Remittance Inflow
~ 23.91 Bn
In FY 23-24, marking a 10.66% increase from previous FY
Bangladesh Bank

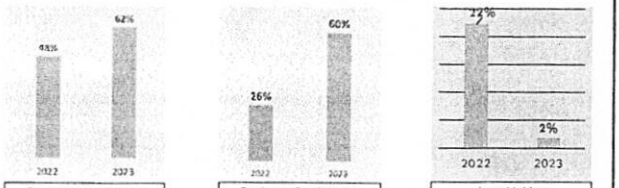
Reserves Post July
~ 20 Bn +
Crossing the 20 billion mark, showing early signs of macroeconomic stability
Bangladesh Bank



03

DOING BUSINESS: LAND OF PROFITABILITY, BUSINESS CONFIDENCE

JETRO Survey on Business Conditions of Japanese Companies Operating Overseas (Asia and Oceania) 2022



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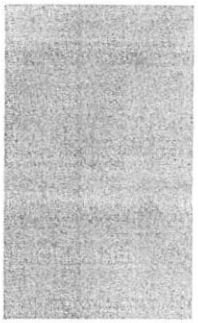
INVESTMENT CLIMATE



Investment Climate: Conducive Policies - for Private Sector Led Growth

- Secured by law against **nationalization and expropriation**
- Local and Foreign investments are given **equal treatment**
- **100% foreign equity** is allowed along with unrestricted exit
- Almost all industrial sectors are **open for foreign investors**
- Bilateral Investment treaties (BITs) signed with **34 countries**
- Double taxation treaties with **28 countries**
- Bangladesh is a signatory to **ICSID, UNCITRAL, OPIC, MIGA, WAIPA, WIPO and WTO**
- All laws, regulations are **conducive to investment**

15

Bangladesh follows liberal regime for promoting Private & Foreign Investment

Diverse Sectoral Opportunities			
Energy & Infrastructure	• Power	• Economic Zones • Ports and Logistics	• Oil and gas • Transport Infrastructure
ICT & Electronics	• ICT and IT Enabled Services	• Computer software & ICT	• Electronics
Textile & Clothing	• Home Textiles • Textiles Industry	• Readymade garments industry	• High value added RMG
Agribusiness & Food Processing	• Agro-based/processing • Flower cultivation • Furniture & Handicrafts	• Jute & Jute goods • Commercial plantation • Silkworm & Silk Industry	• Integrated shrimp cultivation • Frozen Food & Horticulture
Pharma & Chemicals	• Pharmaceuticals • Herbal medicines	• Textile Dye & chemicals	• Basic chemicals
Healthcare	• Health care	• Medical Equipment	
Others	• Plastics & Ceramics • Leather & leather goods • Footwear	• Light engineering incl. automobiles • Cosmetics and toiletries	• Tourism • Jewelry and diamond cutting polishing

Reserved Sectors for Government:

• Arms & ammunitions • Nuclear Power • Security printing and minting • Afforestation and Mechanized extraction within the boundary of reserved forest

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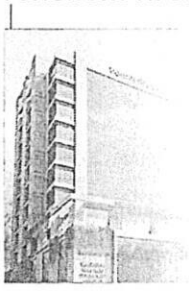
INVESTMENT PROMOTION AGENCIES

FUNCTIONS AT BIDA

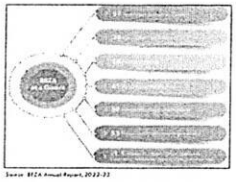


Facilitate private investment from Foreign Direct Investment as well as Domestic Investment in Bangladesh

- Investment Promotions
- Investment Facilitation
  - *Pre-investment consultations*
  - *Registration of industrial projects*
  - *Permission for branch/liaison/rep office*
  - *Visa Recommendations and Work Permits*
  - *Import permits for capital machineries and raw materials*
  - *Approval of foreign loans and suppliers credits*
- Investment Aftercare
- Policy Advocacy Activities
- Improvement of Investment Ecosystem

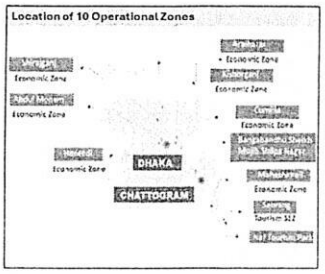
18

ECONOMIC ZONES OF BANGLADESH



Source: BEZA Annual Report, 2022-23

- 100 Economic Zones planned
- Country specific allocation
- BSMSN is the Flagship Economic Zone
- 1 Special Zone for Japanese Investors
- Special and additional incentives for investors



19

EXPORT PROCESSING ZONES OF BANGLADESH

- 452 Companies in operation
- 104 Implementation

38 countries Already Invested in the EPZs of Bangladesh

- Total Investment: $7.8 Bn
- Total Export: $108.9 Bn

BEPZA

9 Zones : Established

3 Zones: Upcoming

20

HI-TECH PARKS OF BANGLADESH

HIGH TECH Parks
- Ready land and space for setting up new industries
- Infrastructure and other facilities
- Mix of nature with technology

Target 114 Parks	32 Parks operational	190 Companies

Nokia with smart phones Hyundai with hybrid vehicle has their presence

SOFTWARE TECHNOLOGY PARKS
- Rentable ready office spaces for IT/ITES companies
- Co-working facilities for startups
- Software firms, e-commerce companies, BPO's are currently operating

21

REGULATIONS

Investment Policy Framework & Incentives

The broader FDI policy & regulatory framework include, among others, the following:

Business Stage	Policy & Regulation
General	- Bangladesh Industrial Policy (as undertaken from time to time)
Business start-up	- The Companies Act, 1994 - Securities and Exchange Commission Act, 1993
Protection	- The Foreign Private Investment (Promotion & Protection) Act, 1980
Industrial Zones	- Bangladesh Export Processing Zones Authority Act, 1980 (for EPZ) - Bangladesh Private Export Processing Zones Authority Act, 1996 - Bangladesh Economic Zones Act, 2010 (for Economic Zones)
Facilitation	- The Bangladesh Investment Development Authority Act, 2016
Corporate / Personal Taxation and Incentives	- Income Tax Act 2023 and related rules and SROs - National Budget - The Finance Act/Bill
International Trade (Export & Import)	- Bangladesh Export Policy (as undertaken from time to time) - Bangladesh Import Order (as undertaken from time to time)
Sectoral	- Bangladesh Energy Regulatory Commission Act, 2003 (BERC) - Bangladesh Telecommunication Regulatory Commission Act, 2001 (BTRC) - The National Drug Policy, 2005 - PPP Policy and Guidelines 2010
Foreign Exchange	- Bangladesh Foreign Exchange Guidelines (issued from time to time)

23

INVESTORS

EXISTING MAJOR INVESTORS

Unilever, Nestlé, Bata, marico, Coca-Cola, British American Tobacco, JTI, Honda, Hyundai, Mitsubishi Motors, Powerchina, jera, ap, asian paints, Berger, Samsung, C.P. Group, arçelik

25

EXISTING MAJOR INVESTORS

Sumitomo, telenor, axiata, Chevron, GILDAN, SINOVAC, Standard Chartered, HSBC, MARKS SPENCER, BEXIMCO, RFL, WALTON, SINGER

26

GLOBAL PLAYERS JOINING OUR JOURNEY

SMBC

27

FACILITATIONS

INCENTIVES FOR INVESTING IN BANGLADESH

FISCAL INCENTIVES	NON-FISCAL INCENTIVES
• Reduced corporate tax in thrust sectors and also in the export-oriented industries. • Tax holiday for specific industries in the selected locations. • Reduced or no customs duty on Import of Capital Machineries • Reduced duty for import of raw materials for industrial use • Tax credit in the income at the home country based on Double Taxation Avoidance Treaty • Reduced tax on the linkage industries of the textile sectors	• Repatriation of dividend without any govt intervention • Cash incentives on sale is extended to some industries based on the export

29

CLIENTS SUPPORT : ONE STOP SERVICE (OSS)
24X7, REALTIME, E-PAYMENT ENABLED ONLINE G2B SERVICES

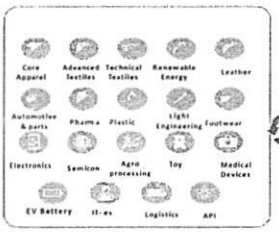
143,000 services delivered in three year with 95% in time

- BIDA hosts Country's online One Stop Service (OSS)
- 123 time-bound investor services from 40 agencies are available currently
- All investor services will be integrated

30

SECTORAL OPPORTUNITIES

PRIORITY SECTORS



- Global market size
- Projected growth
- Domestic consumption
- Export value
- Contribution to GDP

- Current FDI presence
- Labor competitiveness
- Access to natural resource
- Innovation Gap
- Employment Impact
- Supporting industries

- Policy & fiscal readiness
- Sustainability & ESG focus
- Post LDC market access

AGRIBUSINESS

US$ 5.8 Billion Bangladesh Processed Food Market by 2030

11.20% Contribution to GDP (2023)

Ranks Top 10 in 10 sub-sectors in Food Production & Agriculture

Digital Economy

US$ 1.3 Bn Annual ITITES export (2020)

US$ 15 Billion Domestic Ecommerce Market Size by 2027

650K Freelancers (2022)- 2nd highest in the world

184.05 million mobile phone subscribers (2022)

Light Engineering

Domestic market size: $14 billion

Average growth of 21% in last 5 years

Commercial vehicle market size $7.2 billion

SUV sales growing at 28% per annum

Low penetration : 2.5 passenger cars for every 1,000 people

Logistics

US$130 Billion+

US$ 4.1 Billion

US $28 Billion

33

RMG & TEXTILE

World's 2nd largest RMG exporter, exporting worth US$ 47 billion to 167 countries

Highest number of green factories, with 150 LEED-certified factories and another 500 in pipeline for certification

OPPORTUNITIES

- High-end products, design development, innovation and end-to-end digital manufacturing and recycling
- Synthetic/manmade fabric like lace, suit fabric
- Yarn for woven Denim industries

Healthcare Medical Equipment and Devices

Bangladesh's healthcare market to grow to USD 14 billion by 2023

- Medical devices market currently valued at USD 442 million
- Expected to reach approximately USD 820 million in 2025, growing at a CAGR of 13%

More than 100 Medical Colleges with enrolment capacity of more than 10,000

- > 4,000 types of medical devices & equipment used
- 85% are imported
- Import of medical equipment and devices increased with the CAGR of 10.2% during the last five years.

Leather & Leather Products

- Growing domestic market of USD 2 Billion.
- Footwear is the major product segment. Per capita consumption is 3 pairs, up from 1.7 pairs 5 years back.
- Country boasts 220 tanneries, 3500 SMEs, 105 Big Enterprises
- 12th highest cattle population in the world.
- Bangladesh produces 310 million sq feet of raw hides annually.
- Scope of producing and exporting wet blue leather by establishing appropriate industries.

Automobile manufacturing, assembly, spare parts

Domestic market size: $14 billion

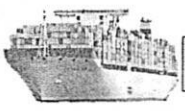
Average growth (last 5 years): 21%

Commercial vehicle market size $7.2 billion

Share of hybrid vehicles rose from 15% to 30% between 2017 and 2019

34

BLUE ECONOMY



Shipbuilding

Deep-sea fishing

35

HOSPITALITY AND TOURISM

- World's longest unbroken beach in Cox's Bazar, largest mangrove forest the Sundarbans, forests and swamp forests, hills and island, archaeological sites, religious landmarks etc.
- In 2019, domestic tourists spent around $8 billion travelling within the country.
- International hotel chains expanding business in Bangladesh: *Hotel Sheraton, Holiday Inn, JW Marriott, Swissotel, Hyatt Regency, Saint Regis Hotel and Dusit Hotels.*
- Exclusive tourism park, eco-tourism parks bear potentials

36

Green Investment Opportunities

Area of Mitigation Action	Estimated Investment Needed (Billion $, 2021-2030)	
	Unconditional	Conditional
Energy	30.877	137.458

Climate Investment Opportunities in Bangladesh

Bangladesh's climate-smart investment potential (2018 - 2030)

$172B

Transport Infrastructure $23.7B	Green buildings $118.8B
Urban water $13B	Waste $4B
Renewable energy $3.2B	Agriculture $9.1B

Investments and Cooperation: Critical Enabler for Bangladesh's Growth

Priority Economy Sectors for Investments

- RMG
- Food Processing
- Halal Food
- Light Manufacturing — Japanese investments and expertise can significantly enhance workforce capacity, promote compliance, and drive sustainable growth.
- Digital Economy
- Textile Recycling — Japanese investments can play a crucial role in catalyzing the transition to Circular Economy
- Deep Sea Fishing — Japan can assist Bangladesh in modernizing its deep-sea fishing capabilities, transitioning from small-scale coastal fishing to large-scale operations
- Logistics & Infrastructure
- Renewable Energy

Ongoing/Pipeline Projects Boost Private/PPP Investment Avenues in Logistics Sector

Investment Worth Over US$ 2.5 Billion in the Shipping Logistics

- Construction and operation of 2 (two) incomplete Jetties of MPA at Mongla.
- Payra Port Container Terminal.
- Construction of Bay Terminal.

Investment Worth Over US$ 700 Million in the Inland Container Logistics

- Construction of a New Inland Container Depot (ICD) near Dhirasram Railway Station and Ghorashal Station
- Construction & Operation of Inland Container Terminal (ICT) at Khanpur.
- Equip, Operate and Maintain Patenga Container Terminal.

Investment Worth Over US$ 800 Million in the Railway Logistics

- Circular Railway Line.
- Multimodal Hub at Kamalapur Railway Station.
- Construction of Multimodal Hub at Dhaka Bimanbandar Railway Station

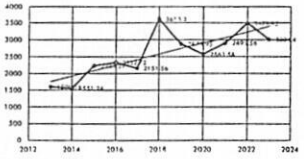
Investment Worth Over US$ 120 Million in the Land port Logistics

- Kamalpur Land Port Development
- Gobrakura Land Port Development
- Bilonia Land Port Development
- Development of Sheola Bhomra, Ramgarh Land port & Upgradation of Security System of Benapole Land Port
- Cargo Vehicle Terminal Construction on Benapol Land Port

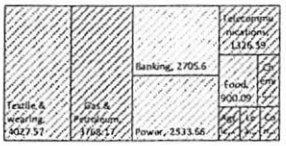
FDI PERFORMANCE

Net Inflow and Composition of FDI

NET FDI INFLOW IN BANGLADESH IN MILLION USD (2014-2023)

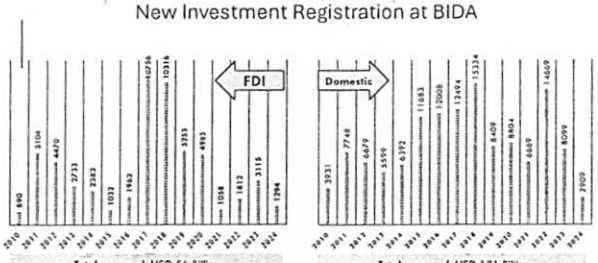


TOP 10 SECTORS OF FDI INTO BANGLADESH, FDI STOCK 20 BILLION USD



Source: Bangladesh Bank

New Investment Registration at BIDA



Total proposal: USD 56 Billion
Proposed new employment: 0.6 million

Net inflow around 30% of the proposed amount

Total proposal: USD 131 Billion
Proposed new employment: 3.45 million

Net inflow around 55% of the proposed amount

Source: BIDA

Existing Vs. Required Investment

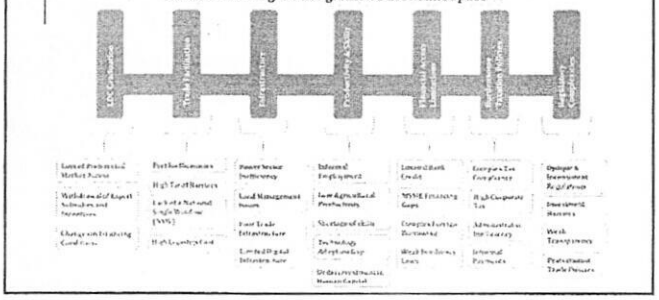
FY	GDP (Billion $)	Total Private Investment (Billion $)			
		Total	FDI	Domestic	
2022-23	404.75	95.68	3.25	92.43	Existing
			8.63 *(1.95% of GDP)*	114.95 *(25.32% of GDP)*	Required*
2023-24	481		2.95**		Existing
			12.06 *(2.50% of GDP)*	128.96 *(26.08% of GDP)*	Required*
2024-25	513				Existing
			15.39 *(3.0% of GDP)*	140.31 *(27.35% of GDP)*	Required*

* According to the targets of 8th FYP
** Fixed estimate

CHALLENGES

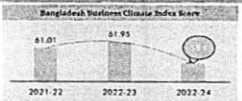
Bangladesh's Economic Landscape: Unpacking Structural Constraints and Systemic Challenges

Constraints Along the Bangladesh's Economic Space



Bangladesh's Business Climate Underpinned by Major Challenges

Bangladesh Business Climate Index Score



Bangladesh Business Climate Index – Performance by Pillar

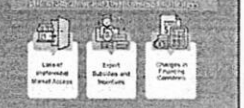
Starting a Business	68.91	70.39	62.74	-11.20%	Deterioration
Access to Land	54.90	53.07	53.11	0.07%	Improvement
Availability of Regulatory Information	80.83	72.85	68.04	-6.60%	Deterioration
Infrastructure	72.02	74.49	71.68	-4.58%	Deterioration
Labour Regulation	66.23	74.40	70.04	-5.88%	Deterioration
Dispute Resolution	57.48	54.24	52.36	-2.86%	Deterioration
Trade Facilitation	49.43	54.81	60.57	10.50%	Improvement
Paying Taxes	64.72	55.21	54.74	-0.86%	Deterioration
Technology Adoption	57.76	60.60	63.02	4.00%	Improvement
Access to Finance	30.78	35.22	28.11	-20.18%	Deterioration
Ease in Resolving Insolvency			57.54		

Bangladesh's Business Climate Index (BBCI) score of 58.75 for 2023-24 reflects a deteriorating business environment.

Key Challenges: Tax pressures, inflation, Political uncertainties, and Limited Access to finance hinder business growth.

Improvements noted in land access, trade facilitation, and technology adoption.

Labour Regulation | Dispute Resolution | Paying Taxes



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Cost of Doing Business in Bangladesh is High and on the Rise

Higher Cost of Trade (Doing Business 2019)

Country	Trade Action Border Rank, 2019	Score	Cost to export: Border compliance (USD)	Cost to import: Border compliance (USD)
Bangladesh	176	31.8	676	930
India	68	82.5	212	260
Indonesia	116	67.5	211	383
Pakistan	117	68.8	288	287
Vietnam	104	70.8	290	375
China	56	86.5	236	241

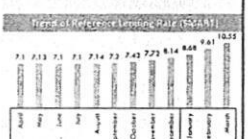
High Logistics Cost (Logistics Performance Index 2023)

Country	Rank	Score	Customs	Infrastructure	International shipments	Logistics competence	Tracking & tracing	Timeliness
Bangladesh	96	2.6	2.33	2.3	2.66	2.7		
India	38	3.4	3.0	3.2	3.5	3.5		
Indonesia	61	3.0	2.8	2.9	3.0	2.9		
Pakistan	63	3.3	3.1	3.2	3.3	3.2		
Vietnam	43	3.3	2.8	3.2	3.1	3.3		

Source: World Bank, IMF, The Business Standard

Freight cost increase **30%-40%** in last one year

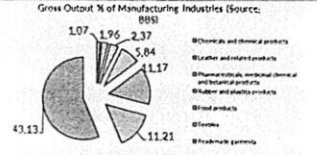
Trend of Reference Leasing Rate (SCFI)



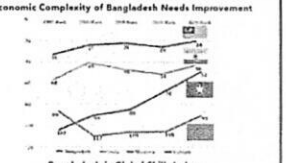
Due to increase in cost, many people are shifting to sea route

Diversification, Value Chain Upgradation & Skills Development Must for Next Phase of growth

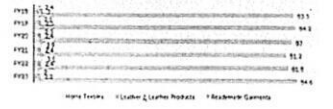
Gross Output % of Manufacturing Industries (Source: BBS)



Economic Complexity of Bangladesh Needs Improvement



Bangladesh's Trade Basket is Highly Concentrated



Bangladesh in Global Skills Index

Business Skills		Technology Skills		Data Science Skills	
Country	Global Rank	Country	Global Rank	Country	Global Rank
Luxembourg	1	Japan	1	Finland	1
UAE	2	Belgium	2	Denmark	2
		Czech Republic	3		
Switzerland	3			Belgium	3
Vietnam	14	Vietnam	13	Vietnam	42
Bangladesh	66	India	66	India	66
India	55	Bangladesh	67	Bangladesh	67

Transitioning to Sustainability Requires Massive Preparations

Evolving Global Regulations

- EU Green Deal
- German Supply Chain Acts
- Human Rights and Environmental Due Diligence Legislation
- EU Strategy for Sustainable and Circular Textiles
- Canada-wide Action Plan on Zero Plastic Waste
- French LAW n ° 2020- 105 (fight against waste and the circular economy)

Bangladesh Encounters Several Obstacles that Reduce its Appeal for Domestic and Foreign Investors

Investment Challenges in Bangladesh

- Inefficient Trade Facilitation
- Regulatory Unpredictability
- Regulatory Complexities
- Infrastructure Inadequacy
- Burdensome Taxation Policies
- Productivity Gap
- Limited Access to Diversified and Long-term Financial Products

Key Factors Behind Bangladesh's Failure to Attract Private Investment

- Absence of Systematic Investment Promotion
- Complex Regulatory Framework and Red Tape
- No Comprehensive National FDI/Private Investment Strategy
- Limited Cooperation from PSIO and 5 Ministries
- Gap Between Political Rhetoric and Implementation
- Weak Public-Private Dialogue
- Limited Competitive Sectors for Investment
- Inadequate Investment Aftercare

Preparing for the Shifting Trends in Global Trade and Investment: Strategic Considerations for Bangladesh

Addressing the Critical Business Bottlenecks Hindering Bangladesh's Economic Growth Cont.

Overarching Recommendations

- Enhance Investment Establishment Processes
- Refine Investment Incentives
- Promote Coherence Between Trade and Investment Policies
- Strengthen Domestic and FDI Linkages
- Support SMEs and Exporting Industries
- Enhance Country Branding

Policy & Regulatory Recommendations

- Enhancing Trade Facilitation
- Streamlining Regulatory Frameworks
- Improving Access to Finance
- Investing in Infrastructure
- Reforming Taxation Policies
- Export Diversification

Addressing the Critical Business Bottlenecks Hindering Bangladesh's Economic Growth

Priority Reforms by Strategic Focus Areas

- Monetary and Financial Sector Reforms
  - Stabilize Interest Rates
  - Address Banking Sector Governance Issues
  - Tackle Non-Performing Loans (NPLs)
  - Implement Willful Defaulter Policy
- Political, Regulatory Stability and Inflation Management
  - Strengthen Law and Order
  - Instill Stability and Certainty to Public Administration
  - Immediately Roll Out User Fee for Trade and Investment Reform Programme
  - Stabilize Currency and Inflation
- Manufacturing and Export Growth
  - Revitalize Manufacturing and Export Sectors
  - Address Raw Material and Capital Machineries and Import Issues
  - Support Measures For SMEs
- Energy and Infrastructure Development
  - Resolve Energy and Fuel Shortages
  - Continue Development of Critical Infrastructure for Business Growth (e.g. New Ports, Exploration of Onshore and Offshore gas)

Addressing the Critical Business Bottlenecks Hindering Bangladesh's Economic Growth Cont.

Sector Specific Priority Reforms

- Manufacturing Sector
  - Strengthen Law and Order
  - Facilitate Industry-Friendly Policies
  - Energy and Logistics Improvements
  - Price Stabilization Measures
  - Develop SME-Focused Financial Products
  - Boost Liquidity in Banking Sector
  - Streamline License and Permit Processes
- Agriculture Sector
  - Simplify Loan Processes for Agribusiness
  - Expand Government Support for Agriculture Financing
  - Invest in Temperature-Controlled Logistics (TCL)
  - Modernize Cold Chain Facilities
  - Reduce Clearance Costs and Informal Payments
  - Implement Inflation Control Measures
  - Enhance Domestic Input Production
- Export Sector
  - Immediate Law and Order Stabilization
  - Ensure Supply Chain Connectivity
  - Provide Short Term Financial Relief
  - Develop SME-Focused Financial Products
  - Streamline Port Operations
  - Simplify Customs Clearance
- Service Sector
  - Promote Stability Digital Economy Sectors Uncertainties
  - Expand Youth Development and Training Centers
  - Enhance Access to Startup Capital
  - Digitalize Logistics and Service Sub-Sectors

REFORMS

WE CONSULTED OVER 200 LOCAL INVESTORS AND PARTNERS

- Quality of government services
- Policy continuity
- Industry Consultation
- Eliminating Corruption
- Access to resources

DRIVING REFORMS TO SET THE COURSE RIGHT

Immediate Quick Wins

1. One-stop service enablement
2. Digitization of all customs processes
3. Capital repatriation rules
4. Infrastructure sustainability
5. Work permits & visa issuance
6. Business licenses & documentation

DRIVING REFORMS TO SET THE COURSE RIGHT

Policy Support for Long-term

1. National FDI strategy & pipeline
2. Segregation of tax policymakers and admin
3. National port strategy
4. Ease of foreign currency financing
5. Merger within government
6. Private sector advisory council

BANGLADESH INVESTMENT CLIMATE IMPROVEMENT PROGRAMME (BICIP)

BIDA's own home grown effort to continue reforms in enhancing investment ecosystem

Initiated after the World Bank Group postponed their Ease of Doing Business (EoDB) ranking

Approved by the National Committee for Monitoring Implementation of Doing Business (NCMID) headed by the Cabinet Secretary

110 reform initiatives spread across 7 Pillars

- Business Entry, Exit, and Technology Adoption
- Commercial Dispute Resolution and Labor Regulations
- Cross Border Trade and Business
- Tax Regime
- Industrial Infrastructure and Logistics
- Financial and Non-financial Incentives
- Access to Finance

55 reforms already implemented

3:6

Global Economic scenario and Bangladesh

Dr. Md. Khairuzzaman Mozumder
Secretary
Finance Division
17 June, 2025

Outline

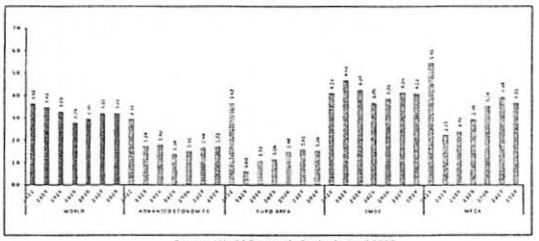
- Steady but Slow: Resilience and Divergence(global perspective)
- Economy of Bangladesh: Achievements and Recent development
- Recent policy measures
- Debt sustainability
- Challenges

STEADY BUT SLOW: RESILIENCE AND DIVERGENCE (GLOBAL PERSPECTIVE)

Global Growth outlook (Cont..)

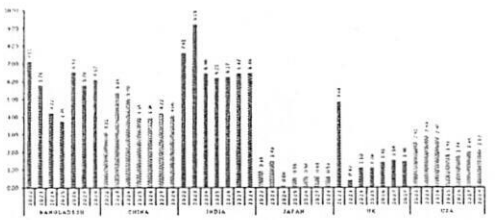
- The global economy remained resilient in 2024, expanding at a solid annualized pace of 3.3 percent through the year
- The swift escalation of trade tensions, war and probable supply shocks has generated extremely high levels of policy ambiguity, making it more difficult than usual to establish a central global growth outlook.
- Global growth is projected to fall at 2.8 percent in 2025 before recovering at 3 percent in 2026, states WEO, April 2025
- Global headline inflation is expected to decline to 4.3 percent in 2025 and further to 3.6 percent in 2026 and finally fall to 3.2 percent in 2028 (WEO, April 2025)

World Growth Outlook



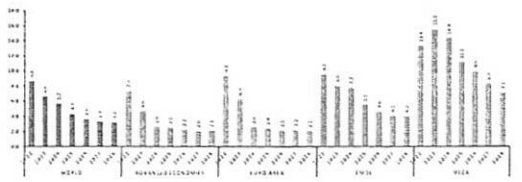
Source: World Economic Outlook, April 2025

GDP Growth (%) of few selected countries



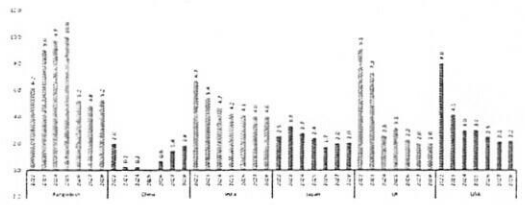
Source: World Economic Outlook, April 2025

WORLD ECONOMY: INFLATION SCENARIO



Sources: IMF (Annual Average), April 2025

Inflation of selected countries

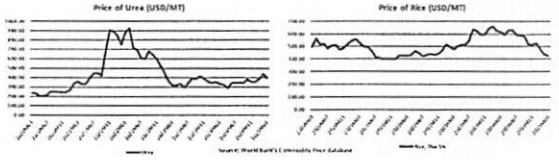


Source: World Economic Outlook, April 2025

Commodity Price: Crude Oil & LNG

- The World Bank Report forecasts commodity price to drop by 5 % in 2025 and another 2% in 2026.
- In the year 2024 brent crude oil averaged around $81 per barrel. It is projected to average $73/bbl in 2025 and $72/bbl in 2026. However, volatility in oil price is highly likely if Iran-Israel conflict continues
- Price of Liquified Natural Gas (LNG) is forecasted to fall in 2026 after a rise in 2025.

Commodity Price: Urea & Rice



- Urea prices remained elevated in 2024 due to global supply constraints. Bangladesh continued to import urea, with domestic production efforts underway.
- Global rice prices remained high in 2024 but expected to fall gradually in the following years.

Global Growth outlook (Cont..)

Fiscal policy projections: Governments in advanced economies on average are expected to tighten fiscal policy in 2025–26 and, to a lesser extent, in 2027.

World trade growth: Global trade growth is expected to slow down in 2025 to 1.7 percentage point, a downward revision of 1.5 percentage point since the January 2025 WEO Update. This forecast reflects increased tariff restrictions affecting trade flows. The disruption in US-China trade is expected to trigger significant trade diversion.

Commodity Price: According to World Bank Group Report, commodity prices are forecasted to drop by 5 percent in 2025 and another 2percent in 2026, following a 3percent decline in 2024. The expected downturn is primarily driven by falling oil prices but offset be the rising price of natural gas. Oil price falling because increased production and higher penetration of EVs.

Demographic Changes: Population aging poses challenges such as slower growth and increased fiscal pressures. Healthier aging trends offer a silver lining by boosting labor force participation, extending working lives, and enhancing productivity. By leveraging strategies related to healthy aging policies, countries can harness the potential of the silver economy to boost growth and rebuild fiscal buffers amid demographic headwinds.

Global Growth outlook (Cont..)

Find mutually beneficial trade arrangements and bring back stability

Fiscal authorities face starker trade-offs on top of preexisting vulnerabilities associated with high debt, low growth, and rising financing costs. Some support may be inevitable—and even desirable—but should remain narrowly targeted and incorporate automatic sunset clauses.

Weak medium-term growth prospects need to tackle by boosting total factor productivity. Recent progress of generative artificial intelligence offers such a promise. Implementing policies to develop the necessary digital infrastructure and acquire the skills necessary to benefit from the artificial intelligence transition are needed.

Drivers of global outlook

- Slow Growth in major economies
- Inflation subsiding lower than expected
- High borrowing cost cooling demand
- Fiscal policy amplifying economic divergences
- Narrow fiscal space
- Labor migration and changing demography

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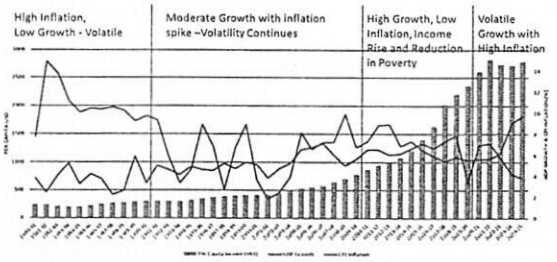
Economy of Bangladesh: achievements and recent development

14

Bangladesh's Economic Progress in the last 40 years

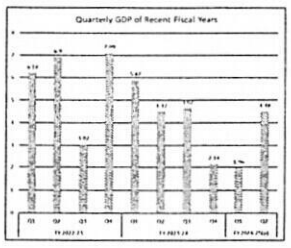


Bangladesh: Development philosophy

- **Mere Growth vs. Inclusive Growth**
- Inclusive growth addresses poverty in all its dimensions—not only income or consumption, but also access to health and education, the vulnerability to shocks, and control over one's own life.
- The inclusive growth strategy themes:
  - Promote labor-intensive, export-oriented manufacturing-led growth;
  - Promote agricultural diversification;
  - Infuse dynamism in SME enterprises;
  - Strengthen modern services sector;
  - Push exports of non-factor services;
  - Promote ICT-based entrepreneurship;
  - Strengthen overseas employment

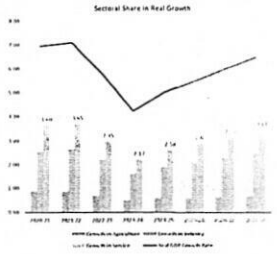
Macroeconomic Situation of Bangladesh (1)

- The quarterly GDP of FY25 shows a gloomy start at the beginning of fiscal year while the second quarter indicates a moderate but resilient performance of the Bangladesh economy
- Real GDP growth projected to range between 5.5% and 6.5% during FY26 to FY28
- The provisional GDP for FY25 estimates a subdued growth of 3.97% down from projected 6.75%.
- The government has adopted a contractionary policy to tame inflation by limiting the demand.
- The government's commitment not on the numerical aspect of growth, but rather to provide citizens with relief from inflation.



Macroeconomic Situation of Bangladesh (1)

- Service sector will remain the dominant growth engine, contributing over 2.5–3.4 percentage points annually, followed by industry at around 1.9–2.5 percentage points.
- Agriculture's contribution, though smaller, ensures necessary stability.
- Growth assumptions are grounded in expectations of easing inflation, stable macroeconomic policies, increased investment, improved external sector performance (export, import and remittances), and ongoing structural reforms.



Macroeconomic Situation of Bangladesh (2)

Sectoral Contribution of GDP: Economy's transformation continues, as contribution of agriculture declining and industry rising.

	2021-22 (Actual)		2022-23 (Actual)		2023-24 (Actual)	
Nominal GDP (Lakh Crore BDT)	39.72		44.90		50.03	
Nominal GDP (Billion USD)	460.2		451.5		450	
Real GDP Growth	7.10		5.78		4.22	
	Lakh Crore Taka	Sector-Wise Contribution (%)	Lakh Crore Taka	Sector-Wise Contribution (%)	Lakh Crore Taka	Sector-Wise Contribution (%)
Real GDP	30.35	100	32.10	100	33.46	100
Agriculture	3.29	11.6	3.50	11.3	3.62	10.8
Industry	9.81	32.9	11.68	37.65	12.1	36.4
Service	14.15	51.5	15.84	51.05	16.65	49.8

Macroeconomic Situation of Bangladesh (3)

- Bangladesh has experienced around 6 % real GDP growth on an average for the last few decades.
- With robust GDP growth the GDP size is in 2023-24 is 451 Billion US$.
- Due to prudent realignment of the economic policy the initial GDP growth momentum may slowed in the FY2025.

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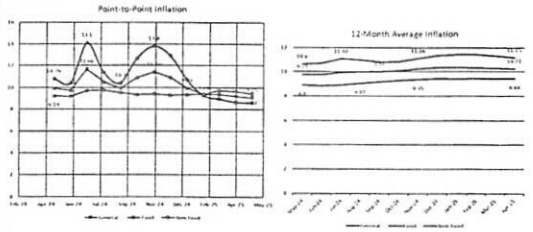
Macroeconomic Situation of Bangladesh (4)



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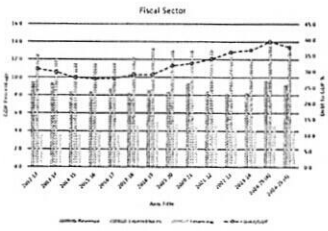
Macroeconomic Situation of Bangladesh (5)



- Government always try to restrain deficit within 5% of GDP, though in COVID times, it was more than 5%;
- Stringent fiscal discipline and Public Finance Reform measures have contributed to contain government debt at well below threshold level of debt sustainability;
- Rise in subsidy since FY24 is a matter of concern in fiscal sector;
- Low tax-to-GDP is major problem.

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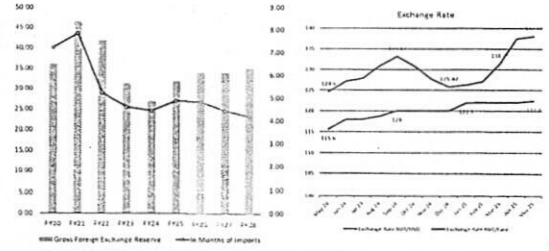
Macroeconomic Situation of Bangladesh (6)



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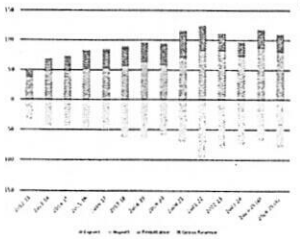
Macroeconomic Situation of Bangladesh (8)



- External Sector
  - Trade balance recorded a deficit amounting to USD 22.43 billion during FY24.
  - Current account deficit in FY2024 was 6.7 billion, which was 5.7 Bill USD deficit during FY2023;
  - Export was USD 40.8 billion in FY24 ; with a negative growth of 6 percent than previous year;
  - The wage earners' remittances in FY24 is 23.9 Billion USD. During July-May FY25 USD 27.5 billion came as remittances which is 22.3% higher than previous year.

24

Recent policy measures

25

Government Measures so far

Budget	Monetary	Others
• Creating additional fiscal space to accommodate higher subsidy bills • Price adjustment of fuel • Fiscal austerity • Expansion of social protection, particularly food subsidy • Renewed emphasis on agriculture • Higher SD and RD on luxury import items • Reduced tariff and para-tariff on certain essential food imports	• Restricting import of less important products and commodities; Higher L/C margin • Intense supervision on opening L/Cs • Changes in ERQ system • Providing FOREX liquidity to the market • Greater flexibility to exchange rate of Taka • Increase Repo rate	• Budget support from the DPs to strengthen both BOP and fiscal • IMF Program • Gradual move towards a more flexible exchange rate regime • Management of FOREX reserve • Periodic adjustment of fuel price, move to adjust power and gas price • Expediting reform in revenue • Negotiation with the DPs for budget support program

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Policy Actions for Inflation Containment

Restoring price stability while protecting the vulnerable (Supply management)

- Increased spending on subsidized food, electricity, gas and fertilizers in the domestic market;
- In 2024-25 revised budget the subsidy, incentive and cash transfer amount is Tk. 1,20,585crore which was 1,12,487 crore in FY2023-24 revised budget;
- Sales of essential commodities through TCB to the low-income people at lower price;
- Increase the social safety net coverage and allowance amount.

Inflation control (demand management)

- To control imported inflation various stringent measures have been taken.
- Regulatory duties on some luxury goods
- Tightening monetary policy with supporting fiscal policy
- Cut government expenditure without hampering the growth
- Control imported inflation
- Increasing policy rates.

Debt sustainability

30

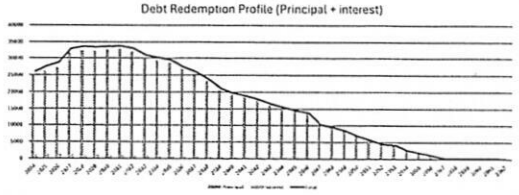
External Debt Status of Bangladesh

- Total external debt (PPG): USD 75.83 billion (as of December 2024)
- Outstanding external debt is 16.10% of GDP
- All are long MLT loan with grace period and long repayment period

External Debt Status of Bangladesh

Debt redemption profile is smooth, no noticeable hump in any particular year

Debt Redemption Profile (Principal + interest)



Source: ERD

External Debt Status of Bangladesh

External Debt Sustainability of Bangladesh

- According to the DSA Report published in December, 2023, Bangladesh remains at a low risk of external and overall debt distress. According to this report, All external debt indicators show favorable results, staying below their respective thresholds in both the baseline and stress-test scenarios:

Debt Indicator	Threshold of Debt Risk	Score of Bangladesh
Foreign debt/GDP (%)	40%	16%
Foreign debt/export (%)	180%	140%
Foreign debt repayment/export (%)	15%	11%
Foreign debt repayment/Government Revenue (%)	18%	13%

- Bangladesh's debt remains sustainable but faces risks from external shocks and fiscal pressures. Rising external debt stock and principal & interest payment of it against export may create vulnerability in external debt position and may affect external debt sustainability in coming years

Near-term Macroeconomic Challenges

- Slow global growth
- Reciprocal Tariff by the US
- LDC graduation
- Global Political Uncertainty

Thank You

Module:4
E-Governance

E-Governance: Digital Service Delivery, Mobile Governance, and Citizen Engagement

Professor Dr. Mohammad Tarikul Islam

Department of Government and Politics
Jahangirnagar University, Bangladesh

Post-doc Fellow and Visiting Professor
(Oxford, Cambridge and Harvard)

Email: t.islam@juniv.edu
Cell & WhatsApp: +8801716812265

Understanding E-Governance and its Evolution

E-governance applies Information and Communication Technologies (ICTs) to deliver government services, exchange information, communicate transactions, and integrate systems, aiming to improve government's ability to address public needs.

G2C (Government-to-Citizen)
Services directly aimed at citizens (e.g., e-Passport, utility bill payments).

G2B (Government-to-Business)
Services facilitating business processes (e.g., e-Tendering, online tax submission).

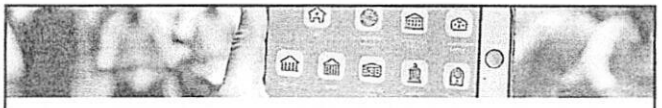
G2E (Government-to-Employee)
Internal government processes and services for civil servants (e.g., e-Nothi, HR management systems).

G2G (Government-to-Government)
Inter-agency communication and data exchange (e.g., National Data Exchange).

Digital Service Delivery: The Heart of E-Governance

Digital service delivery transforms traditional public services into efficient, accessible, and user-friendly online or mobile platforms. Bangladesh has made remarkable strides, largely spearheaded by the a2i programme, focusing on reducing Time, Cost, and Visits (TCV) for citizens.

1. **Union Digital Centres (UDCs)**
   One-stop service points within 3 km of every citizen, bridging the digital divide (e.g., Birth Registration, Land Record Management).
2. **National Portal & MyGov**
   Largest platform for information and services, evolving into a unified service access point (e.g., various Gazettes, permits).
3. **e-Nothi & e-Mutation**
   Streamlined electronic file management and transparent land record management, reducing paper usage and accelerating decisions.
4. **e-Passport & Online MPO**
   Modernized passport application and timely, transparent salary disbursements for teachers.
5. **Digital Service in Election**
   ICT use for voter registration, NID distribution, and election results, enhancing transparency.



How Mobile Governance Works

Mobile governance leverages mobile devices to provide public services, pivotal for inclusive digital transformation in Bangladesh due to high mobile penetration.

- **Ubiquitous Access:** Overcomes geographical barriers, enabling remote access.
- **SMS-based Services:** Simple information dissemination and status updates.
- **Mobile Apps:** Dedicated government apps for specific services (e.g., MyGov app).
- **USSD Services:** Allows basic feature phone interaction without internet.
- **Mobile Banking/Financial Services (MFS):** Enables digital payments for government services.
- **Push Notifications:** Sends timely information and alerts to citizens.

Examples from Bangladesh:

- **Mobile Court Management System:** Streamlining operations.
- **Utility Bill Payments:** Via MFS platforms (bKash, Nagad, Rocket).
- **Agriculture Information Services:** Farmers receive updates via SMS/apps.
- **COVID-19 Vaccination Registration:** Mobile phones instrumental for registration and certificate download.

Theoretical Underpinnings of E-Governance

Understanding e-governance effectiveness requires considering theoretical frameworks:

1. **Public Sphere Theory**
   Emphasises a public space for discussion and opinion formation. E-participation platforms and online grievance systems foster a "digital public sphere" in Bangladesh, though equitable access remains a challenge.
2. **Technology Acceptance Model (TAM)**
   Acceptance depends on perceived usefulness (PU) and ease of use (PEOU). a2i's TCV reduction aligns with PU, while simplified processes and user-friendly interfaces enhance PEOU.
3. **Participatory Governance Theory**
   Advocates for active citizen involvement in decision making. Digital platforms facilitate participation through online consultations and feedback mechanisms like the GRS, contributing to accountability.

SWOT Analysis of E-Governance in Bangladesh

Strengths	Weaknesses
Strong Commitment, SDG 2030 Agenda, UN E-government Initiative, World Banks GovTech Maturity Initiative	Digital Divide; Socio-economic disparities, geographical access, digital literacy gaps, especially for low-income and elderly populations
High Mobile Penetration; Facilitates mobile governance.	Infrastructural Limitations: Uneven internet connectivity [though improving], inconsistent power supply in some areas.
Dedicated Agencies: a2i; ICT Division driving innovation and implementation.	Interoperability Challenges: Fragmented databases and systems (e.g., NID, Bangladesh Bank's records, health MIS) hindering seamless data exchange and service integration.
Youth Demographic: Tech-savvy population eager to adopt digital services.	Cybersecurity Concerns: Data breaches, phishing, and the need for robust national cybersecurity framework and personal data protection.
Focus on TCV: Citizen-centric approach to service design.	Lack of Centralized Data Management and AI Governance: Though plans are underway, a unified approach is still developing.
Growing Digital Payments Ecosystem: MFS platforms enabling transactions.	Resistance to Change: Bureaucratic inertia, fear of technology among some civil servants.
Public-Private Partnerships (e.g., Digital Centers): Leveraging private sector for service delivery.	Policy and Regulatory Framework Gaps: While policies exist, their comprehensive enforcement and adaptation to emerging technologies can be slow.

Opportunities	Threats
SDG 2030 Agenda: Provides a clear roadmap for advanced digital transformation.	Cyber Threats: Sophisticated attacks on critical infrastructure and data.
Emerging Technologies: AI, blockchain, IoT for predictive governance, enhanced security, and efficiency.	Exclusion of Marginalized Groups: If the digital divide is not addressed, it could exacerbate existing inequalities.
Increased FDI in ICT Sector: Attracting foreign investment for digital infrastructure and innovation.	Sustainability of Digital Initiatives: Ensuring long-term funding, maintenance, and scalability.
Regional Leadership: Bangladesh can share its e-governance model with other developing nations.	Vendor Lock-in and Dependency: Over-reliance on specific technology providers.
Data-Driven Governance: Utilizing big data for evidence-based policy making and service improvement.	Erosion of Public Trust: Due to data breaches, service failures, or perceived lack of transparency.
Enhanced Citizen Trust and Participation: Properly implemented digital services can build confidence in government.	Rapid Technological Obsolescence: The need for continuous upgrade and adaptation.

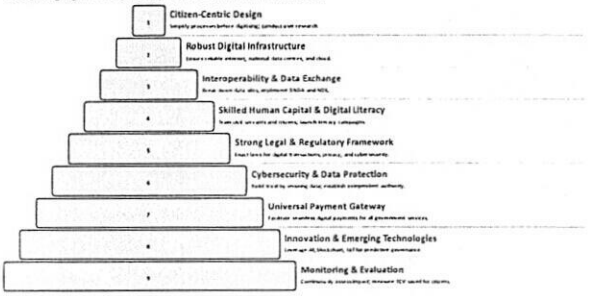
Why E-Governance is Pertinent

E-governance is a strategic imperative for Bangladesh, offering numerous benefits:

- **Improved Efficiency and Productivity:** Automates processes, reduces red tape (e.g., e-Nothi).
- **Enhanced Transparency and Accountability:** Digital trails reduce corruption, allow monitoring (e.g., e-Mutation, GRS).
- **Better Service Delivery:** Faster, more convenient, citizen-centric services, reducing TCV.
- **Data-Driven Policy Making:** Real-time data for informed decisions and resource allocation.
- **Citizen Empowerment and Engagement:** Platforms for interaction and participation.
- **Cost Savings:** Reduces operational costs in the long run.
- **Resilience and Business Continuity:** Enables operations during crises (e.g., COVID-19).
- **Global Competitiveness:** Positions Bangladesh as a digitally advanced nation.

How to Foster Digital Service Delivery

Accelerating digital service delivery requires a multi-faceted approach:



Ensuring Mobile Governance in Bangladesh

Mobile governance is a necessity for Bangladesh. Key steps include:

Mobile-First Design
Prioritize mobile accessibility and user experience for new digital services.

Expand Mobile Connectivity
Continue expanding 4G and 5G, especially in rural areas, ensuring affordable data.

User-Friendly Mobile Apps
Create official, secure, and intuitive apps for high-demand public services.

MFS Integration
Ensure seamless integration of MFS platforms for all government payments.

Feature Phone Services
Develop USSD and SMS-based services for essential information to ensure inclusivity.

Digital Literacy
Conduct targeted campaigns to teach secure mobile service access.

Secure Transactions
Implement robust security protocols and educate users on mobile security.

Guidelines & Standards
Develop clear guidelines for mobile app development and data security.

Capacity Building
Train government employees on managing and supporting mobile-based service delivery.

Government Plans, Strategies, Acts

Bangladesh's commitment to e-governance is enshrined in several key policy documents and initiatives:

- **National ICT Policy:** Provides broad policy guidelines for ICT development and e-governance.
- **National Digital Transformation Strategy (Draft):** Aims for a "full digital economy and e-governance by 2030," focusing on:
  - Launching Bangladesh National Digital Architecture (BNDA) & National Data Exchange (NDX).
  - Digitising over 800 government services via a unified platform.
  - Expanding AI-driven automation and launching a universal payment gateway.
  - Implementing a Personal Data Protection Act (PDPA) and establishing an independent Data and AI Authority.
  - Full rollout of 5G and fibre optic broadband.
- **Cyber Security Policy:** Provides legal framework for cybersecurity and digital crime.
- **Right to Information (RTI) Act, 2009:** Crucial for transparency, enabling citizens to access government information.
- **a2i Programme (Aspire to Innovate):** A flagship whole-of-government programme catalysing citizen-friendly public service innovations, emphasising "Cultivating Empathy," "Reducing TCV," "Simplifying through SPS," and "Supporting Innovation."

CURRENT CONTEXT

Interim Government Efforts: Accelerating Digital Transformation

Expedited Digital Transformation
Aiming for full digital economy and e-governance by 2030

Integrated Data Systems
High priority on the Bangladesh National Digital Architecture (BNDA) and National Data Exchange (NDX) to integrate government databases for seamless data sharing and service delivery

Enhanced Service Digitisation
A target to digitise over 800 government services, significantly improving accessibility and efficiency for citizens

AI and 4IR Hub
Positioning Bangladesh as an AI and Fourth Industrial Revolution (4IR) hub in South Asia, incorporating advanced AI into public services to foster innovation.

Cybersecurity and Data Protection
Prioritising a strong cybersecurity framework and a Personal Data Protection Act (PDPA) with an independent Data and AI Authority to safeguard citizen data.

Universal Payment Gateway
Accelerating the establishment of a unified payment gateway to streamline financial transactions across government services, enhancing convenience and efficiency.

KEY INITIATIVES

Specific Examples of Digital Government Initiatives

- **e-Court:** Digitisation of judicial processes to enhance efficiency and access to justice for all citizens.
- **Shikkhok Batayon (Teachers' Portal):** An online platform enabling teachers to share educational content and foster collaboration.
- **Muktopaath:** The largest Bangla e-learning platform, offering diverse courses, including professional development for civil servants.
- **MyLocker:** A secure cloud-based platform for citizens to collect, preserve, and access their digital documents securely.
- **333 National Helpline:** A single helpline providing information on government services, grievance redress, and COVID-19 related queries, demonstrating effective G2C communication.
- **Doptor:** A platform aiming to unify all government processes under a single digital umbrella for public officers, improving internal efficiency.

THE ROAD AHEAD

Towards a Citizen-Centric Future

The journey of e-governance in Bangladesh has been transformative, laying a strong foundation for an "Inclusive Bangladesh." As key drivers, your leadership in adopting digital tools, championing policy reforms, and fostering innovation is paramount.

1

Address Digital Divide

Ensure equitable access to digital services for all citizens, especially those in underserved communities.

2

Prioritise Cybersecurity

Implement robust measures to protect data and ensure secure digital interactions.

3

Citizen-Centric Design

Continuously focus on user-friendly and accessible design for all digital services.

Leveraging technology strategically, promoting meaningful citizen engagement, and ensuring robust infrastructure will enable Inclusive Bangladesh where every citizen benefits from efficient, transparent, and accessible government services.

GROUP ACTIVITY

Collaborative Brainstorming for a Inclusive Bangladesh

Group 1: Accelerating Digital Service Delivery & Interoperability

- How can we further expedite the digitization of the remaining 800+ government services, particularly focusing on complex, multi-agency services?
- What practical steps are needed to implement the Bangladesh National Digital Architecture (BNDA) and National Data Exchange (NDX) to achieve true interoperability between existing fragmented systems (NID, health, financial, land records)?
- How can we overcome bureaucratic and technical challenges to ensure "once-only" data principle in service delivery?

Group 2: Maximizing Mobile Governance for Inclusion & Efficiency

- Given Bangladesh's high mobile penetration, what innovative mobile-first strategies can be deployed to reach the most underserved populations (e.g., elderly, rural, low-income) with digital services?
- How can we enhance the functionality and adoption of mobile applications and MFS integration for government services, beyond basic payments?
- What specific measures are required to ensure mobile governance is secure, user-friendly, and truly inclusive, addressing digital literacy and accessibility gaps?

Group 3: Fostering Citizen Engagement & Trust through E-Participation Platforms

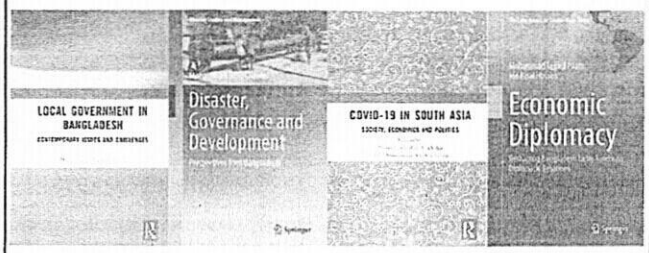
- Drawing on Public Sphere Theory and Participatory Governance Theory, how can we design and implement more effective e-participation platforms that encourage meaningful citizen dialogue and feedback on policy and service delivery?
- Beyond grievance redress, what mechanisms can be established to build greater citizen trust and confidence in digital government services and data handling?
- How can we leverage digital platforms to empower citizens to actively contribute to local governance and development initiatives?

Group 4: Strengthening Policy, Legal & Cybersecurity Frameworks for e-Governance

- What are the critical next steps in enacting and effectively implementing the Personal Data Protection Act (PDPA) and strengthening the national cybersecurity framework?
- How can we ensure that legal and regulatory frameworks are agile enough to keep pace with rapid technological advancements (e.g., AI, blockchain) in e-governance?
- What strategies can be employed to cultivate a culture of cybersecurity awareness and compliance across all levels of government and among citizens?

Group 5: Overcoming Implementation Challenges & Future Roadmap for e-Governance

- Based on the SWOT analysis, what are the top 3-5 most pressing weaknesses and threats to e-governance implementation in Bangladesh, and how can they be mitigated?
- How can we effectively integrate emerging technologies like AI for proactive governance and blockchain for secure record-keeping, while addressing ethical considerations and capacity gaps?
- What long-term strategies are essential to ensure the sustainability, scalability, and continuous innovation of Bangladesh's e-governance initiatives towards inclusive Bangladesh?



Thank you so much

Advanced Course on Administration and Development (ACAD)
4IR and Emergence of AI

Professor Upama Kabir, PhD

Computer Science and Engineering, University of Dhaka

August 19 , 2025

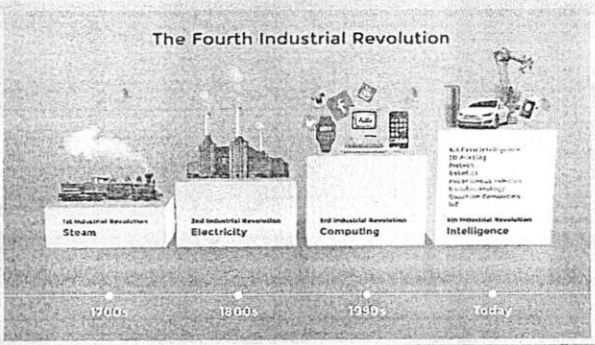
Outline

Industrial Revolution 4.0 (4IR)

Term '**Indutrial Revolution**'

- Used in the mid-18 century refers to transition
  - Agricultural to Industrial society
- Impact was revolutionary (1765–1830)
  - Changes in Society, Economy and Politics
  - People moving to big cities
  - Changes in economic and social organization
  - Wider distribution of wealth and increased international trade

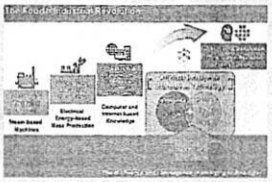
Time line for Industrial Revolution



Characteristics of 4IR

Characteristics of 4IR

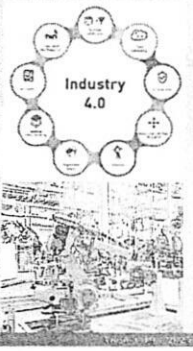
- World heading towards an intelligent world, where things will be intelligent and able to sense and connect.
- IR4.0 focuses on an information driven inter-connectivity among people, devices, and systems, which is used to enable enhanced decision making.
- Devices will be sensing organs, Network will connect them together, Clouds will be its digital brain – a source of intelligence.



Characteristics of 4IR

An Example of a future factory

- Smart Factory: No employee required
- Real time customer interaction with all factory elements remotely
- In the virtual space, customer perform a Simulation of operational decisions
- Decision executed remotely through hydraulic arms (advanced Robotics).
- Devices armed with sensors and wireless connectivity are scattered throughout the factory, connected in an Internet of Things (IoT), are working quietly in the background to send data to the cloud.
- Using real time with Edge Computing or on a far larger scale, ie Big Data Analytics & Artificial Intelligence with Cloud Computing!
- What's more, these are only a fraction of the possibilities enabled by Industry 4.0!



Driving Forces of 4IR

Driving Forces of 4IR

- Artificial Intelligence (AI)
- Robotics
- Security (e.g. Blockchain)
- The Internet of Things (IoT)
- VR (Virtual reality) and AR (Augmented Reality)
- Big-Data analytic
- Nano Technology
- 3D printing
- Drone Technology
- 5G/6G (coming) Technology

Figure 1: Nano-Technology

Driving Forces of 4IR

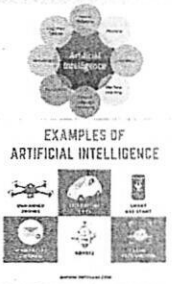
Artificial Intelligence and Machine Learning

Intelligent and Autonomous Interaction between

- Machines
- Machine and Human

Allow

- quicker and independent decision-making in an intelligent way

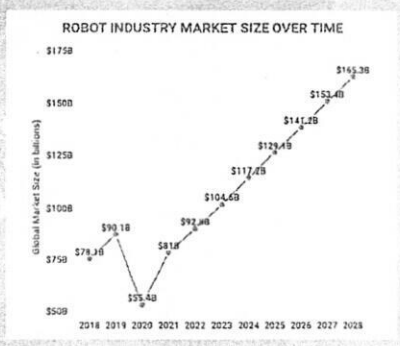


Driving Forces of 4IR

Robotics – Moving Intelligent Machines

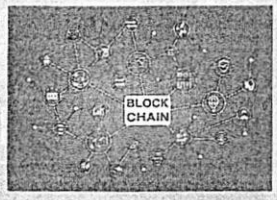
- Robots are used routinely to carry out many tasks that people don't want to do
- Jobs are dangerous or uncomfortable to human
- Whatever it is macro or nano humanoid – they become the future

Robotic Industry Scalability



Security and Blockchain

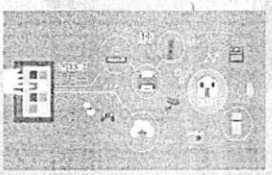
- Need security and privacy of the data
  - Cyber and Cyberphysical security
  - IT security
  - Confidence and hiding of personal data from possible abuse
- Distributed ledger
- Integrated to form a modern finance, data storage, and supply chain management



Internet of Things

Internet of Things

- Device around us all are IoT
- Home appliances including fridge, light bulb and so on
- Transportation
- Manufacturing, agriculture etc.



IoT Scalability

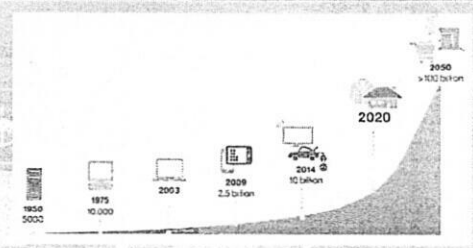


Figure 2: IoT Market Growth

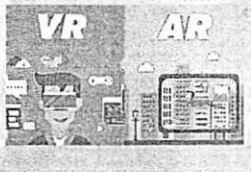
- According to the report, the worldwide IoT market size is projected to reach $3352.97 billion by 2030.

Big-Data

- Volume: Size of the data
  - Facebook processes 500 TB/day
  - Walmart handles 1 million customer transaction/hour
  - Airbus generates 640 TB/ flight (10 TB/30 minutes)
  - 72 hours of video uploaded to Youtube per minute
- Variety: Type and nature of the data
  - HTML(160749), XML(88383), PDF(65707), TIFF(46697)
- Velocity: Speed of generation and processing!!
  - Traffic data, market data
- Veracity: Data uncertainty due to
  - Data incousistency, Ambiguity, Latency

VR and AR

Augmented Reality (AR) consists of an interactive experience of a real-world environment whereby the objects that reside in the real world are augmented by computer-generated perceptual information sometimes across multiple sensory modalities. **Virtual Reality (VR)** completely replaces the user's real-world environment with a simulated one.

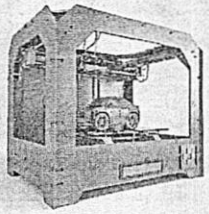


Nano-Technology

Nano technology ("nanotech") is manipulation of matter on an atomic, molecular, and super-molecular scale. It refers to the particular technological goal of precisely **manipulating atoms and molecules** for fabrication of macro-scale products, also now referred to as molecular nanotechnology.

3-D Printing

3D printing materials will become a consumer dominated industry, whereby easy and accessible tools can be designed and created quickly for personal use. Not only will additive manufacturing allow for better packaging and labeling of products, but it will also allow companies to source materials for their industrial operations in a cost-effective and efficient manner

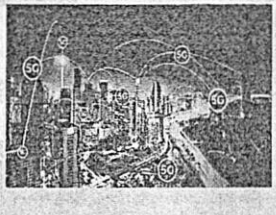


Drone Technology

Drone services involving the delivery of products, will increase exponentially in the years to come. Drones will be easily designed, implemented for security purposes, and capable of a wide variety of functions. As a crucial transportation technology of the fourth industrial revolution, drones will function to significantly reduce the speed and time of moving products around the globe.

5G Network

5G is much more than just enabling faster connections for smartphone. It, quite literally, has the potential to transform not only internet broadband service, but it will also enable new applications and use cases, from **connected smart devices** in the IoT, to autonomous vehicles, smart cities and connected factories; the list goes on.



More about Artificial Intelligence

More about Artificial Intelligence

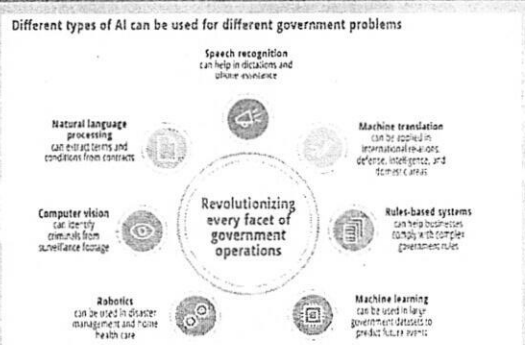
- Systems that think and act like human
- Systems that think and act rationally

Example of AI

Commonly Used Examples of AI

- Uber:
  - ETAs for rides
  - Estimated meal delivery time on UberEATS
- AI Autopilot: Average flights of a Boeing involved 7 minutes of human-steered flight (takeoff & landing)
- Autonomous Vehicle: self-driving cars– up to 90
- Spam Filter: Gmail filters 99.9
- Smart Email: Categorization , Smart Reply
- FB: Suggests friends to tag with a photo (facial recognition: artificial neural network, ML)
- Amazon:
  - Quickly return a lost of the most relevant products related to your search
  - Provide product recommendation (ANN)
- Smart Personal Assistant:
  - Phone assistant: Siri
  - Alexa: accepts voice command to order items online, set reminder, answer questions

Artificial Intelligence



Generative AI

- Generative AI refers to a subset of artificial intelligence (AI) techniques designed to create new content.
- Key Characteristics:
  - Creation of new, original content (text, images, audio, etc.)
  - Models learn from input data and can generate outputs similar to the input.

How Generative AI Works

- Data Input: Large datasets used for training (e.g., images, text, music).
- Model Training: The model learns the underlying distribution of the data.
- Generation Process: After training, the model generates new data that resembles the input data.
- Evaluation: Models are evaluated based on metrics like realism, diversity, and coherence.

How Generative AI Works

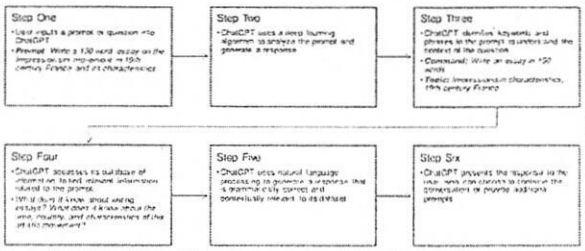


Figure 3

Applications of Generative AI

- Text and Language
  - Chatbots for customer support, tutoring, and creative writing.
  - Automatic summarization, translation, and report generation.
  - Coding assistants that generate programming scripts.
- Images and Design
  - Tools like DALL·E, MidJourney, Stable Diffusion can generate original artworks.
- Audio and Music
  - AI-generated songs, background scores, or personalized soundtracks.
  - Voice cloning for virtual assistants and entertainment.
- Video and Simulations
  - AI-generated video scenes or movie effects.
  - Training simulations for industries (medicine, aviation, defense).
- Metaverse and Gaming
  - Creating virtual worlds, characters, and interactive environments dynamically.
  - Enhances immersion and reduces manual design workload.

Example of text-to-image generation

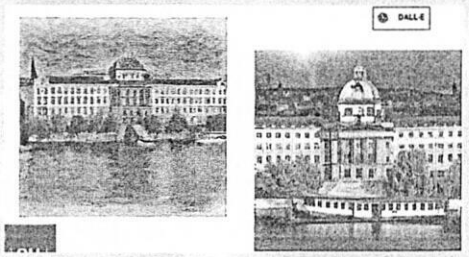
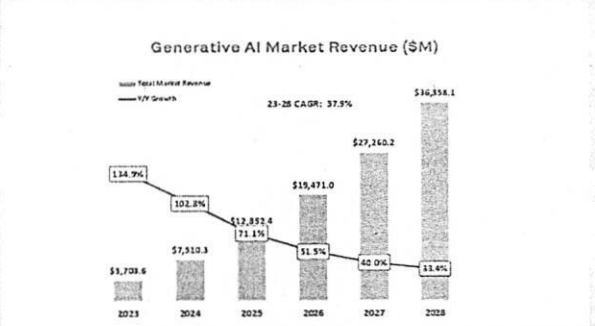


Figure 4: Baroque Painting of Czech National Library of Technology in Prague

Generative AI Growth



Challenges in Generative AI

- Bias and Ethics:
  - Models may inherit and propagate biases from training data.
  - Ethical concerns in AI-generated content (e.g., deepfakes).
- Data Privacy:
  - The risk of revealing private information through generated content.
- Quality Control:
  - Ensuring the generated content is high-quality, coherent, and accurate.
- Resource Intensity:
  - Training generative models requires significant computational power.

Ethics and Future of Generative AI

- Deepfakes and Misinformation:
  - Potential for misuse in creating misleading content or fake news.
- Creative Industries:
  - Impact on traditional industries like writing, music, and art. What does AI-generated content mean for intellectual property and ownership?
- Human-AI Collaboration:
  - Generative AI as a tool for enhancing creativity and problem-solving, rather than replacing humans.
- Regulations and Governance:
  - Growing call for frameworks to ensure ethical use and development of generative technologies.

IIR: Governance

Some Issues:

- Traditional models of governance are being disrupted by technologies
- Existing governance infrastructure, particularly systems that assume the public sector is the primary actor responsible for making and enforcing appropriate rules, seems outdated.
- Challenge of adopting digital means of managing and securing information within and across large bureaucracies

IIR: Preparedness and Policy Making

Main Challenge:

- The behavioral problems including resistance to change and various level of acceptance by the Governmental/Administrative body towards the new change.
- The main causes of resistance are risk and uncertainty among members within the organizations .

4IR: Preparedness and Policy Making

Possible mode of operation:

- Incorporate technology of tomorrow in the Curriculum.
- Adequate investment in education and skill based programs to ensure that technology supplements instead of replace the labor.
- Communicating and socializing the AI strategies with citizens is key to gaining wider acceptance for AI in governance.
- Accelerate the collaboration between industry and academician
- Adopting the technology into the existing operations gradually by prioritizing them .
- Tax incentives can be given to the manufacturing sectors that contributes in semiconductor industry, produce the products embedded with AI, big data analysis, autonomous robots, industrial internet of things, security and other.
- Not to become a technology consumer rather be a technology producers.

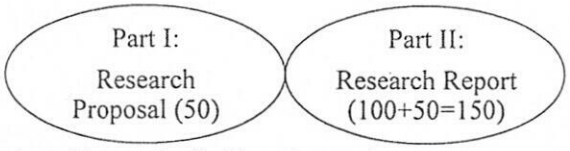
Q&A

Thank you.

Module:5
Research for Governance

5.1

Module 5: Research for Governance and Policy Analysis
Seminar Paper preparation and Presentation



- understand the necessity of public service research;
- getting acquainted with different research aspects and its methodology;
- gain hands-on experience in writing research proposal and conducting

Template of Research Proposal (800-1000 words approx.)	Template of Research Report (3000-5000 words approx.)
Title/Cover page (your particulars & Mentor)	Title/Cover page (your particulars & Mentor)
Abstract	Abstract
1.0 Introduction	1.0 Introduction
1.1 Introductory note/background info.	1.1 Introductory note/background info.
1.2 Problem statement	1.2 Problem statement
1.3 Objectives of research	1.3 Objectives of research
1.4 Significance of research	1.4 Significance of research
2.0 Literature review	2.0 Literature review
3.0 Research design and Methods	3.0 Research design and Methods
4.0 ~~Data Analysis & Findings~~	4.0 Data Analysis & Findings
5.0 ~~Conclusion and Recommendation~~	5.0 Conclusion and Recommendation
Reference/bibliography	Reference

Preparation, Submission and Presentation Schedule

Part-I: Research Proposal

Email draft proposal (to respective consultant) 31 July 2025

Final Submission (ERP & to CMT) 05 August 2025

Data Collection during 10-12 August 2025

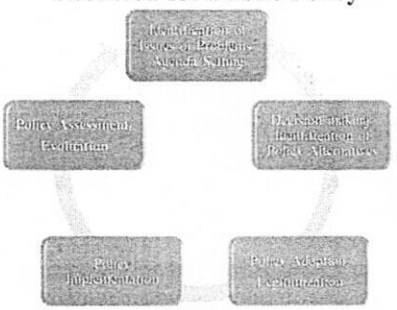
Part-II: Research Report

Email Draft Report (to respective consultant) 26 August 2025

Final Submission (ERP & to CMT) 02

Research for Public Policy

- Public Policies are bigger government decisions that attempt to solve or manage public problems.
- At some point governments need to know whether interventions are making a difference and are worthwhile.



Policy evaluation is openly prescriptive, and serves to monitor government activities.

Policy Evaluation- assessment of the design, implementation, and outcomes of a policy for providing evidence-based insights whether

- achieving desired goals
- impacts the target population
- cost-effective
- any adjustments needed

Formative Evaluation: Evaluates the design and early implementation of a policy.

Summative Evaluation: Assesses the outcomes after a policy has been fully implemented.

Cost-Benefit Analysis: Compares the costs of implementing the policy to its benefits.

Evaluation Criteria- dimensions of evaluation

Relevance: Is the intervention doing the right things?

Assessment of how clearly an intervention's goals and implementation are aligned with beneficiary and stakeholder needs, policies and priorities, and continue to do so if circumstances change.

Coherence: How well does the intervention fit?

Assessment of compatibility and alignment of the intervention with other internal and external interventions.

Process: Why the intervention is working/not working?

Assessment of how administered; how, why and under what conditions the policy intervention work or not work; whether required resources provided; implemented as was intended.

Evaluation Criteria- dimensions of evaluation

Effectiveness: Is the policy achieving its intended objectives?

Assessment of the extent to which an intervention is achieving/not achieving/has achieved its objectives/results (outcomes), which factors were decisive in this process and whether there was any unintended result.

Efficiency: How well are resources being used?

Assessment of how cost-effective was the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs? Timeframe was reasonable? Timeframe reasonably adjusted to the demands?

Impact: What difference does the intervention make?

Assessment of the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, long term effects. It is identification of what long term changes have been achieved and for whom. It is the examination of holistic and enduring changes in systems or norms, and potential effects on people's wellbeing, human rights, gender equality, and the environment.

Evaluation Criteria- dimensions of evaluation

Sustainability: Will the benefits last?

Net benefits, which means the overall value of the intervention's continued benefits, including any ongoing costs

- Assessment of the extent to which the positive effects/net benefits of the intervention will continue or are likely to continue financially, economically, socially and environmentally. Potential risks and ongoing costs associated with an intervention is also need to be assessed for understanding policy sustainability..

Steps in Policy Evaluation Process

The process of evaluating a policy generally follows a systematic approach:

1. **Policy Identification:** Selecting the policy you want to evaluate;
2. **Defining the Evaluation Purpose**: Understanding what aspects of the policy you wish to evaluate;
3. **Designing the Evaluation Framework**: Deciding on the research methods and tools to gather data;
4. **Data Collection**: Gathering quantitative/qualitative/both data related to the evaluation dimension of the policy;
5. **Analysis and Interpretation**: Analyzing the data to assess the policy;
6. **Reporting Findings**: Presenting the findings to audience to inform decision-making.

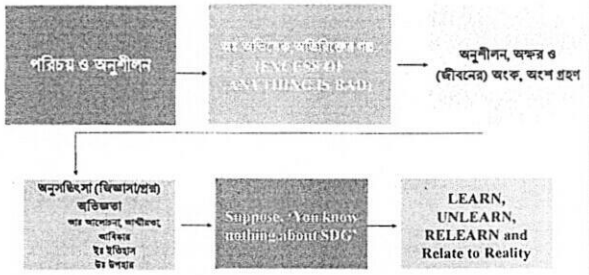
Module:6
Sustainable Development Goals

6.1

WELCOME TO THE SESSION:

Challenges of SDGs Implementation in Bangladesh: Financing Strategies and Institutional Arrangement

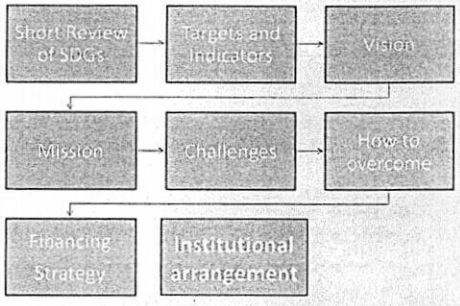
Session Plan



Broad Session Plan

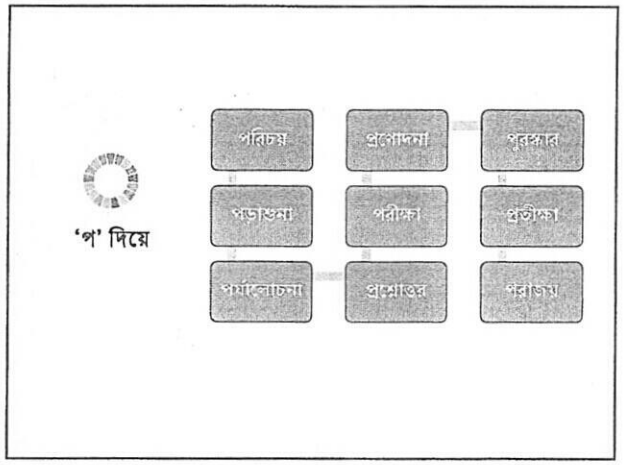
- ✓LEARN
- ✓UNLEARN
- ✓RELEARN
- ✓Relate to Reality and
- ✓Learning by Asking

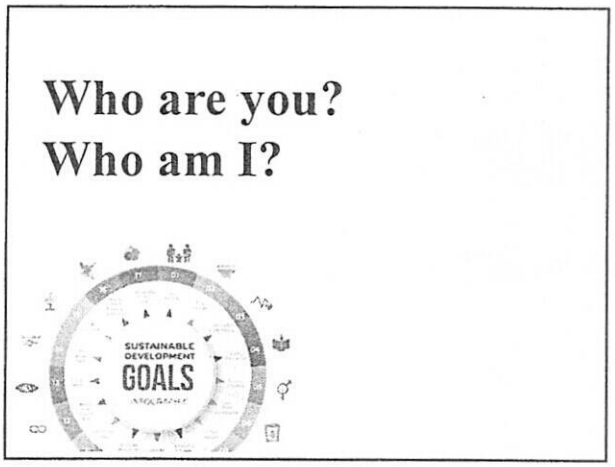
Specific Session Plan

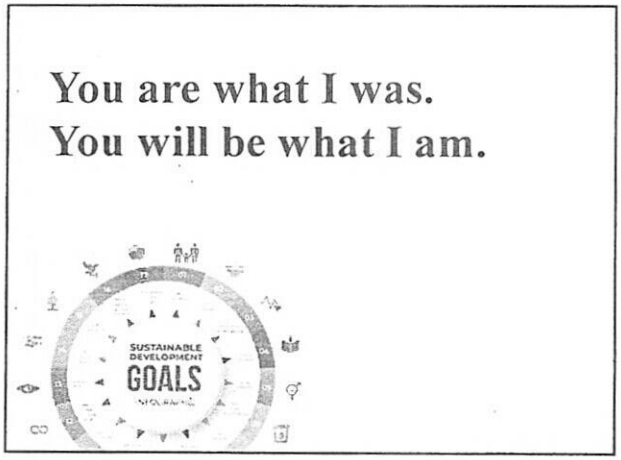


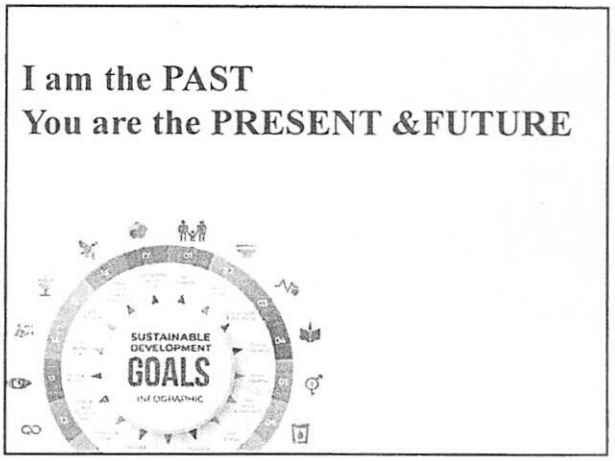
প্রশিক্ষণ শুরু হয় কী দিয়ে ?????

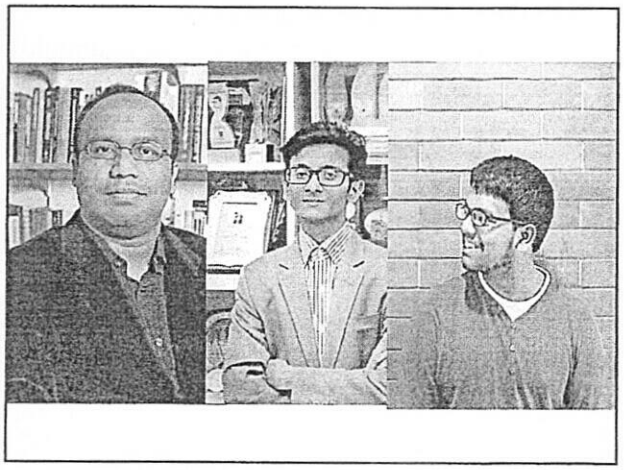
প্রশিক্ষন শেষ হয় কি দিয়ে?????

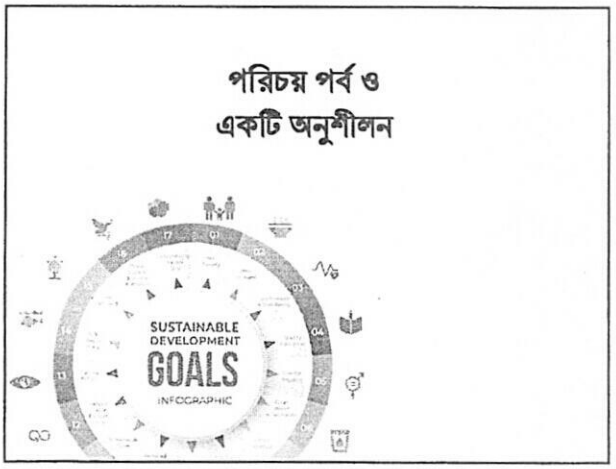

'প' দিয়ে
পরিচয়
প্রলোভনা
পুরস্কার
পড়াশুনা
পরীক্ষা
প্রতীক্ষা
পর্যালোচনা
প্রশ্নোত্তর
পরাজয়


Who are you?
Who am I?
SUSTAINABLE DEVELOPMENT GOALS


You are what I was.
You will be what I am.
SUSTAINABLE DEVELOPMENT GOALS


I am the PAST
You are the PRESENT &FUTURE
SUSTAINABLE DEVELOPMENT GOALS




পরিচয় পর্ব ও
একটি অনুশীলন
SUSTAINABLE DEVELOPMENT GOALS

ভালভাবে চা পরিবেশন করতে কী কী উপাদান প্রয়োজন?

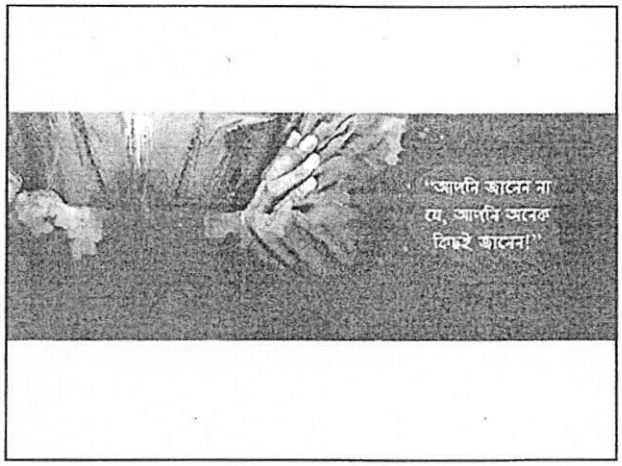
চা প্রস্তুত ও পরিবেশন

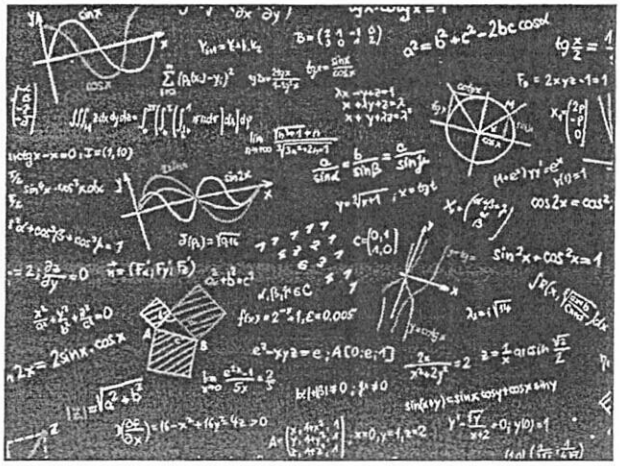
চা পাতা	চামচ
পানি	ট্রে
চিনি	লেবু
দুধ	আদা
চুলা	দারুচিনি
কাপ	এলাচ
পিরিচ	গ্যাস/লাকড়ি

এত কিছুর পরেও যা লাগবে

- পরিবেশনকারীর/ প্রস্তুতকারীর আন্তরিকতা ও মনোযোগ

আতিথেয়তার অনিবার্য অনুষঙ্গ -





Putting Citizens First

Why this training is So Important?

[Article 21, THE CONSTITUTION OF THE PEOPLE'S REPUBLIC OF BANGLADESH]

- (1) It is the duty of every citizen to observe the Constitution and the laws, to maintain discipline, to perform public duties and to protect public property.
- (2) Every person in the service of the Republic has a duty to strive at all times to serve the people.".

According to LKY the single DECISIVE FACTOR that made for Singapore's success was the ability of its ministers and the HIGH QUALITY of CIVIL SERVANTS who supported them.

Lee Kuan Yew
(16 September 1923 – 23 March 2015)
Former Prime Minister
&
Founding Father of Singapore

SDGs: A Short Overview

LAMIYA MORSHED APPOINTED AS CHIEF COORDINATOR FOR SDG AFFAIRS UNDER CHIEF ADVISOR DR. MUHAMMAD YUNUS.

Source Prothom Alo

Unlearn & Relearn Session & Exam

➢Suppose you know nothing about SDG.

- Try to answer the following questions

1. What is SDG?

2. What is the value of SDG?

1. I don't know

2. Combination of three letters S, D, G apparently having no meaning

3. Sentence Developing Game

4. Start Doing Good

If A=1, B=2, ..., Z=26

Then find the value of SDG.

S=

D=

G=

Exercise with SDG

(C E H I O P W)

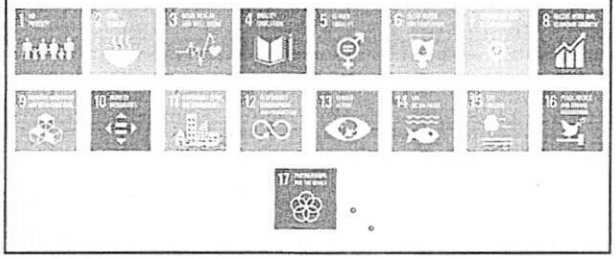
Make a sentence with the following letters:

C E H I O P W

SDG at a Glance

I HOPE, We Can

সকলের সুষম ও স্থায়ী সমৃদ্ধি ও সাফল্যের সৃজনশীল সময়াবদ্ধ স্বপ্নের সতেরটি সোপান



এসডিজির ১৭ টি লক্ষ্যমাত্রা মনে রাখার কৌশল

I HOPE, WE, CAN

I

Innovation

Goal 9: Industry, Innovation and Infrastructure.

লক্ষ্যমাত্রা ৯: শিল্প, অবকাঠামো ও উদ্ভাবন

Inequality

Goal 10: Reduce Inequality

লক্ষ্যমাত্রা ১০: অসমতা হ্রাস

H

Hunger

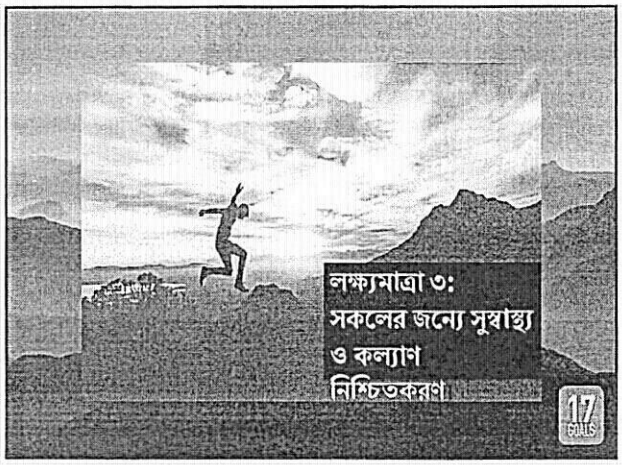
Goal 2: Zero Hunger

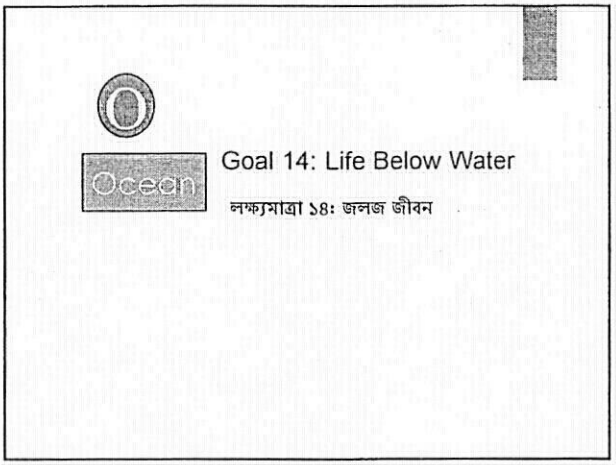
লক্ষ্যমাত্রা ২: ক্ষুধা মুক্তি

Health

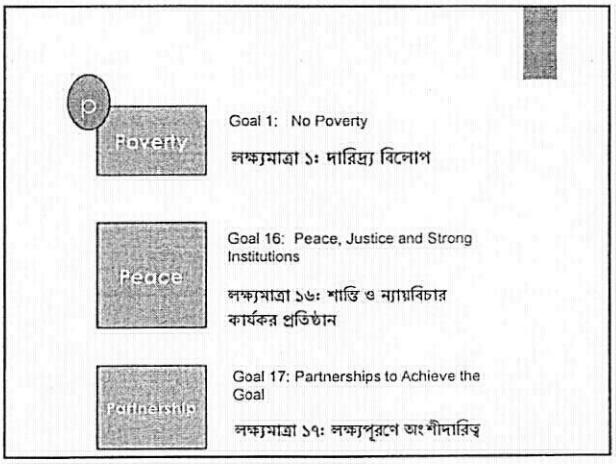
Goal 3: Good Health and Well-being

লক্ষ্যমাত্রা ৩: সুস্বাস্থ্য ও কল্যাণ


লক্ষ্যমাত্রা ৩:
সকলের জন্যে সুস্বাস্থ্য
ও কল্যাণ
নিশ্চিতকরণ
17 GOALS

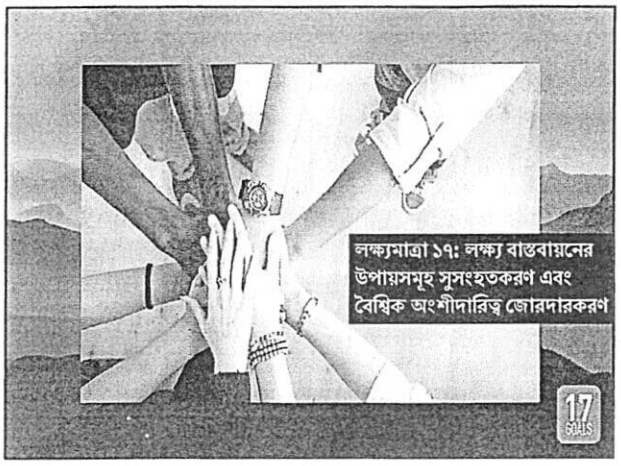

Ocean
Goal 14: Life Below Water
লক্ষ্যমাত্রা ১৪: জলজ জীবন

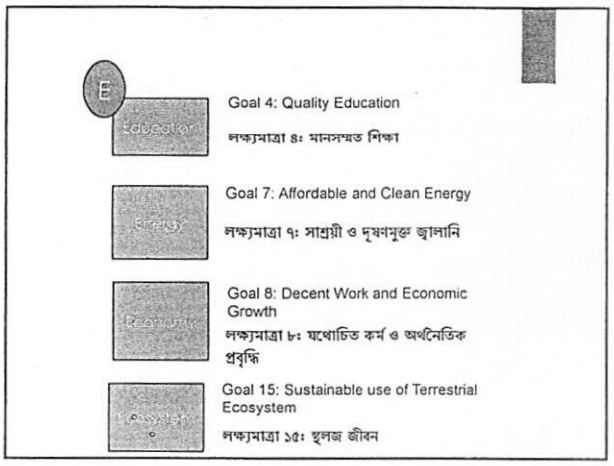

লক্ষ্যমাত্রা ১৪: সাগর, মহাসাগর এবং সামুদ্রিক সম্পদের
রক্ষণাবেক্ষণ এবং টেকসই ব্যবহার।
17 GOALS

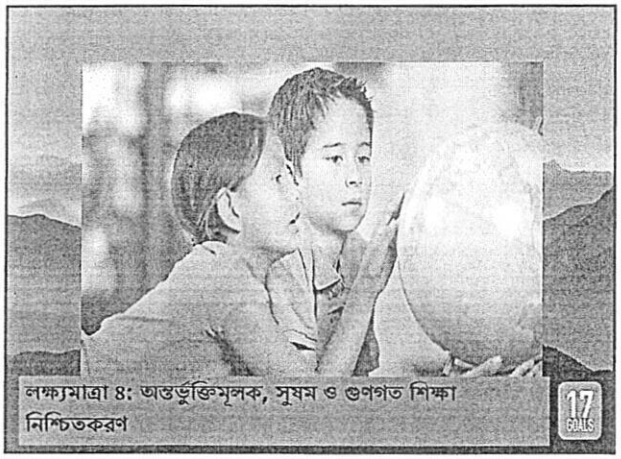

Poverty
Goal 1: No Poverty
লক্ষ্যমাত্রা ১: দারিদ্র্য বিলোপ
Peace
Goal 16: Peace, Justice and Strong Institutions
লক্ষ্যমাত্রা ১৬: শান্তি ও ন্যায়বিচার কার্যকর প্রতিষ্ঠান
Partnership
Goal 17: Partnerships to Achieve the Goal
লক্ষ্যমাত্রা ১৭: লক্ষ্যপূরণে অংশীদারিত্ব

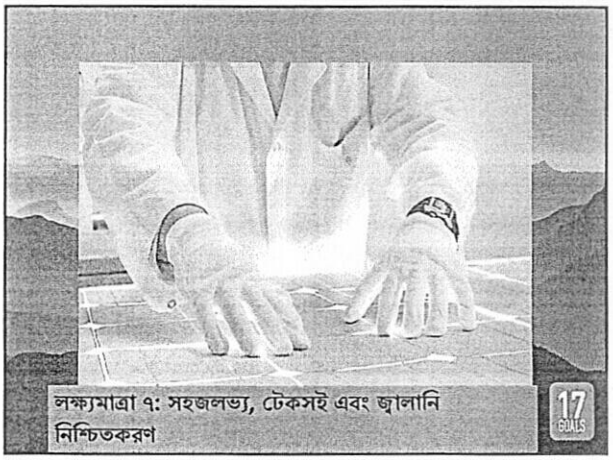

লক্ষ্যমাত্রা ১:
সকল প্রকার
দারিদ্র্য বিলোপ
17 GOALS


লক্ষ্যমাত্রা ১৬: টেকসই উন্নয়নের জন্য শান্তিপূর্ণ ও
অংশীদারিত্বমূলক সমাজ নির্মাণ, সকলের জন্য ন্যায়বিচার
নিশ্চিতকরণ
17 GOALS

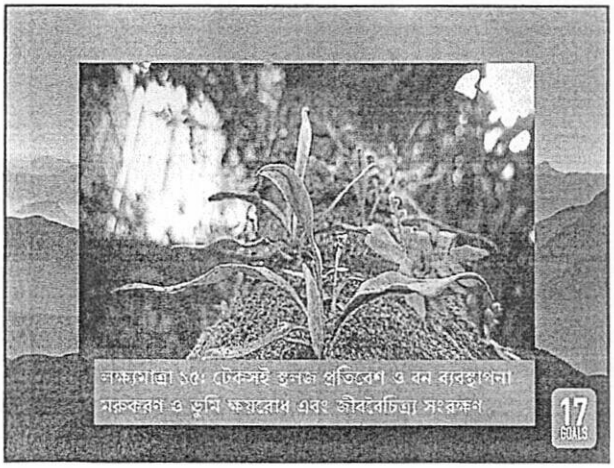

লক্ষ্যমাত্রা ১৭: লক্ষ্য বাস্তবায়নের উপায়সমূহ সুসংহতকরণ এবং বৈশ্বিক অংশীদারিত্ব জোরদারকরণ
17 GOALS


E
Goal 4: Quality Education
লক্ষ্যমাত্রা ৪: মানসম্মত শিক্ষা
Goal 7: Affordable and Clean Energy
লক্ষ্যমাত্রা ৭: সাশ্রয়ী ও দূষণমুক্ত জ্বালানি
Goal 8: Decent Work and Economic Growth
লক্ষ্যমাত্রা ৮: যথোচিত কর্ম ও অর্থনৈতিক প্রবৃদ্ধি
Goal 15: Sustainable use of Terrestrial Ecosystem
লক্ষ্যমাত্রা ১৫: স্থলজ জীবন


লক্ষ্যমাত্রা ৪: অন্তর্ভুক্তিমূলক, সুষম ও গুণগত শিক্ষা নিশ্চিতকরণ
17 GOALS


লক্ষ্যমাত্রা ৭: সহজলভ্য, টেকসই এবং জ্বালানি নিশ্চিতকরণ
17 GOALS


লক্ষ্যমাত্রা ৮: অন্তর্ভুক্তিমূলক, টেকসই অর্থনৈতিক প্রবৃদ্ধি এবং উৎপাদনমুখী ও শোভন কর্মসংস্থানের বিকাশ
17 GOALS


লক্ষ্যমাত্রা ১৫: টেকসই স্থলজ প্রতিবেশ ও বন ব্যবস্থাপনা
মরুকরণ ও ভূমি ক্ষয়রোধ এবং জীববৈচিত্র্য সংরক্ষণ
17 GOALS

Goal 5: Gender Equality

লক্ষ্যমাত্রা ৫: নারী-পুরুষের সমতা

Goal 6: Clean Water and Sanitation

লক্ষ্যমাত্রা ৬: নিরাপদ পানি ও স্যানিটেশন

লক্ষ্যমাত্রা ৬: পানি সম্পদের প্রাপ্যতা ও ব্যবস্থাপনা এবং সকলের জন্য স্যানিটেশন নিশ্চিতকরণ

Goal 12: Responsible Consumption and Production

লক্ষ্যমাত্রা ১২: দায়িত্বশীল ভোগ ও উৎপাদন

Goal 11: Sustainable Cities and Communities

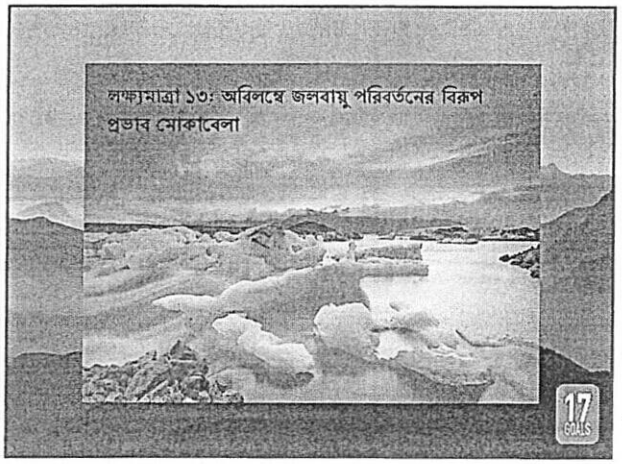
লক্ষ্যমাত্রা ১১: টেকসই নগর ও সমাজ

Goal 13: Climate Action

লক্ষ্যমাত্রা ১৩: জলবায়ু কার্যক্রম

লক্ষ্যমাত্রা ১১: টেকসই , নিরাপদ ও অন্তর্ভুক্তিমূলক নগর ও জনপদ

লক্ষ্যমাত্রা ১২: টেকসই ভোক্তা ও উৎপাদন ব্যবস্থা নিশ্চিতকরণ



The Challenges

How many challenges in life?

Mainly two types of Challenges and Solutions:
1)Physical
2)Psychological

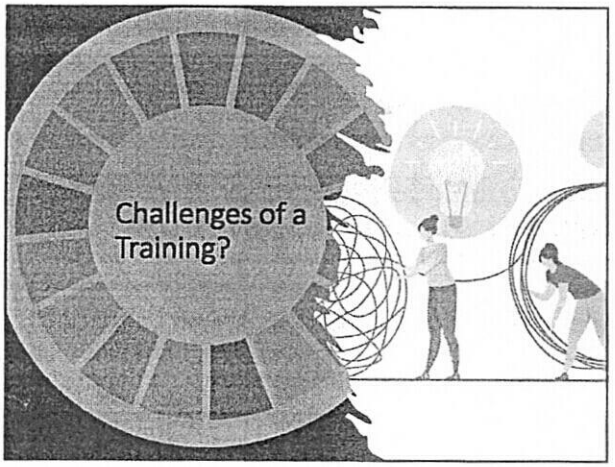
To overcome we need CCD and অ, আ, ই:

- Confidence
- Commitment
- Strong Determination

Let us explore challenges

(Open Discussion and soul searching....
with real life situation Conclusion

- Individual Challenge
- Group Challenge
- Team Challenge
- Speakers Challenge
- Trainer's challenge
- Challenge of trainees



201

কিছুই মনে থাকে না
মনোযোগ ধরে রাখা

Few Challenges of SDGs Implementation:

- New thought but not absolutely new
- Lack of orientation and training
- Not having in depth idea
- Unwilling to accept
- Lack of coordination and Separation

Few Challenges of SDGs Implementation:

- Lack of team spirit
- Finance
- Corruption (Admin, Police and SR)
- Political Stability
- Lack of Reliable Information and Data

Real Life Example...

Lee Kuan Yew
Singapore's Father of the Nation
(16 September 1923 – 23 March 2015)

Singapore Minister's Corruption story:

The most dramatic downfall was that of **Teh Cheang Wan**, the Minister for National Development. In November 1986 one of his old associates admitted under questioning by the CPIB (Corrupt Practice Investigation Bureau) that he had given Teh two cash payments of S$400,000 each, in one case to allow a development company to retain part

of its land which had been earmarked for compulsory government acquisition, and in the other to assist a developer in the purchase of state land for private development. These bribes had taken place in 1981 and 1982. He denied receiving the money and tried to bargain with the senior assistant director of the CPIB for the case not to be pursued. **The cabinet secretary reported this and said Teh had asked to see me. I replied I could not until the investigations were over.** A week later, on the morning of 15 December 1986, my security officer reported that Teh had died and left me a letter:

THE FAREWELL LETTER:

Prime Minister,

I have been feeling very sad and depressed for the last two weeks. I feel responsible for the occurrence of this unfortunate incident and I feel I should accept the full responsibility. **As an honourable oriental gentleman I feel it is only right that I should pay the highest penalty for my mistake.**

Yours
faithfully
Cheang
Wan

Another real life example...

S. Iswaran
Former Transport Minister of Singapore
Charged with Corruption
Resigned in January 2024

Iswaran's jail term:
What was sought, what was given

Sentences to run consecutively

Charges	Prosecution sought	Defence sought	Judge gave
Obtained 10 Singapore F1 tickets worth S$42,885 from Ong Beng Seng in Sep 2017	4 months	5 weeks	6 months
Obtained expenses-paid trip to Doha worth S$20,814 from Ong Beng Seng in Dec 2022	3 months	3 weeks	3 months 3 weeks
Obstructed justice in May 2021 by repaying cost of Doha-Singapore flight	2 months	4 week	4 months
Obtained whisky and wine worth S$5,256 from Lum Kok Seng in Jan 2022	1 month	2 weeks	2 months
Obtained a Brompton T-Line bicycle worth S$3,908 from Lum Kok Seng in Jun 2022	1 month	2 weeks	3 months
Total sentence	6-7 months	8 weeks	12 months

I HOPE We Can

I→Innovation (Goal 9)
Inequality (Goal 10)
H→Hunger (Goal 2)
Health (Goal 3)
O→Ocean (Goal 14)
P→Poverty (Goal 1)
Peace (Goal 16)
Partnership (Goal 17)
E→Education (Goal 4)
Energy (Goal 7)
Economic Growth(Goal 8)
Ecosystem (Goal 15)
W→Women (Goal 5)
Water (Goal 6)
C→Cities (Goal 11)
Consumption (Goal 12)
Climate Action (Goal 13)

Mnemonic of SDG

By Letter Count:

1. Women → Goal 5 (5 Letters)
2. Economic → Goal 8 (8 Letters)
3. Inequality → Goal 10 (10 Letters)
4. Healthy City → Goal 11 (11 Letters)
5. Climate Change → Goal 13 (13 Letters)
6. Life below water → Goal 14 (14 Letters)
7. Global partnership → Goal 17 (17 Letters)

By the position of Letter:

1. I → Innovation: Goal 9 (9th Letter)
2. P → Peace: Goal 16 (16th Letter)

June 2021

Questions & Open Discussion

- The question you did not ask...???

Father of the concept of Sustainability

Hans Carl von Carlowitz
(1645-1714)
German Mine Specialist and Tax Accountant

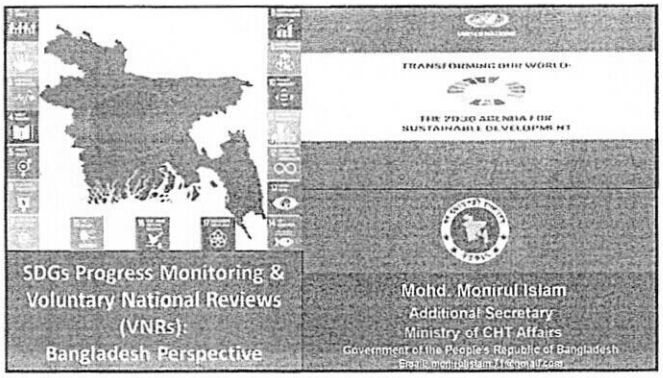
শেষ পর্যন্ত SDG কী?

SDG
Start Doing Good

Get Involved
Stay Informed
Make Impact

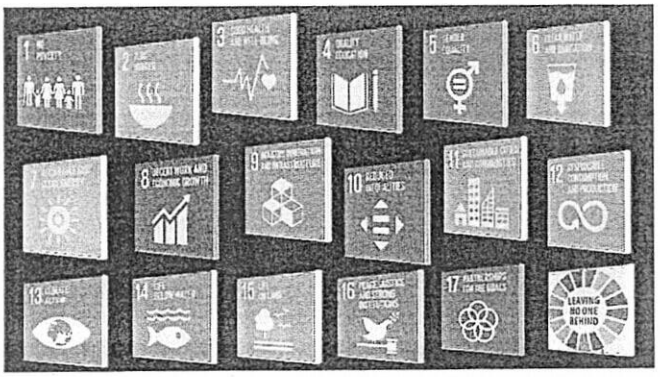
Mahmud Hasan
Former Divisional Commissioner
Mymensingh
Additional Secretary
Ministry of Environment, Forest and Climate Change
Mobile # 01711 23 21 21
E-mail: mahmudglobal@gmail.com

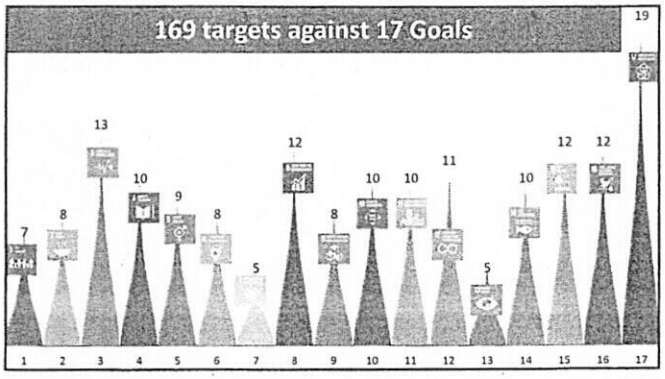
6+2


TRANSFORMING OUR WORLD:
THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT
SDGs Progress Monitoring & Voluntary National Reviews (VNRs): Bangladesh Perspective
Mohd. Monirul Islam
Additional Secretary
Ministry of CHT Affairs
Government of the People's Republic of Bangladesh


Sustainable Development
OUR COMMON FUTURE
THE WORLD COMMISSION ON ENVIRONMENT AND DEVELOPMENT
UN World Commission on Environment and Development (Brundtland Commission) defined Sustainable Development in 1987:
"development that meets the needs of the present without compromising the ability of future generations to meet their own needs."
Economic Development
Environmental Protection
Social Inclusion
The inter-generational concept of sustainable development has three dimensions:
(i) economic development,
(ii) social inclusion, and
(iii) environmental sustainability.


Sustainable Development Goals (SDGs)
In September 2015 at the 70th UNGA, the Heads of States or Governments adopted a set of 17 goals backed-up by 169 detailed targets for the world's future through 2030.
PEOPLE
PLANET
PROSPERITY
PEACE
PARTNERSHIP
(1) Social (2) Environmental (3) Economic- balanced and integrated manner
(i) Right to development
(ii) Human rights
(iii) Living standards across countries
(iv) Shared responsibilities and opportunities
PEOPLE-CENTRED
COMPREHENSIVE
INTEGRATED
UNIVERSAL
FAR-REACHING
TRANSFORMATIVE
"development that meets the needs of the present without compromising the ability of future generations to meet their own needs."
(UN World Commission on Environment and Development (Brundtland Commission, 1987))
No "Business as usual"
More innovation
More technological development
More capacity development
More resources


LEAVING NO ONE BEHIND


169 targets against 17 Goals
19
7
8
13
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12
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11
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12
1
2
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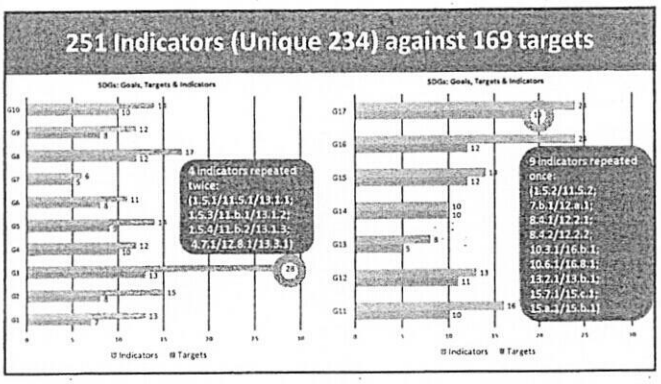
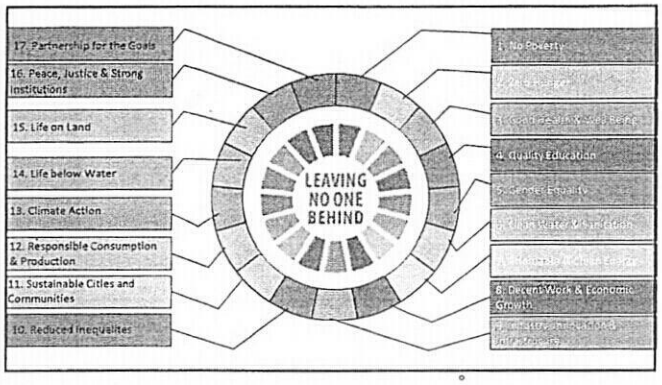
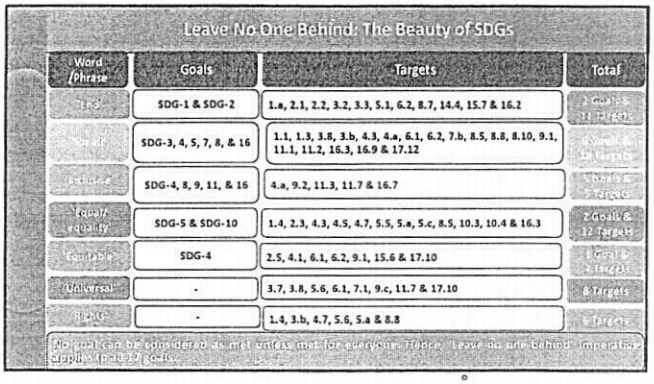
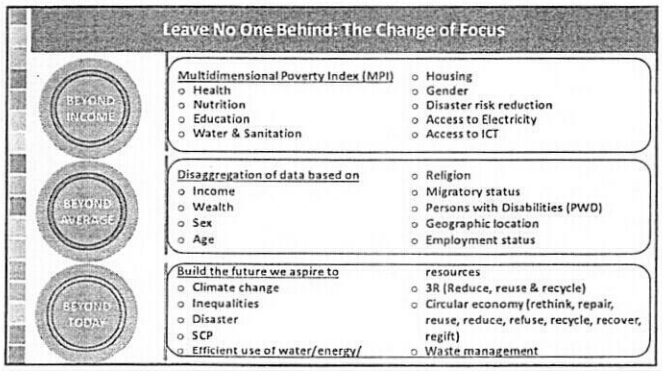
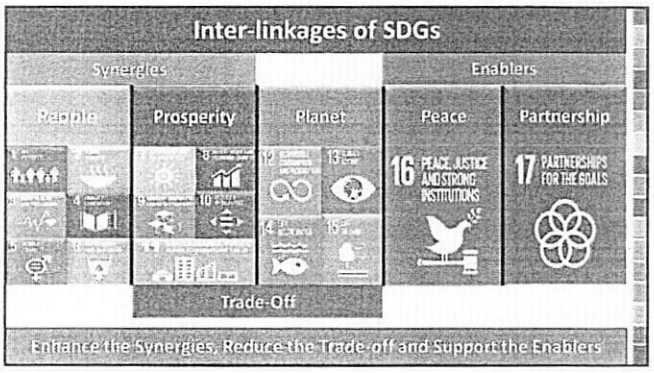
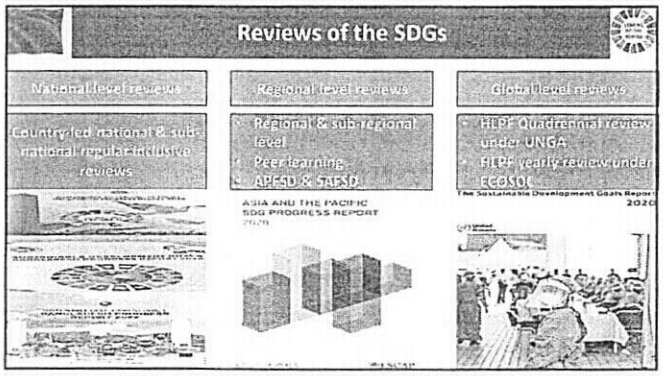

251 Indicators (Unique 234) against 169 targets
SDGs: Goals, Targets & Indicators
4 indicators repeated twice:
(1.5.1/11.5.1/13.1.1;
1.5.3/11.b.1/13.1.2;
1.5.4/11.b.2/13.1.3;
4.7.1/12.8.1/13.3.1)
9 indicators repeated once:
(1.5.2/11.5.2;
7.b.1/12.a.1;
8.4.1/12.2.1;
8.4.2/12.2.2;
10.3.1/16.b.1;
10.6.1/16.8.1;
13.2.1/13.b.1;
15.7.1/15.c.1;
15.a.1/15.b.1)
Indicators
Targets

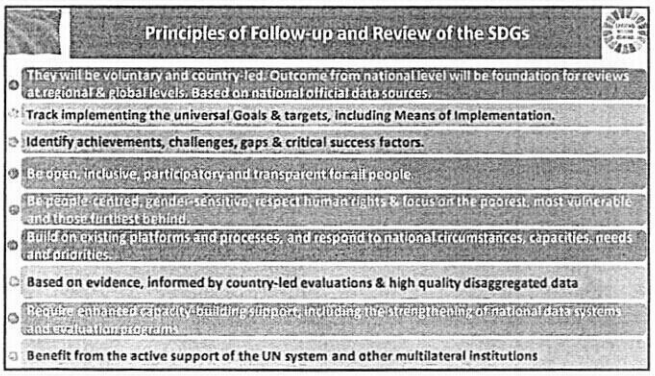

17. Partnership for the Goals
16. Peace, Justice & Strong Institutions
15. Life on Land
14. Life below Water
13. Climate Action
12. Responsible Consumption & Production
11. Sustainable Cities and Communities
10. Reduced Inequalities
LEAVING NO ONE BEHIND
1. No Poverty
4. Quality Education
8. Decent Work & Economic Growth


Leave No One Behind: The Beauty of SDGs
Word /Phrase
Goals
Targets
Totaf
SDG-1 & SDG-2
1.a, 2.1, 2.2, 3.2, 3.3, 5.1, 6.2, 8.7, 14.4, 15.7 & 16.2
SDG-3, 4, 5, 7, 8, & 16
1.1, 1.3, 3.8, 3.b, 4.3, 4.a, 6.1, 6.2, 7.b, 8.5, 8.8, 8.10, 9.1, 11.1, 11.2, 16.3, 16.9 & 17.12
SDG-4, 8, 9, 11, & 16
4.a, 9.2, 11.3, 11.7 & 16.7
SDG-5 & SDG-10
1.4, 2.3, 4.3, 4.5, 4.7, 5.5, 5.a, 5.c, 8.5, 10.3, 10.4 & 16.3
SDG-4
2.5, 4.1, 6.1, 6.2, 9.1, 15.6 & 17.10
3.7, 3.8, 5.6, 6.1, 7.1, 9.c, 11.7 & 17.10
1.4, 3.b, 4.7, 5.6, 5.a & 8.8


Leave No One Behind: The Change of Focus
BEYOND INCOME
BEYOND AVERAGE
BEYOND TODAY
Multidimensional Poverty Index (MPI)
Health
Nutrition
Education
Water & Sanitation
Housing
Gender
Disaster risk reduction
Access to Electricity
Access to ICT
Disaggregation of data based on
Income
Wealth
Sex
Age
Religion
Migratory status
Persons with Disabilities (PWD)
Geographic location
Employment status
Build the future we aspire to
Climate change
Inequalities
Disaster
SCP
Efficient use of water/energy/ resources
3R (Reduce, reuse & recycle)
Circular economy (rethink, repair, reuse, reduce, refuse, recycle, recover, regift)
Waste management


Inter-linkages of SDGs
Synergies
Enablers
People
Prosperity
Planet
Peace
Partnership
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS
Trade-Off
Enhance the Synergies, Reduce the Trade-off and Support the Enablers

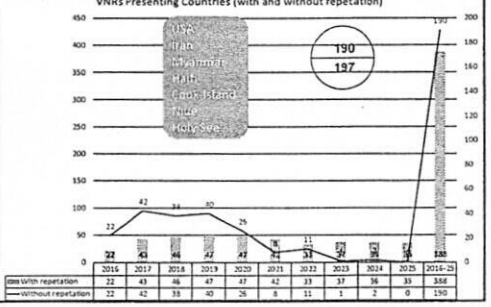

Reviews of the SDGs
National level reviews
Country-led national & sub-national regular inclusive reviews
Regional level reviews
Regional & sub-regional level
Peer learning
APFSD & SAFSD
ASIA AND THE PACIFIC SDG PROGRESS REPORT
Global level reviews
HLPF Quadrennial review under UNGA
HLPF yearly review under ECOSOC
The Sustainable Development Goals Report 2020


Principles of Follow-up and Review of the SDGs
They will be voluntary and country-led. Outcome from national level will be foundation for reviews at regional & global levels. Based on national official data sources.
Track implementing the universal Goals & targets, including Means of Implementation.
Identify achievements, challenges, gaps & critical success factors.
Be open, inclusive, participatory and transparent for all people
Be people-centred, gender-sensitive, respect human rights & focus on the poorest, most vulnerable and those furthest behind.
Build on existing platforms and processes, and respond to national circumstances, capacities, needs and priorities.
Based on evidence, informed by country-led evaluations & high quality disaggregated data
Require enhanced capacity-building support, including the strengthening of national data systems and evaluation programs
Benefit from the active support of the UN system and other multilateral institutions

VNRs Presentation globally up to 2025

- 190 Countries have presented their VNRs at least once @the HLPF
- 151 countries have presented twice
- 52 countries thrice and
- 10 countries 4th time

VNRs Presenting Countries (with and without repetation)



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016-25
With repetation	22	43	46	47	47	42	33	37	36	35	358
Without repetation	22	42	38	40	26	8	11	1	2	0	190

1st VNRs of Bangladesh in 2017

On 17th July 2017, Bangladesh presented the Voluntary National Reviews (VNRs) of SDGs at the HLPF along with 42 countries to apprise the world community where we are in implementing Agenda 2030.

7 Goals were reviewed in 2017

VNRs Report was prepared taking inputs from different Ministries/Divisions, and was shared with different stakeholders including government, NGOs, CSOs, Academia and Development Partners.

2nd VNRs of Bangladesh in 2020

On 17th July 2020, Bangladesh presented the Voluntary National Reviews (VNRs) of SDGs at the HLPF along with 46 countries to apprise the world community where we are in implementing Agenda 2030.

All Goals were reviewed in 2020

3rd VNRs of Bangladesh in 2025

In July 2025 Bangladesh presented the Voluntary National Reviews (VNRs) of SDGs at the HLPF along with 34 countries to apprise the world community where we are in implementing Agenda 2030.

5 Goals were reviewed in 2025

Institutional mechanisms for SDGs Implementation

- SDGs Implementation and Review Committee
- Division, District and Upazila Committees for SDGs Implementation Reviews
- National Data Coordination Committee (NDCC)
- National Conference on SDGs Implementation Review (SIR)
- Framework of collaboration with the UN agencies
- My Constituency Data Platform for the Hon'ble Member of the Parliament
- Following the Whole of the Society Approach

Administration of SDGs: Top Down

SDGs Implementation and Review Committee

Convener: Principal Coordinator (SDG Affairs), PMO

Members:

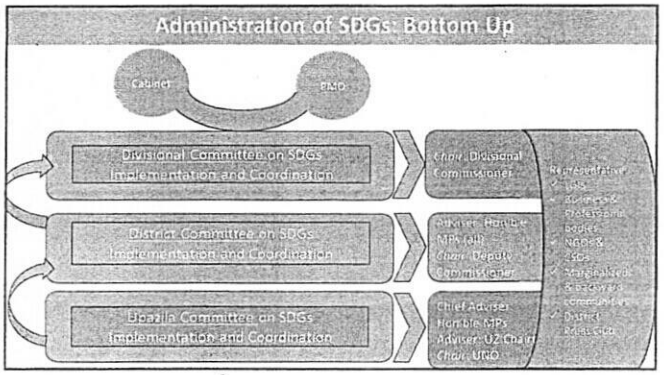
1. Cabinet Division	22. MoLE	
2. IMED	23. MoST	
3. SID	24. ICT Division	
4. FD	25. RpTD	
5. ERD	26. MoI&B	
6. BID	27. MoWCA	
7. FID	28. MoFL	
8. MoA	29. SID, M/o Education	
9. MoI	30. TMD, M/o Education	
10. MoDMR	31. MoPME	
11. LPD, MoHFW	32. LFD	
12. MEASWD, MoHFW	33. MoCA	
13. MoEAT	34. MoYS	
14. MoHPW	35. MoEWOE	
15. MoPA	36. MoSW	
16. MoWR	37. LID, M/o LJ&PA	
17. M/o Industries	38. LPAD, M/o LJ&PA	
18. PMO	39. MoFA	
19. RTHD	40. PD, M/o PE&MR	
20. PSD, MoHA	41. MoEF&CC	
21. SSD, MoHA	42. M/o Commerce	

Member Secretary: Member, GED, Bangladesh Planning Commission

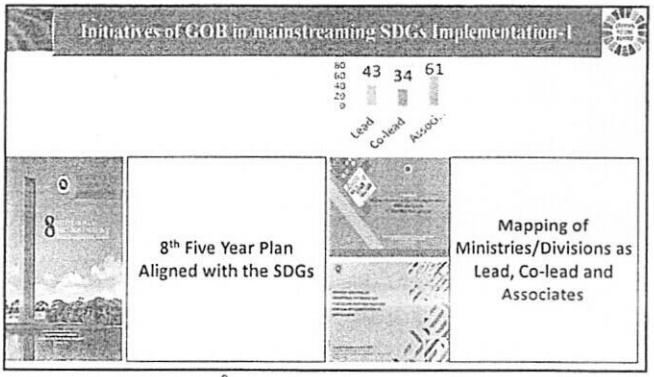
On invitation:
1. Chairman, PKSF
2. DG, NGO Affairs Bureau
3. BDI, etc.
4. President, FCCI
5. Vice Chancellor
6. ED, Centre for Policy Dialogue

Terms of Reference:
- Making the issues and recommendations of the SDG & policy of economic and social affairs relevant to achieve targets as related to SDGs
- Review the progress of SDGs implementation & recommend every six months to the Prime Minister's Office and HPMC
- At least 2 meetings of the committee in the field every year to analyze bottleneck, SDGs issues regarding SDGs

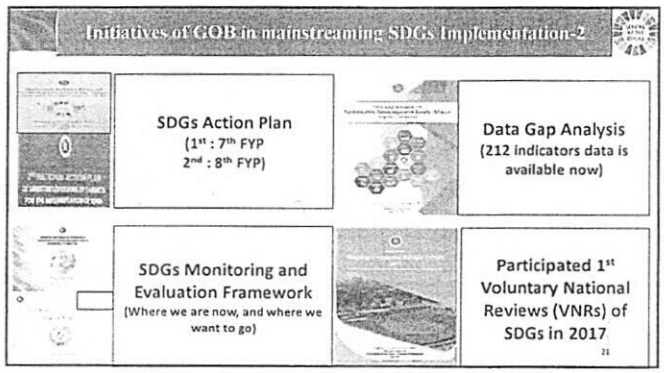
Administration of SDGs: Bottom Up



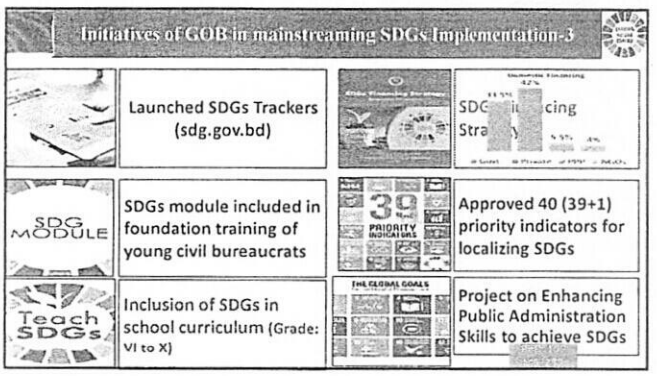
Initiatives of GOB in mainstreaming SDGs Implementation-1



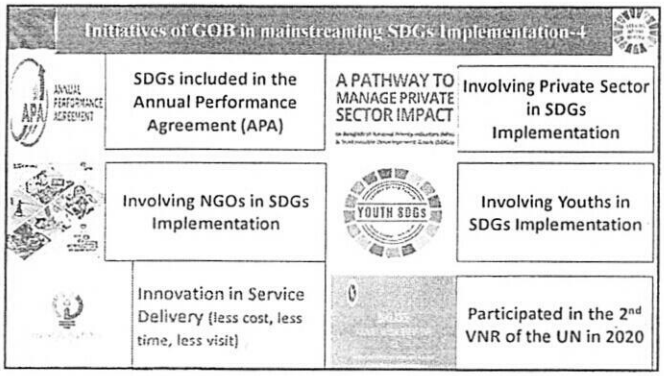
Initiatives of GOB in mainstreaming SDGs Implementation-2



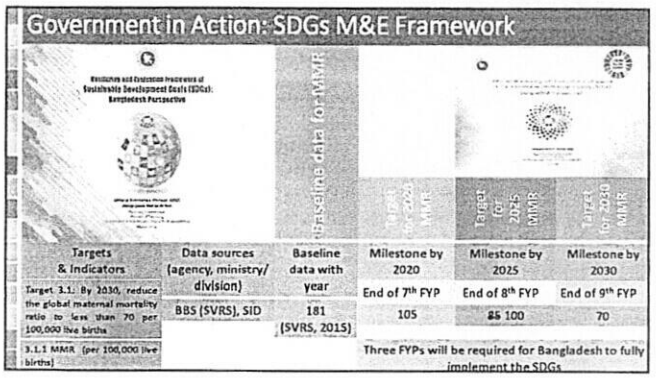
Initiatives of GOB in mainstreaming SDGs Implementation-3



Initiatives of GOB in mainstreaming SDGs Implementation-4



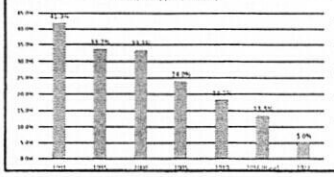
Government in Action: SDGs M&E Framework

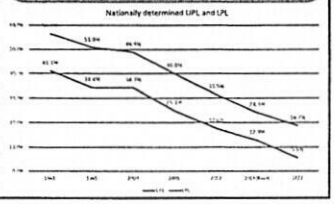


End poverty in all its forms everywhere

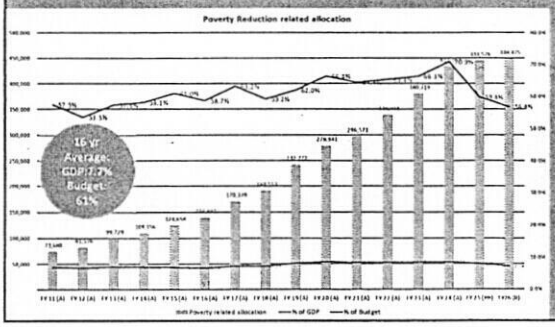
- Poverty reduction is the number one agenda of the Government of Bangladesh.
- Poverty Reduction Strategies are inbuilt in the Five-Year Plan
  - Promoting opportunities
  - Facilitating empowerment
  - Enhancing security

- Financial Literacy Guidelines for Banks and Financial Institutions for 2023-2029
- National Integrated Savings and Microcredit Implementation Guidelines 2019
- National Social Security Strategy 2015



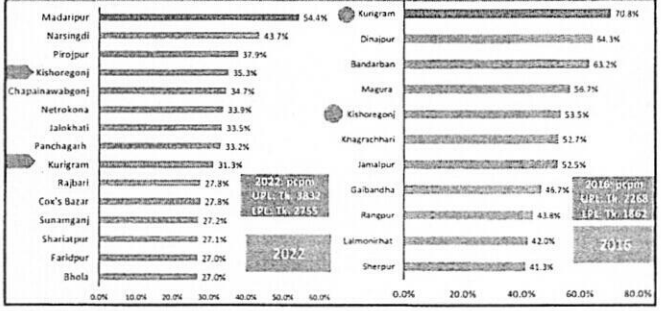


Budget Allocation for Poverty Reduction

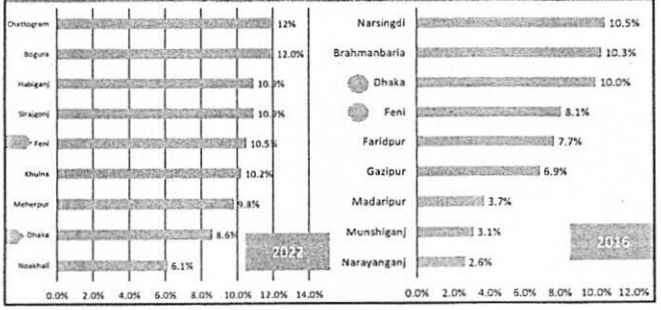


- About 61% of the budget is dedicated to poverty reduction related activities
- It reached 71% in FY 24

Comparison of Poverty prone districts of Bangladesh between 2016 and 2022



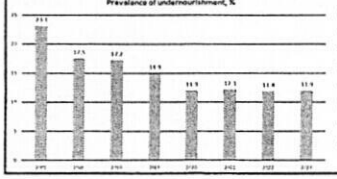
Comparison of Less poverty prone districts of Bangladesh between 2016 and 2022

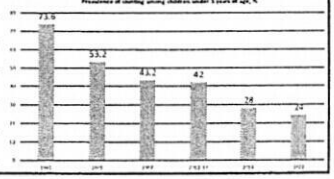


End hunger, achieve food security and improved nutrition and promote sustainable agriculture

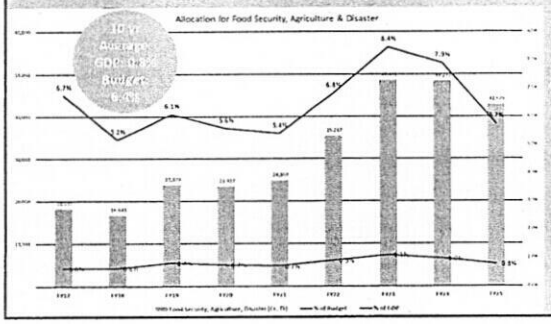
- National Food and Nutrition Security Policy 2020
- National Agricultural Policy 2018
- Food Safety Act 2013
- Seed Act 2018 (Seed Rules 2020)
- National Aquaculture Development Strategy and Action Plan of Bangladesh (2013-20)
- National Nutrition Policy-2015
- National Food Policy Plan of Action

- National School Meal Policy
- Good Agriculture Practice (GAP) Policy 2020
- Mechanization Policy 2020
- National Agricultural Extension Policy 2020
- Consumer Rights Protection Act 2009
- Organic Agriculture Policy 2017
- Agricultural Development Common Fund





Budget Allocation for Food Security

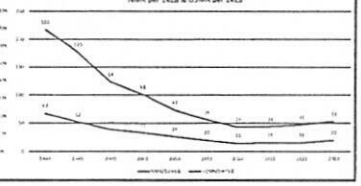


- Agriculture, Food and Disaster Ministries got, on an average, 6.45% of Budget & 0.8% of GDP

Ensure healthy lives and promote well-being for all at all ages

- National Health Policy, 2011
- Bangladesh Population Policy, 2012
- Strategic Plan for HPN Sector Dev., Prog.
- Health Care Financing Strategy, 2012-2032
- HPN Sector Programme (2017-2022)
- Bang. Health Workforce Strategy (2016-21)
- National Drug Policy 2016
- National Strategy for Adolescent Health (2017-2030)
- The Communicable Diseases Prevention, Control & Eradication Act 2018
- Mental Health Act 2018
- Accreditation of Health Care Institutions Act 2019
- National Child Health Strategy (2017-2027)
- Bangladesh Nursing and Midwifery Council Act 2016
- National Road Safety Strategy (2021-2030) (Draft)

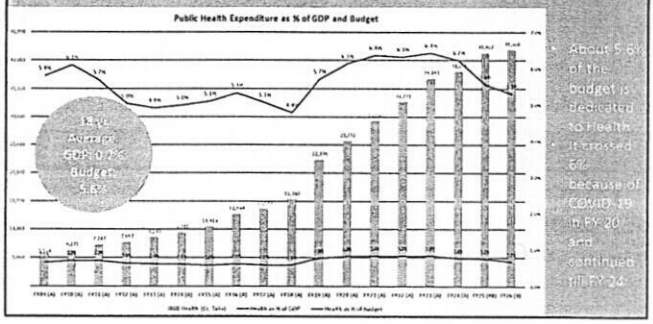
MMR by 100KLB & Births attended by SHP, %



NMR per 1KLB & U5MR per 1KLB

Budget Allocation for Health and Well-being

Public Health Expenditure as % of GDP and Budget

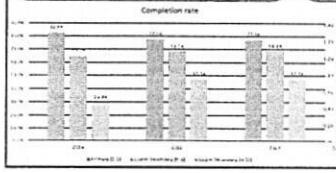


- About 5.6% of the budget is dedicated to Health. It crossed 6% because of COVID-19 in FY 20 and continued till FY 24

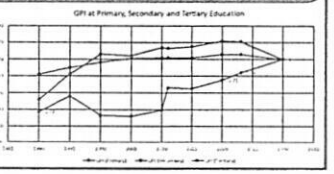
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- Compulsory Primary Education Act 1990
- National Education Policy, 2010
- PM's Education Assistance Trust Act 2011
- PEDP
- Non-Formal Education Act, 2014
- National Skills Development Policy 2022
- NSD Action Plan (2022-2027)
- NSDA Authority Rules, 2020
- Course Accreditation Guideline 2020
- Assessment Centre Accreditation Guideline'20
- Assessor Assessment Guideline 2020
- Trainee Assessment Guideline 2020
- Guidelines on Skills Certification for ICT Freelancer'20
- Recognition of Prior Learning (RPL) Guidelines'21
- Industry Skills Councils Operations Guidelines'21
- Recognition of Centre of Excellence Guideline'22
- NHRDF Processing, M&E Guideline' 22

Completion rate

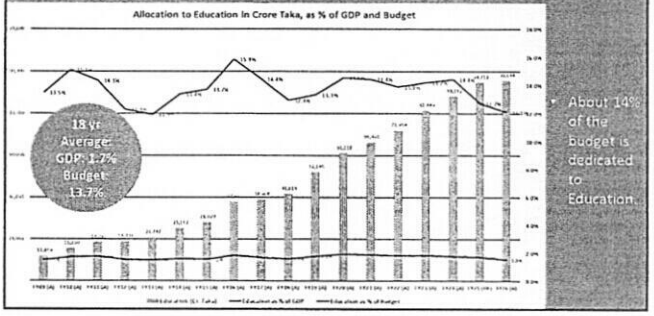


GPI at Primary, Secondary and Tertiary Education



Budget Allocation for Education

Allocation to Education in Crore Taka, as % of GDP and Budget

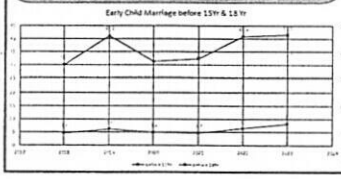


- About 14% of the budget is dedicated to Education.

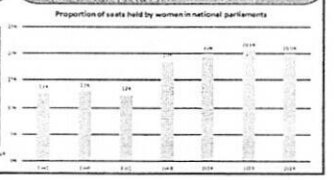
Achieve gender equality and empower all women and girls

- National Women Development Policy, 2011
- National Women Development Laws 2018
- National Child Policy, 2011
- Women and Children Repression Control Act 2000, amended in 2003, 2019 and 2020
- NAP on Prevention of VAW & Children (2018-2030)
- NAP to End Child Marriage 2018-2030
- Integrated Policy for Early Child Care & Dev., 2013
- Child Act 2013
- Child Day Care Centre Act, 2021
- Dowry Prohibition Act, 2018
- Mental Health Act, 2018
- Child Marriage Restraint Act, 2017/Child Marriage Prevention Rules 2018
- National PoA for Prevention and Suppression of Human Trafficking, 2018-2022
- NAP on Women, Peace and Security 2019-2025
- Regulation, provision for collateral free loan for women entrepreneurs

Early Child Marriage before 15Yr & 18 Yr

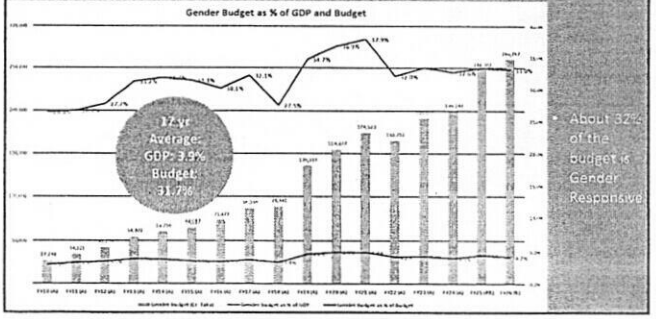


Proportion of seats held by women in national parliaments



Budget Allocation for addressing Gender equality

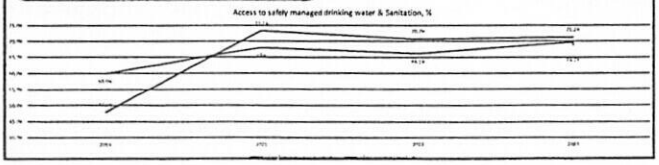
Gender Budget as % of GDP and Budget



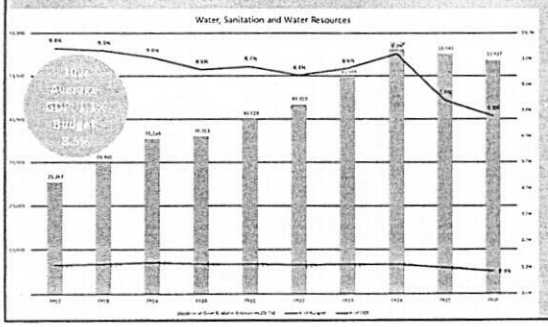
- About 32% of the budget is Gender Responsive

Ensure availability and Sustainable management of water and sanitation for all

- National Policy for Safe Water Supply & Sanitation, 1998
- National Strategy for Water Supply and Sanitation, 2014 (revised 2021)
- National Water Policy 1998
- National Water Management Plan 2004
- National Policy for Arsenic Mitigation & Implementation Plan, 2004
- National Sanitation Strategy, 2005
- Pro-Poor Strategy for WATSAN Sector, 2005 (revised 2021)
- National Strategy for Water and Sanitation Hard to Reach Areas of Bangladesh, 2011
- Sector Development Plan (FY 2011-25) Water Supply and Sanitation Sector in Bangladesh
- Bangladesh Water Act 2013
- Bangladesh Delta Plan 2100
- Draft National Industrial Water Policy 2019
- National Menstrual Hygiene Management Strategy 2021



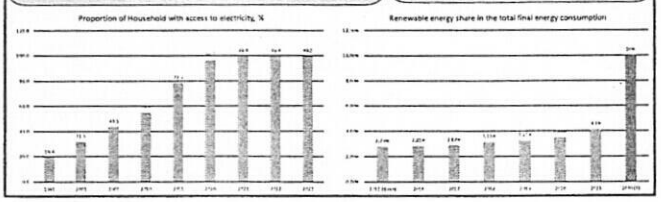
Budget Allocation for Water, Sanitation & Water Resources



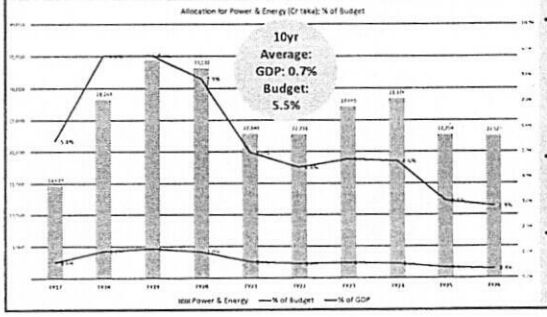
- Around 3.5% of budget is allocated to Water, Sanitation and Water Resources.

Ensure access to affordable, reliable, sustainable and modern energy for all

- Energy Efficiency and Conservation Rules, 2013
- Interim Action Plan for Improvement of Energy Efficiency and Conservation
- Sustainable and Renewable Energy Development Authority (SREDA), Act 2012
- Power System Master Plan, 2016
- Energy Efficiency Master Plan



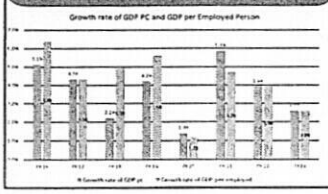
Budget Allocation for Power & Energy Sector



- Allocation for Power & energy reached 8.8% of budget in FY 18 and 19.
- There is a declining trend after then.
- On Average 5.5% of Budget allocation.

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

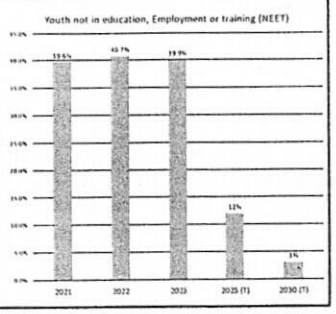
- Bangladesh SEZs Act 2010
- Investment Promotion Strategy for EZ,
- Export Policy 24-27
- Industrial Policy 22
- ICT Policy
- Education Policy 2010
- National Skills Development Policy 2022
- National Child Labour Elimination Policy 2010
- Overseas Employment and Migrants Act (2013)
- Bangladesh Labour Act 2006, amended in 2013
- EPZ Labour Law 2019, EPZ Labour Rules 2022
- National Youth Policy, 2017
- National Employment Policy 2022
- BEPZA One Stop Service (OSS) Rules
- Sustainable Finance Policy for Banks and FIs



Informal Employment	In total employment	By Sectors			By Sex	
Year		Agriculture	Industry	Service	Male	Female
2015-16	86.2%	85.3%	89.5%	71.3%	83.3%	89.3%
2016-17	85.1%	85.3%	89.5%	71.3%	83.7%	87.3%
2022	84.5%	85.3%	85.5%	67.3%	78.3%	86.3%
2023	84.1%	85.3%	83.5%	67.1%	77.3%	85.7%

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

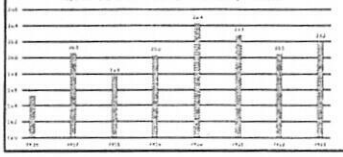
Unemployment rate, %		2015-16 (Base)	2016-17	2022	2023
Sex	Both sex	4.2	4.2	3.5	3.35
	Male	3.02	3.2	3.5	3.42
	Female	6.81	6.7	3.5	3.23
Age structure	15-24	20.60	12.30	10.97	8.24
	25-34		5.7	2.88	4.57
	35-44		1.2	0.95	1.09
	45-54		0.6	0.73	0.53
	55-64		0.6	0.59	0.53



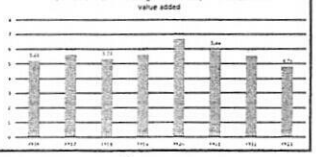
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

- Bangladesh National Building Code (BNBC)
- Bangladesh Public Private Partnership Act 2015
- Bangladesh Accreditation Act 2006
- Road Master Plan (2020-41)
- Integrated Multi-Modal Transport Policy 2013
- National Industrial Policy 2022
- Capital Account Transaction (Overseas Equity Investment) Rules 2020
- Procurement Guidelines for PPP Projects 2018
- Guidelines for Unsolicited Proposals 2018
- National Priority Project Rules 2018
- Rules for Viability Gap Financing for PPP Projects 2018
- Rules for Public Private Partnership
- Technical Assistance Financing 2018
- Policy for Implementing PPP Projects through G2G Partnership 2017

Proportion of small-scale industries in total industry value added

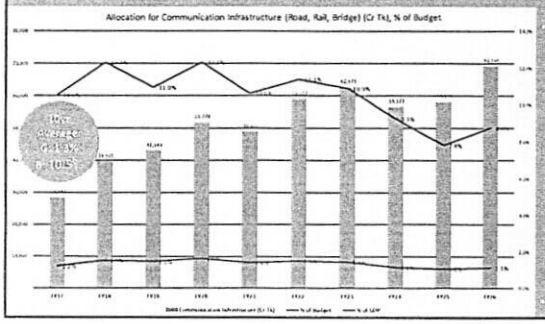


Proportion of medium and high-tech industry value added in total value added



Budget Allocation for Communication Infrastructure

Allocation for Communication Infrastructure (Road, Rail, Bridge) (Cr Tk), % of Budget

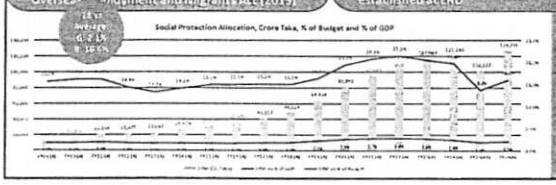


- There is fluctuation in the allocation of Road Transport & Highways Division, Railways, Bridges Division ranging from 7.8% to 13.3%
- Average 11%

Reduce inequality within and among countries

- Constitutional obligation to reduce inequality
- Vagabonds and Homeless Persons (Rehabilitation) Act 2011
- National Social Security Strategy (NSSS) of Bangladesh, 2015
- Rights and Protection of Persons with Disabilities Act 2013
- Neuro-development Trust Act 2013
- Overseas Employment and Migrants Act (2013)
- Expatriates Welfare and Overseas Employment Policy 2016
- Overseas Employment and Labour Migration Management Rules 2017
- Wage Earners Welfare Board Act 2018
- National Financial Inclusion Strategy Bangladesh (NFIS-B) covering July 2021 to June 2026
- Foreign Aid Management System (FAMS) established at ERD

Social Protection Allocation, Crore Taka, % of Budget and % of GDP



- Commitment is about 15% of budget be dedicated to SP
- It crossed 21% because of COVID-19 in FY 22

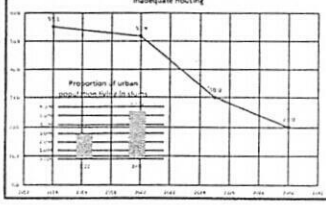
Percentage Share of Income of Households by Quintile groups

Class	Quintile	Share of Income			
		1991-92	2010	2016	2022
Poor	1st Quintile	6.52	5.22	3.84	4.17
Lower Middle Income	2nd Quintile	10.89	9.10	9.19	8.70
Middle Income	3rd Quintile	15.53	13.33	13.74	12.73
Upper Middle Income	4th Quintile	22.19	20.56	20.25	18.85
Richest	5th Quintile	44.96	51.79	53.0	55.54

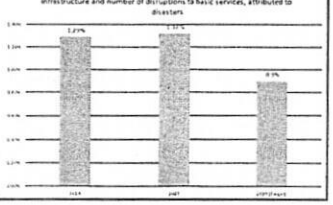
Make cities and human settlements inclusive, safe, resilient and sustainable

- The Metro Rail Act, 2015
- Bus Rapid Transit Act 2016
- Revised Strategic Transport Plan 2016
- Disaster Management Act 2012
- National Plan on Disaster Management
- Standing Orders on Disaster
- National 3R Strategy for Waste Management
- Bangladesh National Building Code 2015
- Building Construction Act, 2008
- National Volunteers Policy

Proportion of urban population living in slums, informal settlements or inadequate housing



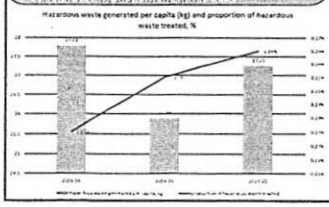
Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters



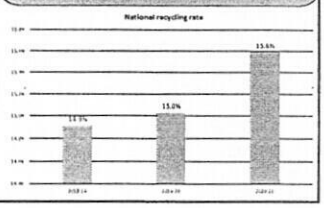
Ensure sustainable consumption and production patterns

- Consumer Rights Protection Act 2009
- Public Procurement Rules (PPR) 2008
- Public Procurement Rules (PPR) 2008
- National Sustainable Development Strategy (NSDS) 2013
- Solid Waste Management Rules 2021
- Standard Terms and Guidance in STDs/SRFPs to ensure sustainable procurement
- Ratified the Kigali amendment to the Montreal Protocol on 8th June 2020
- E-Waste Rules 2021

Hazardous waste generated per capita (kg) and proportion of hazardous waste treated, %



National recycling rate



Take urgent action to combat climate change and its impacts

- BCCSAP 2009
- Climate Change Trust Act, 2010
- Bangladesh Environment Protection Act 2010
- Disaster Management Act 2012
- National Biodiversity Strategy & AP (2016-21)
- Bangladesh Bio-Safety Act 2017
- Disaster Management Policy
- NSDA, 2018
- Delta Management Rules, 2018
- Green and Resilient EZs Guideline 2020
- National Environment Policy 2018
- Bangladesh Delta Plan 2100
- Mandatory Expiration Plan (2023-2050) (US$ 230 B)
- NDC (US$ 176 B)
- National Adaptation Programme of Action (NAPA)
- Bangladesh Climate Change Trust Fund
- Bangladesh DRR Strategy (2016-2030)

No of Affected Person & Death attributed to disaster per 100K population

Total GHG Emissions (MtCO2e)

Budget Allocation for Climate Change

Climate change related allocation (Cr. Tk), as % of GDP, % of Budget

5yr Average: GDP: 0.7% Budget: 5.3%

- 25 ministries allocation is covered in CC allocation
- Allocation is 5.3% of total Budget
- It is 0.7% of GDP

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

- Bangladesh Oceanographic Research Institute Act 2015
- Coastal Zone Policy, 2005
- Fish Act, 1950
- Fish Feed and Animal Feed Act 2010
- Fish Feed Rules 2011
- Fish Hatchery Act 2010
- Fish Hatchery Rules 2011
- National Bio-safety Framework
- National Fisheries Policy 1998
- National Fisheries Strategy 2006
- National Shrimp Policy 2014
- Protected Area Management Rules 2017

Coverage of protected areas in relation to marine areas, %

Fisheries as % of GDP

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation, and halt biodiversity loss

- Article 18A of the Constitution of the People's Republic of Bangladesh proclaims that —The state shall endeavour to protect and improve the environment and to preserve and safeguard the natural resources, biodiversity, wetlands, forests, and wildlife for the present and future citizens
- National Biodiversity Strategy & AP(NBSAP:16-21)
- Bangladesh Biological Diversity Act of 2017
- Bangladesh Environment Protection Act-1995 (Amended 2010)
- National Environment Policy 2018
- ECAs Management Rules 2016
- Green and Resilient EZs Guideline 2020
- Clean Air Act 2020
- Forest Act 1927
- National Forest Policy 1994
- NAP for Combating Desertification land degradation and Drought (2015-24)
- Social Forestry Rules 2004
- Wildlife (Conservation and Protection) Act 12

Forest area as a proportion of total land area, %

Terrestrial Biodiversity covered by PA, %

Freshwater Biodiversity covered by PA, %

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- Alternative Dispute Resolution (ADR)
- National Strategy for Prevention of Money Laundering and Combating Financing of Terrorism 2023-2025
- Right to Information Act & Information Commission
- National Human Rights Commission
- National Action Plan to Prevent Violence against Women and Children (2013-2025)
- Annual Performance Agreement (APA)
- Citizen Charter
- National Integrity Strategy (NIS)
- Grievance Redress System (GRS)
- Anti-Corruption Commission
- Money Laundering Prevention Act 2012
- Public Interest Information Disclosure Act (Provide Protection) 2011
- Public Procurement Act 2006
- Innovation in Service Delivery
- National Legal Aid Strategy 2017-2022

Number of victims of intentional homicide per 100,000 population

Unsentenced detainees as a proportion of overall prison population

Budget Allocation for Public Order & Safety

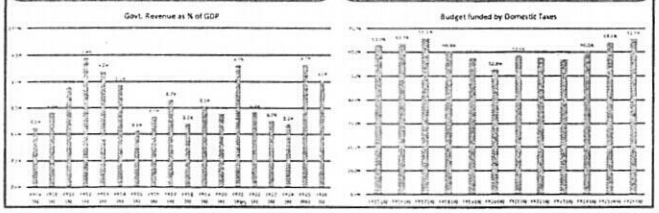
Allocation for Public Order & Safety (Cr Tk), % of Budget

10yr Average: GDP: 2% Budget: 5.5%

- There is a declining trend in Budget allocation for Public Order & Safety
- It is 4.2% in current year which was 7.4% in FY 17
- Average 5.5%

Strengthen the means of implementation and revitalize the global partnership for sustainable development

- Public Money and Budget Management Act 2009
- National Policy on Development Cooperation
- Statistics Act 2013
- Statistics Rule 2014
- National Strategy for Development of Statistics
- Value Added Tax and Supplementary Duty Act 2012
- Income Tax Act 2023
- Customs Act 2023
- Stamp Act 2023



Financing of SDGs

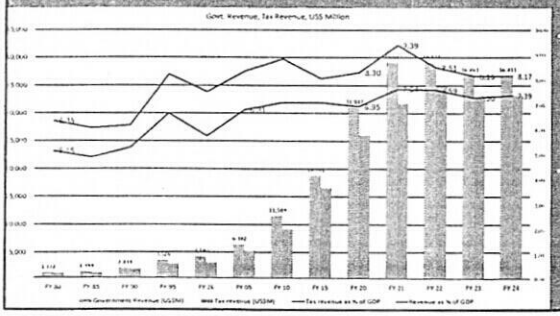
US$ 928.48 Billion additional funding would be required from 2017 to 2030 for Bangladesh.
Annual average cost: US$ 66.32 billion
19.75% of accumulated GDP from 2017 to 2030

Domestic Financing : US$ 796.1 Billion (85%)

- Private 42%
- Government 33.5%
- PPP 5.5%

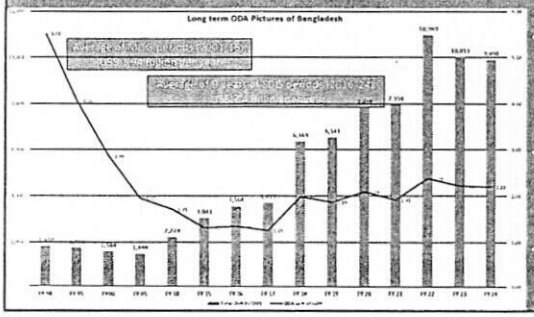
External Financing: US$ 132.4 Billion (15%)

Government Revenue and Tax Revenue



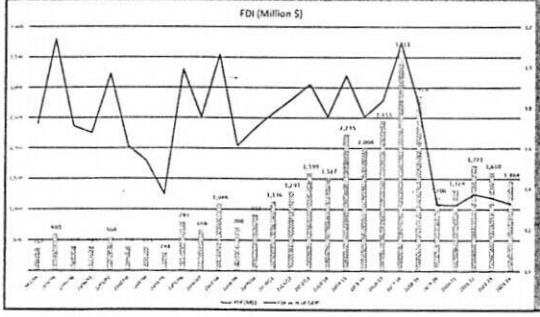
- Total revenue as % of GDP is 8.2%; 8th FYP target is to make it 14%
- Tax revenue is 7.4% of GDP; 8th FYP target is to make is 12%

Official Development Assistance (ODA) of Bangladesh



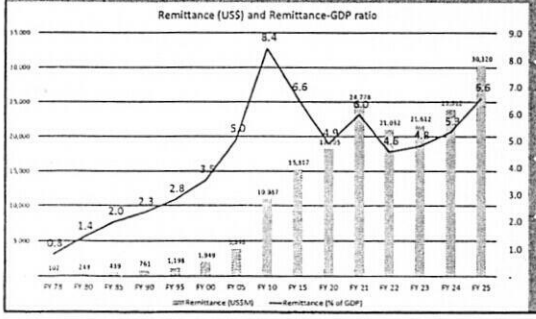
- Total Official Development Assistance crossed US $ 10 Billion in FY 22.
- There was a declining trend as % of GDP up to FY 17.
- After then, there is ups and downs

Foreign Direct Investment (FDI) in Bangladesh



- FDI reached US$ 3.6 Billion in FY 18.
- Because of COVID-19, it dropped to US$ 1.2 in FY20
- It is 0.3% of GDP in FY24

Inward Remittance Scenarios of Bangladesh

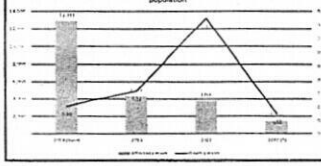


- Remittance reached to US$ 24.8 billion in FY 21.
- It crossed US$ 30 billion in FY 25
- Remittance-GDP ratio is 6.6% in FY25

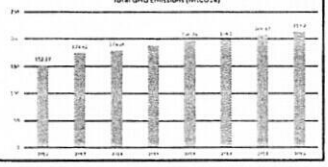
Take urgent action to combat climate change and its impacts

- BCSAP 2009
- Climate Change Trust Act, 2010
- Bangladesh Environment Protection Act 2010
- Disaster Management Act 2012
- National Biodiversity Strategy & AP (2016-21)
- Bangladesh Biodiversity Act 2017
- Disaster Management Policy
- NDRA 2013
- ECA Management Rules 2016
- Green and Resilient EZs Guideline 2020
- National Environment Policy 2018
- Bangladesh Delta Plan 2100
- National Adaptation Plan (2023-2050): (US$ 230 Bn
- NDC: (US$ 135 Bn
- National Adaptation Programme of Action (NAPA)
- Bangladesh Climate Change Trust Fund
- Bangladesh DRR Strategy (2016-2030)

No of Affected Person & Death attributed to disaster per 100K population

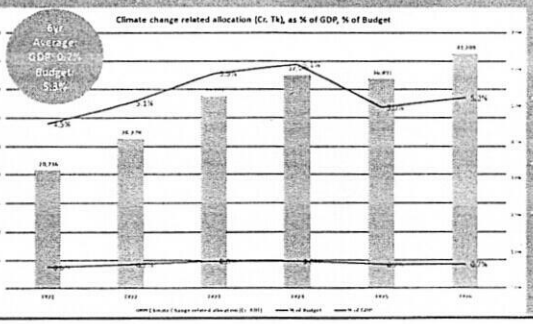


Total GHG Emissions (MtCO2e)



Budget Allocation for Climate Change

Climate change related allocation (Cr. Tk), as % of GDP, % of Budget

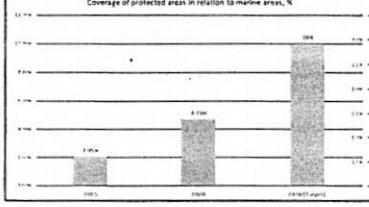


- 25 ministries allocation is covered in CC allocation
- Allocation is 5.2% of total budget
- It is 0.2% of GDP

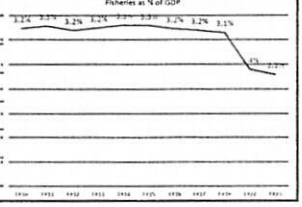
Conserve and sustainably use the oceans, seas and marine resources for sustainable development

- Bangladesh Oceanographic Research Institute Act 2015
- Coastal Zone Policy, 2005
- Fish Act, 1950
- Fish Feed and Animal Feed Act 2010
- Fish Feed Rules 2011
- Fish Hatchery Act 2010
- Fish Hatchery Rules 2011
- National Bio-safety Framework
- National Fisheries Policy 1998
- National Fisheries Strategy 2006
- National Shrimp Policy 2014
- Protected Area Management Rules 2017

Coverage of protected areas in relation to marine areas, %



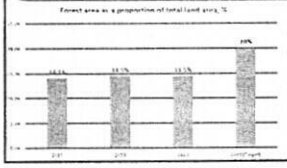
Fisheries as % of GDP



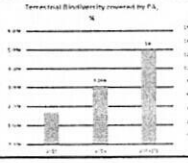
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation, and halt biodiversity loss

- Article 18A of the Constitution of the People's Republic of Bangladesh proclaims that —The state shall endeavour to protect and improve the environment and to preserve and safeguard the natural resources, biodiversity, wetlands, forests, and wildlife for the present and future citizens
- National BioDiversity Strategy & AP(NBSAP:16-21)
- Bangladesh Biological Diversity Act of 2017
- Bangladesh Environment Protection Act-1995 (Amended 2010)
- National Environment Policy 2018
- ECAs Management Rules 2016
- Green and Resilient EZs Guideline 2020
- Clean Air Act 2020
- Forest Act 1927
- National Forest Policy 1994
- NAP for Combating Desertification land degradation and Drought (2015-24)
- Social Forestry Rules 2004
- Wildlife (Conservation and Protection) Act 12

Forest area as a proportion of total land area, %



Terrestrial Biodiversity covered by PA, %

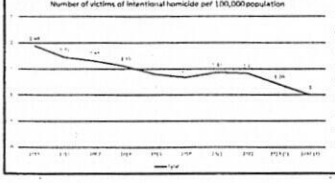


Freshwater Biodiversity covered by PA, %

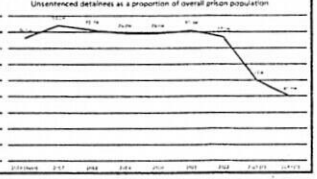
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- Alternative Dispute Resolution (ADR)
- National Strategy for Prevention of Money Laundering and Combating Financing of Terrorism 2023-2025
- Right to Information Act & Information Commission
- National Human Rights Commission
- National Action Plan to Prevent Violence against Women and Children (2013-2025)
- Annual Performance Agreement (APA)
- Citizen Charter
- National Integrity Strategy (NIS)
- Grievance Redress System(GRS)
- Anti Corruption Commission
- Money Laundering Prevention Act 2012
- Public Interest Information Disclosure Act (Provide Protection) 2011
- Public Procurement Act 2006
- Innovation in Service Delivery
- National Legal Aid Strategy 2017-2022

Number of victims of intentional homicide per 100,000 population

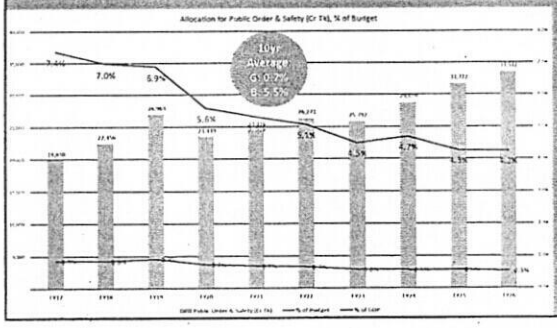


Unsentenced detainees as a proportion of overall prison population



Budget Allocation for Public Order & Safety

Allocation for Public Order & Safety (Cr Tk), % of Budget

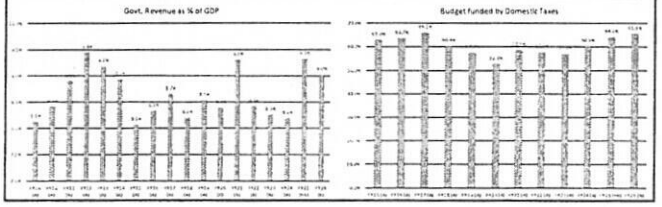


- There is a declining trend in budget allocation for Public Order & Safety. It is 4.2% in current year which was 7.4% in FY 17. Average 5.5%

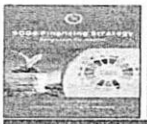
Strengthen the means of implementation and revitalize the global partnership for sustainable development

17

- Public Money and Budget Management Act 2009
- National Policy on Development Cooperation
- Statistics Act 2013
- Statistics Rule 2014
- National Strategy for Development of Statistics
- Value Added Tax and Supplementary Duty Act 2012
- Income Tax Act 2023
- Customs Act 2023
- Stamp Act 2023



Financing of SDGs

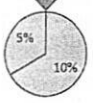


US$ 928.48 Billion additional funding would be required from 2017 to 2030 for Bangladesh.
Annual average cost: US$ 66.32 billion
19.75% of accumulated GDP from 2017 to 2030

Domestic Financing : US$ 796.1 Billion (85%)

- Private 47%
- Government 33.5%
- PPP 5.5%

External Financing: US$ 132.4 Billion (15%)



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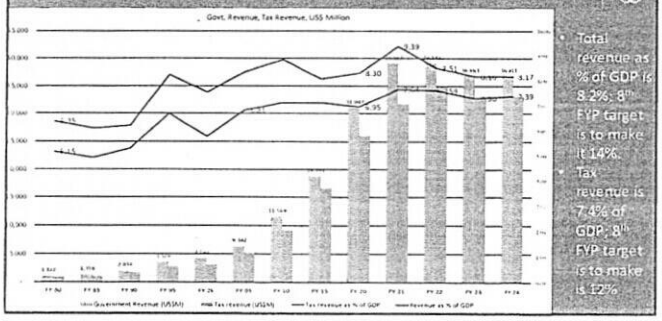
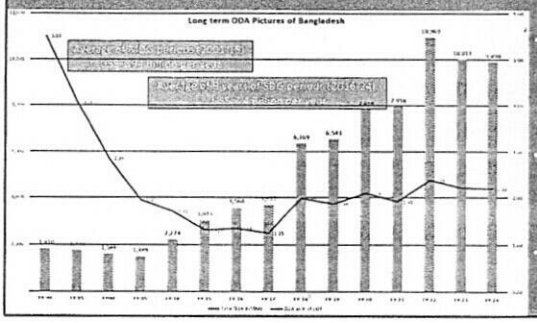
Government Revenue and Tax Revenue



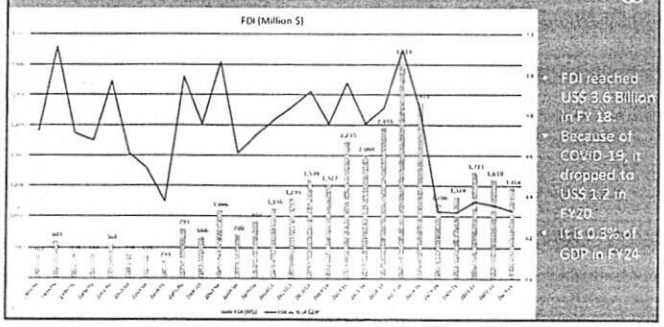
- Total revenue as % of GDP is 8.2%. 8th FYP target is to make it 14%.
- Tax revenue is 7.4% of GDP. 8th FYP target is to make is 12%

Official Development Assistance (ODA) of Bangladesh



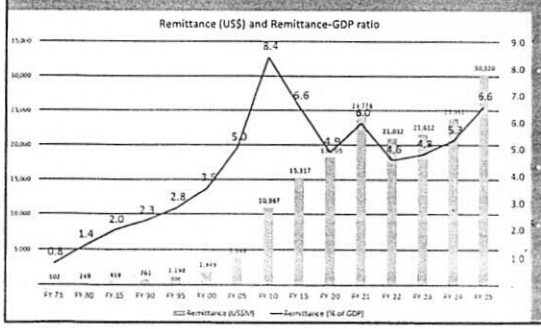
- Total Official Development Assistance crossed US $ 10 Billion in FY 22.
- There was a declining trend as % of GDP up to FY 17.
- After then, there is ups and downs

Foreign Direct Investment (FDI) in Bangladesh



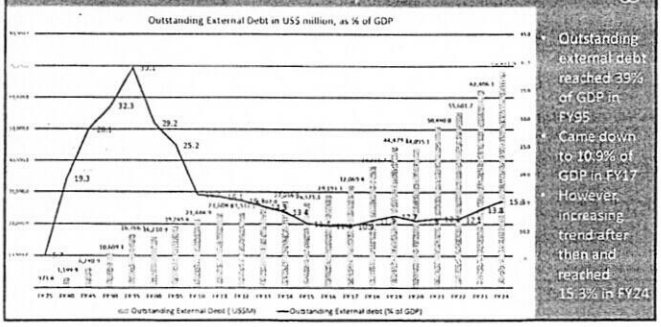
- FDI reached US$ 3.6 Billion in FY 18.
- Because of COVID-19, it dropped to US$ 1.2 in FY20.
- It is 0.3% of GDP in FY24

Inward Remittance Scenarios of Bangladesh

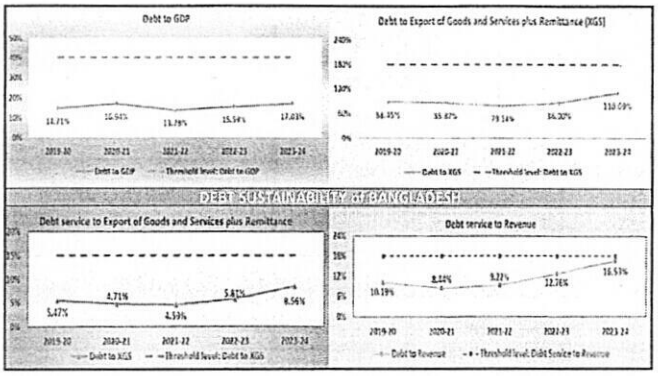


- Remittance reached to US$ 24.8 billion in FY 21.
- It crossed US$ 30 billion in FY 25
- Remittance-GDP ratio is 6.6% in FY25

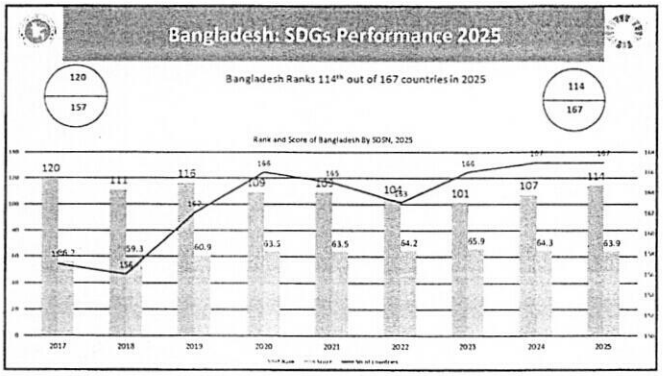
Outstanding External Debt of Bangladesh



- Outstanding external debt reached 39% of GDP in FY95
- Came down to 10.9% of GDP in FY17
- However, increasing trend after then and reached 15.3% in FY24

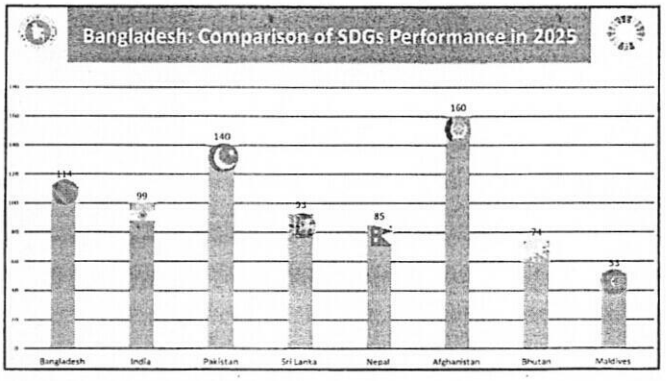


Bangladesh: SDGs Performance 2025



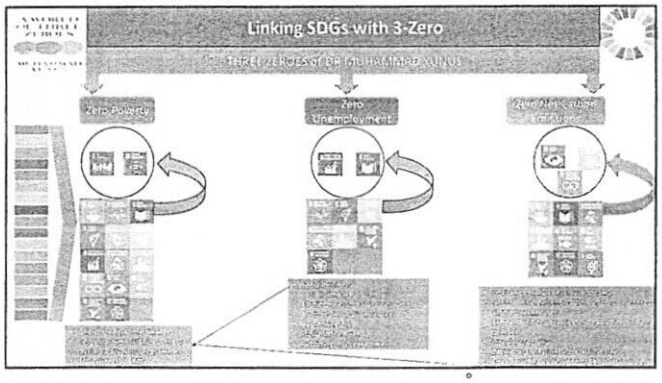
Bangladesh: SDGs Performance 2025 (Decreasing/Stagnating/Moderately Improving/on track)

Bangladesh: Comparison of SDGs Performance in 2025



LEAVING NO ONE BEHIND

Thank You All


Linking SDGs with 3-Zero
Zero Poverty
Zero Unemployment

6.3

Meeting the SDGs on Poverty Reduction, Health, Education, and Gender Equality

Dr Rezwana Karim Snigdha

(PhD, *Auckland University of Technology*, New Zealand)
Associate Professor
Department of Anthropology
Jahangirnagar University, Dhaka

Date: 24 July, 2025 |
Venue: Bangladesh Public Administration Training Centre (BPATC)

Objectives

01 To strengthen the capacity of government officials to design and implement poverty reduction initiatives (SDG 1) that are inclusive, equitable, and responsive to the needs of marginalized communities.

02 To equip participants with knowledge and tools to improve access to equitable and quality healthcare services, in support of SDG 3.

03 To build awareness and practical skills for advancing SDG 4 through inclusive, gender-responsive, and learner-centered education systems.

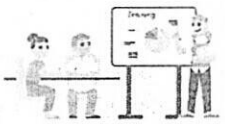
04 To strengthen the ability of officials to mainstream gender equality by addressing discrimination, preventing gender-based violence, and promoting women's participation in public decision-making.

Why This Training Matters

- This training is crucial because achieving SDGs 1 (No Poverty), 3 (Good Health and Well-being), 4 (Quality Education), and 5 (Gender Equality) lies at the heart of Bangladesh's inclusive development agenda. As frontline implementers and policy influencers, government officials play a critical role in translating global goals into local action.

Through this training, officials will:

- Understand the interconnected nature of poverty, health, education, and gender equality within national policy frameworks.
- Strengthen their ability to design, implement, and monitor SDG-aligned programs that serve the most marginalized populations.
- Enhance their responsiveness to emerging challenges, recovery, climate impacts, and inequality.
- Gain practical insights on how to mainstream gender and equity considerations into service delivery, planning, and budgeting.



What are SDGs?

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030.

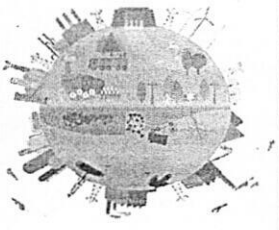
- Adopted by all United Nations Member States in 2015
- Comprise 17 interlinked global goals

Principles

- Universality
- Leaving No One Behind
- Integration
- Inclusiveness
- Sustainability
- Accountability & Partnership

Why SDGs Matter

- Provide a shared blueprint for global development.
- Address urgent global challenges: poverty, inequality, climate change, health, education, and more.
- Promote sustainability, equity, and dignity for all.

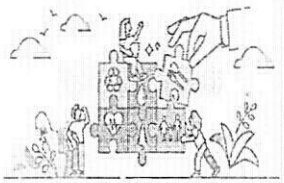


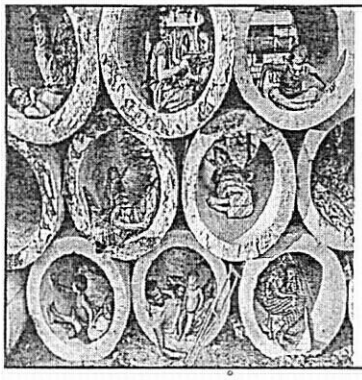
How SDGs Work

Countries implement SDGs through national policies and programs.

Collaboration across governments, civil society, and private sector is key.

Progress is monitored using global indicators.





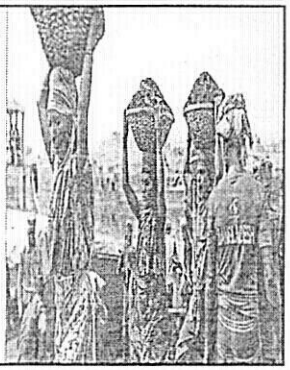
Poverty Reduction Target: BD

1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than $1.25 a day

1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable

1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance



Initiatives by the Government to Reduce Poverty

National Action Plans

Developed, monitored, and revised SDG implementation plans with clearly designated ministries by target.

Oversaw integration of poverty targets into the 8th Five-Year Plan and Delta Plan 2100

National Social Security Strategy (NSSS) & Social Safety Net Programs

Since 2015, Bangladesh has strengthened its social protection system through the NSSS, expanding over 114 social safety net programs including Vulnerable Group Development (VGD), widow allowances, and old-age pensions to increase coverage from

Ekter Bari Ektee Khamar (One House, One Farm) Project

This pioneering rural livelihoods initiative provides microloans and matched savings to smallholder farmers, especially women. Established in 2009, the project has reached over 21 million beneficiaries and remains a cornerstone for rural poverty reduction and women's economic empowerment

Initiatives by the Government to Reduce Poverty

Job & Skills Development Initiatives

Targeted poverty reduction strategies also include programs like the Employment Generation Programme for the Poorest (EGPP) and Skills for Employment Investment Programme (SFIP). These aim to enhance income-generating capabilities among marginalized groups through vocational training and job creation support

Ambitious goal: create 30 million new jobs by 2030 through the Directorate of Employment establishment

Microfinance & Financial Inclusion Regulation

Through the Microcredit Regulatory Authority (MRA) and institutions like Grameen Bank, Bangladesh has expanded microcredit access to over 30 million poor and female borrowers, boosting self-employment and household resilence all within a regulated framework under the Microcredit Regulatory Authority Act, 2006

Universal Pension Scheme (rolled out in 2023)

Citizens aged 18–50 can contribute; government provides matching support to low-income contributors

Aims to ensure future financial security and reduce poverty among the elderly.

Achievements in Reducing Poverty

Poverty Reduction: Between 2016 and 2022, the proportion of people living below the national poverty line declined from 24.3% to 18.7%, while extreme poverty (below the international threshold) fell sharply from 12.9% to 5.6%

Improved Food Security: Daily per-capita calorie intake increased to 2,393 kcal in 2022, reflecting improvements in nutrition and food access

Expanded Social Protection Coverage: Through over 114 social safety net programs (e.g. Vulnerable Group Development, widow and elderly allowances), coverage rose from 29% in 2016 to 58% of the population by 2019

Informed Policy Design: Bangladesh adopted local geospatial and survey data tools to produce granular poverty estimations, which help target interventions more effectively

International Recognition: The 2022 SDG Progress Report ranked Bangladesh 1st among South Asian countries and 71st globally in overall SDG performance

Challenges in Meeting SDG 1

Poverty in Bangladesh stages a comeback

2.1m people lost jobs, and 86% of them women

Way Forward in Meeting SDG 1

- Expand coverage and digitalize safety net programs.
- Strengthen inclusive financial services and microenterprise support.
- Invest in climate-resilient livelihoods.
- Improve poverty data for better targeting.
- Promote public-private partnerships in poverty alleviation.

What is SDG 3?

Improving Heath & wellbeing

3.1: Maternal Mortality Reduction: Under optimistic scenarios, Bangladesh may reach MMR < 70 as early as 2026–2029, depending on improved institutional delivery rates and healthcare access

3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.

3.3 National focus includes end-TB efforts: aim to reduce TB cases to 10 per 100,000 by 2035, under the End-TB Strategy. Other communicable disease targets are integrated in national health programming.

3.8: Achieve universal health coverage and access to safe, affordable medicines.

Initiatives by the Government to Improve Health & Wellbeing

Community Clinic Expansion

Over 13,000 community clinics provide primary healthcare in rural areas, offering immunizations, maternal care, child health services, and family planning. These strengthen universal health coverage at the grassroots level.

National Health Policy & Health Sector Strategic Plans

The National Health Policy 2011 and successive strategic plans emphasize maternal, newborn, and child health, infectious disease control, mental health, and emergency preparedness in alignment with SDG 3 targets.

TB and Communicable Disease Control

Through the National Tuberculosis Control Program (NTP) and Directly Observed Treatment, Short-course (DOTS) strategy, TB incidence has notably declined. Bangladesh aims to reduce TB cases to 10 per 100,000 by 2035, aligned with SDG 3.3.

Initiatives by the Government to Improve Health & Wellbeing

Public-Private Partnerships

Rapid roll-out of COVID-19 vaccination, diagnostics, and public awareness campaigns through partnerships between government, NGOs, and private providers helped contain the pandemic. This public-private synergy supports health resilience and preparedness.

Digital Health & Health Informatics Integration

Initiatives under the Vision 2021 Smart Bangladesh framework include digital health tools and telemedicine, improving access to health information and remote diagnostics, especially in underserved areas.

Collaboration with Research Institutions

Institutions like ICDDR,B and BRAC Health Programme operate large-scale community health services, vaccination drives, nutrition and maternal care initiatives, directly supporting reductions in child and maternal mortality (SDG 3.1 & 3.2).

Achievements in Improving Health & Well being

Maternal Mortality Ratio reduced to 163 (2022).

Infant Mortality reduced from 92 (1990) to 21 per 1,000 live births (2022).

Expanded vaccination coverage and reduced communicable diseases.
Increased life expectancy to 72.8 years.

Increased life expectancy to 72.8 years

Progress in Universal Health Coverage with digital health initiatives.

Challenges in Meeting SDG 3

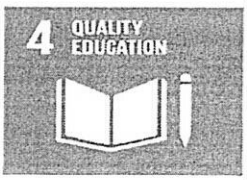
Maternal health at risk amid threats of funding cuts

Financial Express

Rising out-of-pocket health expenditure in Bangladesh

Way Forward in Meeting SDG 3

- Strengthen primary healthcare systems and infrastructure.
- Promote equitable access through policy and financing reforms.
- Increase investment in preventive and mental health.
- Expand digital health services and workforce training.
- Enhance public-private partnerships for health service delivery.



What is SDG 4?

SDG 4 aims to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. It addresses universal literacy, affordable vocational training, elimination of gender disparities, and equal access to education at all levels.

Improving Equal Education

4.1: Ensure all girls and boys complete free, equitable, and quality primary and secondary education, aligned with global standard and part of compulsory education provisions.

4.2: Expand access to pre-primary education, ensuring readiness for primary schooling for children aged 24–59 months.

4.3: Increase access to affordable technical, vocational, and tertiary education, including university education, particularly for marginalized groups.

4.4: Significantly scale up the number of youth and adults equipped with vocational and ICT skills for employment or entrepreneurship.

4.5: Eliminate gender disparities in education and guarantee equitable access for all including children with disabilities, indigenous peoples, and vulnerable communities.

4.6: Ensure that literacy and numeracy skills are attained by all youth and a substantial proportion of adults of both sexes.

4.7: Promote education that fosters sustainable development, human rights, gender equality, peace, and global citizenship.

Initiatives by the Government to Improve Education System

Primary Education Development Program (PEDP I–III)

A long-running flagship program to enhance primary education quality and access. Focus areas include school infrastructure, capacity building, teaching materials, and monitoring systems through a SWAp model (Sector-Wide Approach)

Higher Education Quality Enhancement Project (HEQEP)

Implemented from 2009 to 2018 to uplift university infrastructure, research funding, and digital networking (e.g., Bangladesh Research and Education Network) Led by the University Grants Commission with World Bank support

Secondary Education Quality & Access Enhancement Project (SEQAEP)

Launched in 2008 to improve secondary-level quality and accessibility. Emphasizes audio-visual teaching aids, teacher training, and digital connectivity across schools

Primary Education Stipend Programme (PESP) & School Feeding

Offers school stipends (~Tk 150/month) to encourage attendance and reduce dropouts.The mid-day meal program (fortified biscuits) targets vulnerable students in poverty-prone areas

Initiatives by the Government to Improve Education System

Expansion of Pre-Primary Education

Mandatory one-year pre-primary education introduced in 2015; pilot expanded to two years in select schools since 2023.Aimed at improving readiness and outcomes for primary entrants

Digital Learning Initiatives

Significant rollout of digital classrooms in primary schools; over 53,000 schools equipped with multimedia projectors and PCs. Integration with the "Digital Bangladesh" vision to enhance access and quality

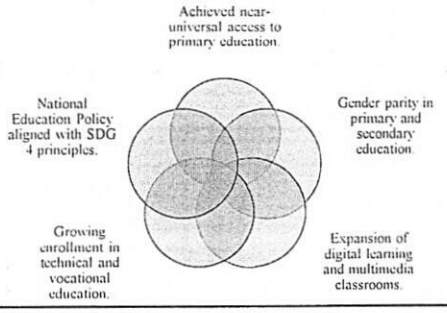
Inclusive Education Programs ("Shober Jonno Shikha")

Targets children with disabilities strengthening enrollment, retention, and school accessibility in partnership with UK-funded NGOs and government agencies

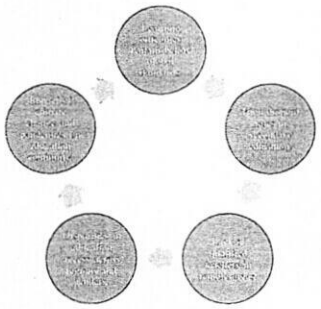
Institutional Capacity Building (NAEM)

The National Academy for Educational Management (NAEM) offers training to school leaders, administrators, and education planners under the Ministry of Education

Achievements in Improving Education System

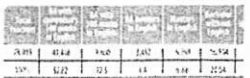


Challenges in Meeting SDG 4



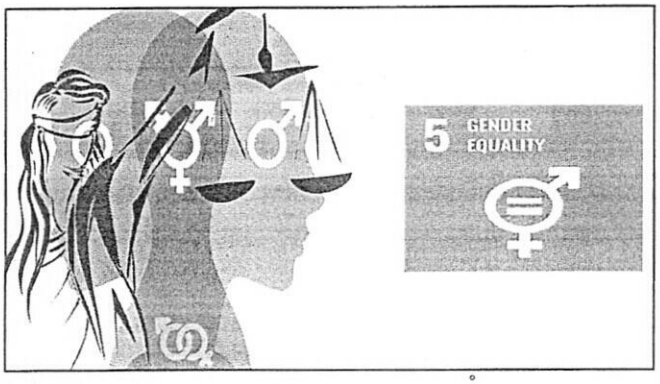
Survey: Over 1 million secondary school students dropped out after Covid

English, Math Exams: Lack of quality teachers behind poor show



Way Forward in Meeting SDG 4

- Strengthen teacher training and recruitment.
- Promote inclusive education for marginalized groups.
- Invest in digital and blended learning models.
- Enhance monitoring and accountability mechanisms.
- Expand public-private partnerships in education.



What is SDG 5?

SDG 5 aims to achieve gender equality and empower all women and girls by eliminating all forms of discrimination, violence, and harmful practices, and ensuring equal participation in political, economic, and public life.

Empowering Women and Girls

5.1 End all forms of discrimination against all women and girls everywhere	5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	...unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	...health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for

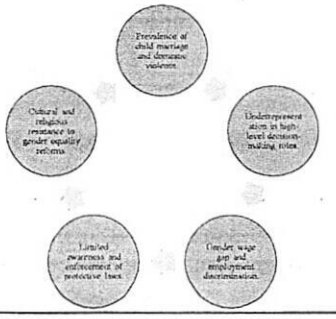
Initiatives by the Government to Ensure Women and Girls Right

- National Women Development Policy 2011 & National Action Plan
- National Action Plan to Prevent Violence Against Women and Children.
- Women and Children Repression Prevention Act 2000.
- Gender Responsive Budgeting across ministries.
- Domestic Violence (Prevention and Protection) Act 2010.
- Women entrepreneurship support programs.
- Dowry Prohibition Act 2018.
- Institutional and Legal Reforms

Achievements in Establishing Gender Equality

- Gender parity achieved in primary and secondary education.
- 20% women in Parliament (as of latest elections).
- Over 30% women in formal employment in urban areas.
- Women-friendly health services and legal aid access.
- Increased representation in local government.
- Microcredit access benefiting over 30 million women.

Challenges in Meeting SDG 5



Way Forward in Meeting SDG 5

- Strengthen enforcement of gender equality laws.
- Expand access to SRHR and gender-responsive services.
- Increase women's participation in leadership roles.
- Promote awareness and social norm change through education.
- Scale up support for women entrepreneurs and workers.
- Ensure data systems track gender-specific progress.

Any Questions?

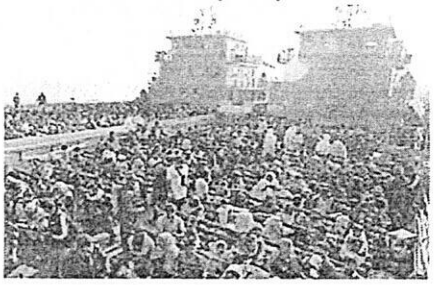
Implementation of SDG16-17- Peace, Justice and Strong Institutions; Partnerships to achieve inclusive development: Challenges and way forward

Chairman
Insurance Development and Regulatory Authority
(Former Rector, BPATC)
draslamalam@hotmail.co.uk

Involuntary displacement

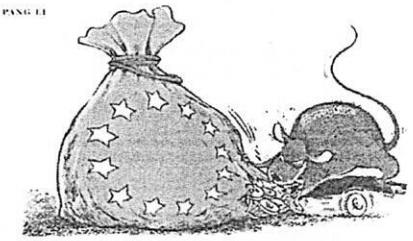
At the end of 2023, the total number of forcibly displaced persons was 110 millions

Stateless people



10 million stateless people around the world who have been denied a nationality and related rights (UNHCR)

Cost of corruption

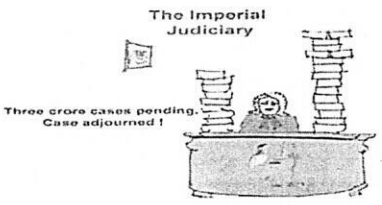


Corruption, bribery, theft and tax evasion cost developing countries US$1.26 trillion per year.

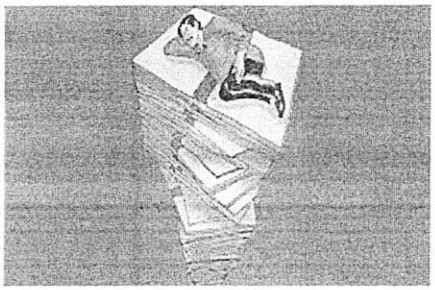
Violence against women

603 million women live in countries where domestic violence is not considered a crime.

Justice delayed, Justice denied



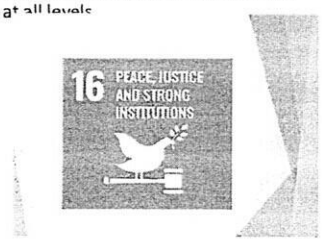
Non-responsive Bureaucracy



Cost is unknown but might be billions of dollars a year.

SDG GOALS- 17, TARGETS- 169, INDICATORS 230

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for
all and build effective, accountable and inclusive institutions at all levels



SDG Goal 16: Peace, Justice and Strong Institutions

- **Target 16.1:** Significantly reduce all forms of violence and related death rates everywhere
- **Target 16.2:** End abuse, exploitation, trafficking and all forms of violence against and torture of children
- **Target 16.3:** Promote the rule of law at the national and international levels and ensure equal access to justice for all
- **Target 16.4:** By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime

SDG Goal 16: Peace, Justice and Strong Institutions

Target 16.5: Substantially reduce corruption and bribery in all their forms

- Targets16.6: Develop effective, accountable and transparent institutions at all levels
- Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels
- Target 16.8: Broaden and strengthen the participation of developing countries in the institutions of global governance
- Target 16.9: By 2030, provide legal identity for all, including birth registration
- Target 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

SDG Goal 16: Peace, Justice and Strong Institutions

- Target 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
- Target 16.a: Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
- Target 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development

Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable

Targets (19)

- Finance (5)
- Technology (3)
- Capacity-building (1)
- Trade (3)
- Systemic issues : Policy and institutional coherence (3)
- Systemic issues: Multi-stakeholder partnerships (2)
- Systemic issues: Data, monitoring and accountability (2)

Partnerships

- Multilateral partnership
- Bilateral partnership
- Public-Public partnership
- Public-private partnership
- Public- civil society partnership

Inclusiveness: Leaving No One Behind

Identify the left behind
- Children
- Elderly
- People with Disability
- Female and trans-gender
- Minorities: ethnic, religious
- Regional population groups
- Other disadvantaged groups

Target the left behind

Effectiveness: Requirement for public servants

- Knowledge
- Cope with the challenges of globalized world
- Proper mix between general and specialized knowledge
- Acquire a broad cultural background

- Skills:
- Relevant to specific functions and roles
- Communication skills, initiative, solution oriented, flexibility
- Reconcile and integrate knowledge and skills

Effectiveness: Excellence in service delivery

- Time
- Cost
- Visits

Proximity: De-concentration and decentralization

- Closest service delivery possible
- Distribution of decision-making across levels
- Issue of capacity

Financial Transparency and accountability in Chungcheongnam-do Province, South Korea

- The system has seen 15 local governments in the province sign a business agreement by which they disclose their current state of revenues and expenditures including information on all contract methods, contents, and parties. As a result, citizens can check the budget expenditure operations on the website on a daily basis. The system has seen an expansion in fiscal surveillance and transparency while efficiency of fiscal spending has been maximized.

Peace and Justice in Manizales, Colombia

- The Cambia Tu Mente...Construye Paz (change your mind... build peace) initiative aims to establish a dialogue among members of rival gangs in neighbourhoods of Manizales affected by gang violence The initiative addresses the issue of armed conflict in neighbourhoods by using innovative practices and holistic decision making to drive peace through dialogue and understanding. It does so by seeking to change the mentality of young people who belong to gangs as well as other members in the community, and works to provide them lasting opportunities through support of public and private entities, such as through work and university placements.

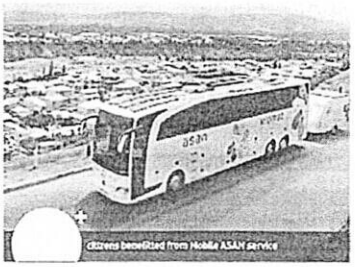
Citizen participation in public decision making, Madrid, Spain

- The project, an online platform housed on the Madrid Government website, aims to enhance citizen participation and discussion by providing a channel through which people can directly and individually raise their ideas and needs and propose public services needed to meet them. The proposals published on the platform have a space for discussion which is open to all citizens to exchange views, discuss their needs and improve them. Since 2015, 362,702 users have registered and participated in more than 5,000 debates, while more than 21,000 proposals have been made and more than 4 million votes generated.

One-Stop-Shop Public Service Delivery System in Azerbaijan: ASAN XIDMET

ASAN XIDMET: Inner view

ASAN XIDMET: Mobile



ASAN XIDMET

- Launched in 2012
- By 2015, 9 centres processed 6.3 million applications
- 98% customer satisfaction
- Over 280 services under one roof
- Anyone, any service, any where
- By 2021, 35 centres opened all over the country

ASAN INNOVATIONS

- ASAN School of Volunteers
- ASAN Radio
- ASAN Payment: Multi-mode Cash less payment system
- ASAN Mobile Service
- E-queue system: app, website and Call center-based
- Exit poll equipment, Skype complaint kiosk
- Touch-screen monitors displaying information on services and fees
- Special equipment for people with disabilities
- Amenities
- ASAN Service Index

Group Work

Building Blocks for Strong Institutions

Highlight strengths and weaknesses

- **Group-1: Transformative leadership, human resources and changing mindsets,**
- **Group-2: Organizational structures and processes,**
- **Group-3: Digital technology and data governance,**
- **Group-4: Stakeholders' engagement, and**
- **Group-5:Monitoring, reporting and evaluation processes.**

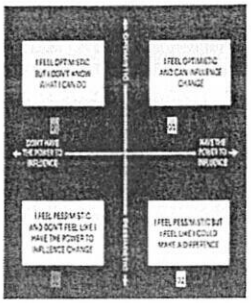
Key Challenges

- Pushback and non-cooperation from legacy bureaucracy
- Silo mentality
- Financial
- Human resources
- Legislation
- Institutional reform
- Business process reengineering/ Simplification of administrative procedures
- ICT infrastructure
- Inter-operability of web silo systems
- Effective monitoring and evaluation mechanism

Key strategies

- High-level political support
- Sound strategy to ensure a whole-of-government approach
- Effective administrative reform programme
- Investment plan
- Gradual roll out
- Horizontal coordination mechanism
- Back-office strengthening
- Training and motivation of employees
- Flexible and adjustable state agency
- Leveraging technology for service delivery
- Collaborative partnerships
- Innovation

Where Do You Stand?



Thank you very much

Module:7
Project Management and Financing

Project and its Management (CPM and PERT)

Abu Naser Chowdhury PhD
Superintending Engineer
Public Works Department

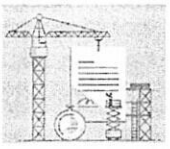
Declaration

The content of the presentation is based on key concepts of (1) Project Planning and Management, (2) Quality Management in Construction from PMBOK, Head First PMP, various Project Management, Construction Management Books, Articles from IJPM, CME etc. as well as practical facts and experiences gathered by the presenter

- Basic knowledge in Project Planning and Management
- Directly/indirectly involves in a project
- Particularly for Engineers
- Top and mid level managers

Presentation Content

- Project Management – A Big Picture
- Project and its Brief
- Tools and Techniques for Project Management
- CPM and PERT

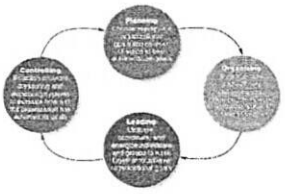


Participants get familiar with…

- When will the entire project be completed?
- What are the critical activities or tasks in the project?
- Which are the non critical activities?
- At any particular date, is the project on schedule/behind/ahead?
- On any given date, is the money spent equal to, less than, or greater than the budgeted amount?
- Are there enough resources available to finish the project on time?

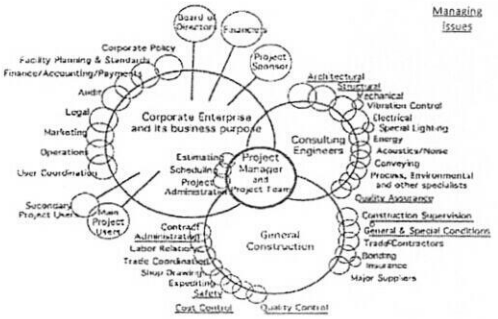
Project and Management

- One time, unique
- Inter-related activities
- Budgets



- Objectives
- Effective and efficient

Project Management



Project

- Starting Date
- Specific Goals and Conditions
- Defined responsibilities
- A Budget
- A Planning
- A fixed end date
- Parties involvement

Are these Projects?

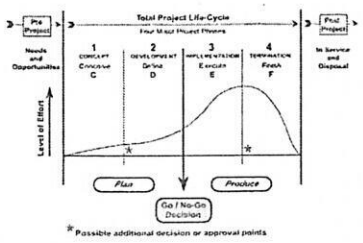
- Building a wall
- Implementing a new system
- Mowing the lawn
- Planning a wedding
- Prepare a dinner
- Joining in a meeting

Project...cont.

A project has 4 phases

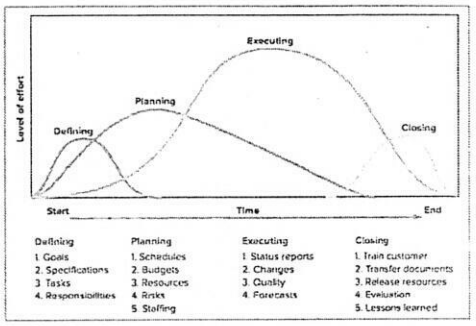
1. Concept Phase
2. Planning Phase
3. Implementation Phase
4. Termination Phase

C D E F

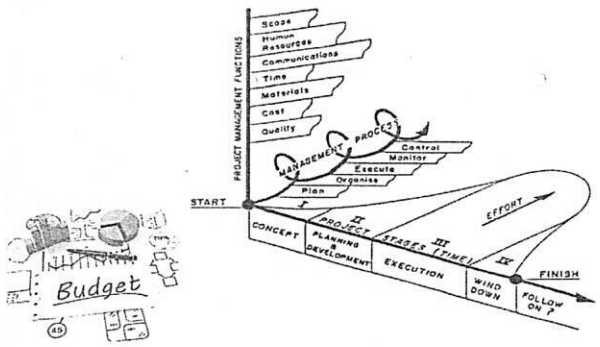


Overall 85% effort and 40% time of the overall project is consumed during the implementation phase, whereas planning phase consume 9% efforts and 30% of time.

Project...cont.

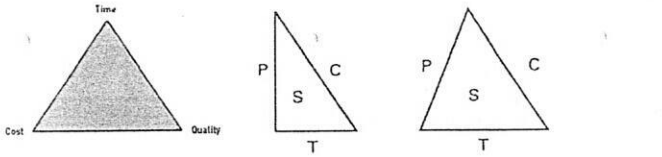


Project Phase and Management Function



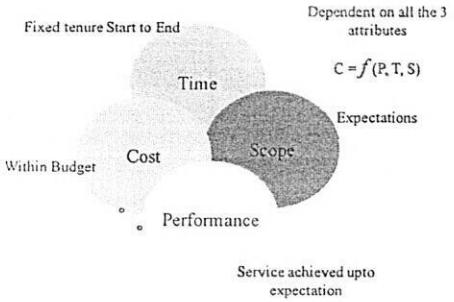
Project Management Constraints

3 attributes : Time, cost and Quality/Scope

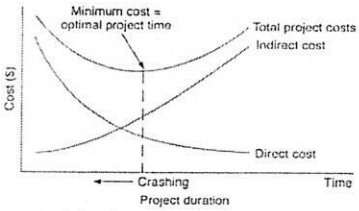


Principle objective is to complete each project on time and within budget, while maintaining acceptable levels of safety and risk

Managing a Project



Explanation!



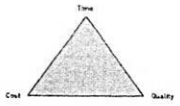
- Contract
- Performance
- Penalty – Liquidated Damage
- In planning, crashing can pull your project into the delivery window
- Once started, a late project can get pulled back in to schedule compliance
- Crashing can increase the size of the "critical core," thereby reducing flexibility

- Activity & project duration is influenced by resource allocation decisions...more resources -less time needed
- Sometimes, we can expedite completion of a task by assigning more people or equipment.
- Thus, total direct costs tend to vary inversely with project duration. Indirect costs, however, tend to increase with overall project completion time.

Managing challenges

Technical Challenges

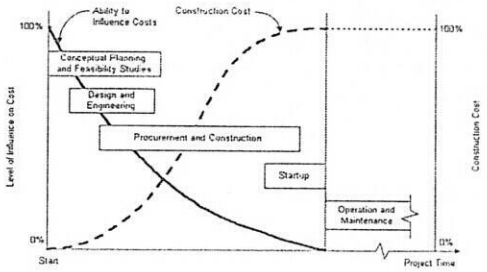
- Time
- Cost
- Quality
- Safety



Management Challenges

- Co-ordination
- Leadership
- Team Building
- Culture
- Integration
- Strategy and Goal
- Process on tracking

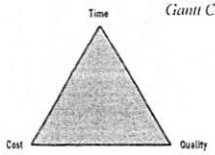
Monitoring a Project



Risky aspects of a project. As the project progress, the cost to make change increases drastically and value addition becomes difficult

Tools & Techniques

To monitor Time:
Gantt Chart Bar Chart Work Program
WBS
PERT/CPM

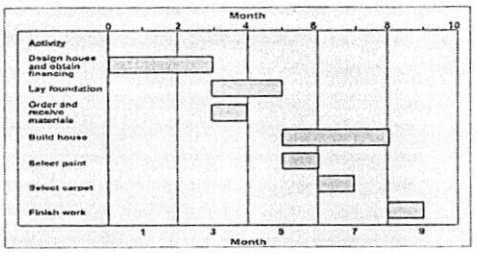


To monitor Cost:
S-Curve
EVA

To monitor Quality:
QA
QC

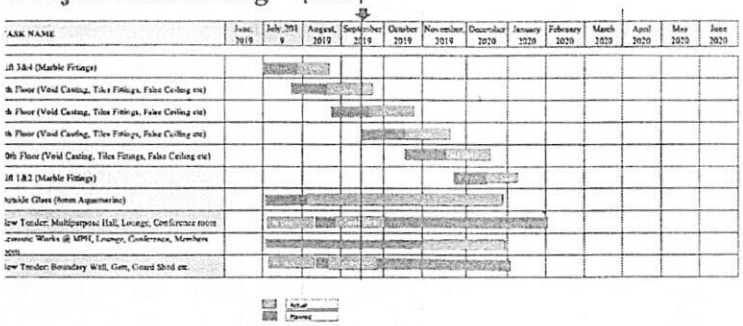
Project Monitoring [Time]

Gantt Chart / Work Program



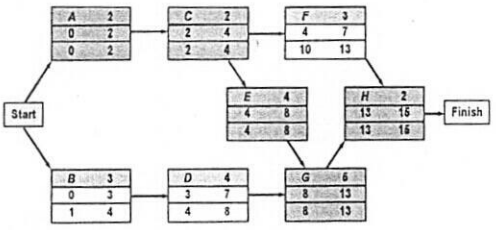
It helps project professionals to monitor progress. But...

Project Monitoring [Time]

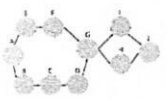


Project Monitoring [Time]

CPM/PERT



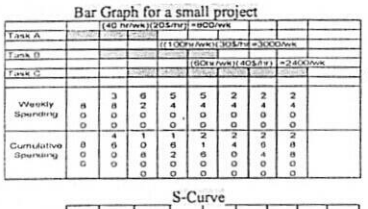
Critical
Non-Critical



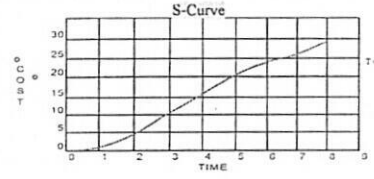
Understanding float and its use is one industry trick of successful project managers.

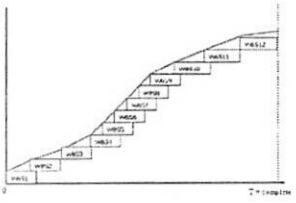
Project Monitoring [Time]

Bar Graph for a small project



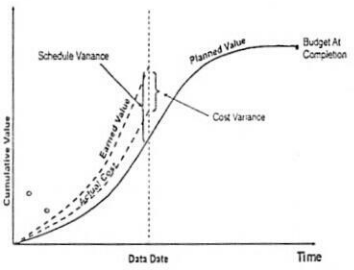
S-Curve

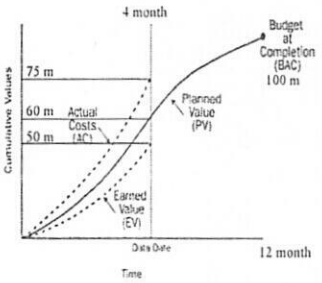




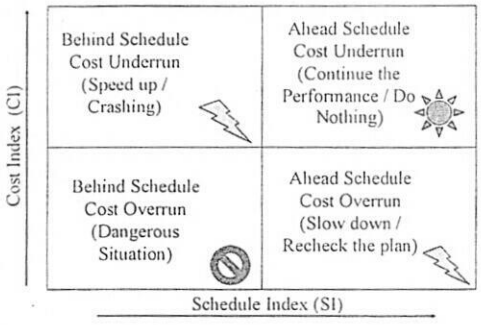
Project Monitoring [Time & Cost]

S-Curve to EVA





Project Monitoring [Performance]



Project Monitoring [Cost]

Project Cost Analysis

- **Value of Work to Date** = p x [Work Package Budget]
- **Cost Overrun** = [Actual value to date] –[Estimated value]

Estimated work value to date=13,000x0.691=$5,200

Cost Overrun = 5600 - 5200 = 400

Work	Budgeted Values		Percentage Complete	Estimated Value	Actual Vaule	Cost Overrun
	Time	Cost				
A		2000		2000	2600	600
B		3000	100%	5000	5000	2000
C	2		100%	3000	1500	-1500
D	4		100%	2500	5000	2500
E	4	500	40%	500	700	200
F	3	13000	40%	5200	5600	400
G	5	1500	100%	1500	700	-800
H	2	6000	25%	1500	2000	500

PERT/Cost is an accounting information system that helps management to gauge progress against scheduled time and cost estimates

Project Monitoring [Quality]

$$Q = P/E$$

Q = Quality

P = Performance

E = Expectation

Variations in performance

Quality is defined as "A degree to which a set of inherent characteristics fulfills the requirements"

Project Monitoring [Quality]

- Fulfilling agreed requirements
- Compliance
- Quality provides competitive advantage
- Quality is about Excellence/ Perfection
- Quality is Free

First Class Brick:

Size

Weight

Strength

Water absorption

Color

Project Monitoring [Quality]

Quality Control:

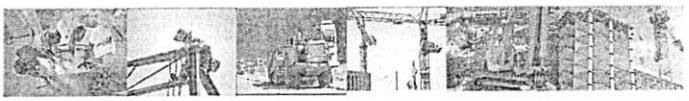
The actions which provide a mean to control and measure the characteristics of an item, process or facility to established requirements

Quality Assurance:

All those plans and systemic actions necessary to provide adequate confidence that an item or facility will perform satisfactory in service

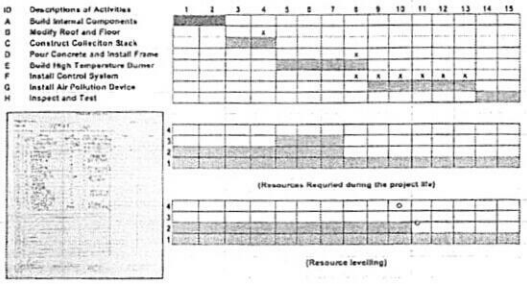
Project Monitoring [Basic Resources]

- Workforce
- Subcontractors
- Equipment
- Construction plant
- Material
- Information
- Time
- Money



Project Monitoring [Workforce]

Resource Leveling



Synopsis!

Q1. When visiting a project, what do you need to observe first?

Q2. How do you understand a project whether healthy or sick?

Q3. What are the things that we need to monitor for project progress?

Q4. What are the tools to monitor time? Cost? Performance of a project?

Q & A

Superintending Engineer
Public Works Department
Ministry of Housing and Public Works

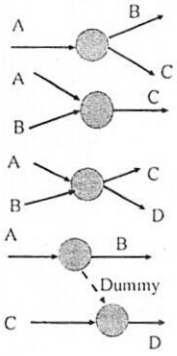
01753850319
01722246999

Six Steps of PERT/CPM

1. Define the project and all of its significant activities or tasks
2. Develop the relationships among the activities and decide which activities must precede others
3. Draw the network connecting all of the activities
4. Assign time and/or cost estimates to each activity
5. Compute the longest time path through the network; this is called the critical path
6. Use the network to help plan, schedule, monitor, and control the project

The critical path is important since any delay in these activities can delay the completion of the project

Situations in Network Diagram



A must finish before either B or C can start

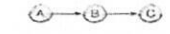
Both A and B must finish before C can start

Both A and b must finish before either of C or D can start

A must finish before B can start

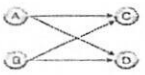
both A and C must finish before D can start

Situations in Network Diagram

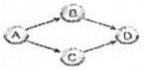


a. Activity A precedes activity B, which precedes activity C

b. Activity A must be completed before activities B and C can begin.

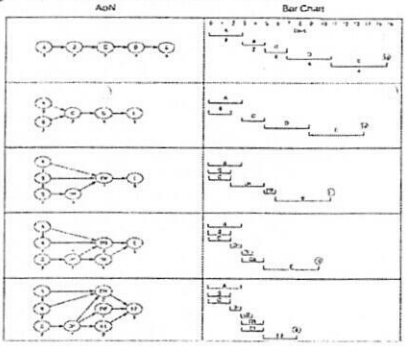


c. Activities A and B must both be completed before activity C or D can begin.



d. Activities B and C can begin once activity A has been completed; activity D cannot begin until both B and C are completed.

Interpreting Network into Bar Chart



ANC
Example of PERT/CPM

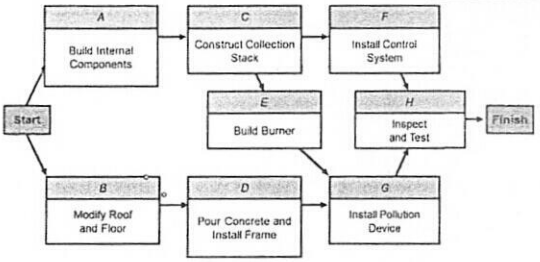
- ANC, Inc. has long been trying to avoid the expense of installing air pollution control equipment
- The local environmental protection group has recently given the foundry 16 weeks to install a complex air filter system on its main smokestack
- ANC was warned that it will be forced to close unless the device is installed in the allotted period
- They want to make sure that installation of the filtering system progresses smoothly and on time

ANC
Example of PERT/CPM

ACTIVITY	DESCRIPTION	IMMEDIATE PREDECESSORS
A	Build internal components	—
B	Modify roof and floor	—
C	Construct collection stack	A
D	Pour concrete and install frame	B
E	Build high-temperature burner	C
F	Install control system	C
G	Install air pollution device	D, E
H	Inspect and test	F, G

ANC
Example of PERT/CPM

- Network for ANC Inc.



ANC
Example of PERT/CPM

The time estimates in PERT:

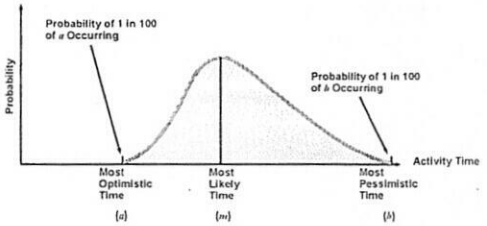
Optimistic time (a) = time an activity will take if everything goes as well as possible. There should be only a small probability (say, $^1/_{100}$) of this occurring.

Pessimistic time (b) = time an activity would take assuming very unfavorable conditions. There should also be only a small probability that the activity will really take this long.

Most likely time (m) = most realistic time estimate to complete the activity

Time Activity

- PERT often assumes time estimates follow a beta probability distribution
  - The beta probability distribution is often used when there is no solid historical data upon which to activity time base estimates
  - Found to be appropriate in many cases for determining an expected value and variance for activity completion times



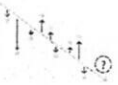
Time Activity

- To find the expected activity time (t), the beta distribution weights the estimates as follows

$$t = \frac{a + 4m + b}{6}$$

- To compute the dispersion or variance of activity completion time, we use the formula

$$\text{Variance} = \left(\frac{b-a}{6}\right)^2$$

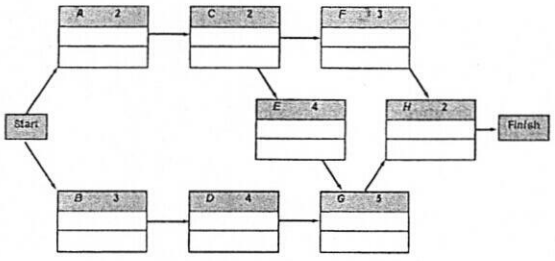


ANC
Example of PERT/CPM

ACTIVITY	OPTIMISTIC a	MOST PROBABLE m	PESSIMISTIC b	EXPECTED TIME (a + 4m + b)/6	VARIANCE [(b − a)/6]²
A	1	2	3	2	4/36
B	2	3	4	3	4/36
C	1	2	3	2	4/36
D	2	4	6	4	16/36
E	1	4	7	4	36/36
F	1	2	9	3	64/36
G	3	4	11	5	64/36
H	1	2	3	2	4/36
				25	

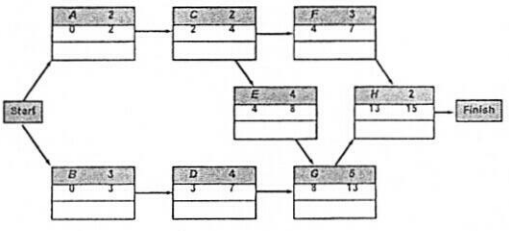
ANC
Example of PERT/CPM

- ANC's network with expected activity times

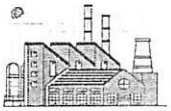


How to find Critical Path?

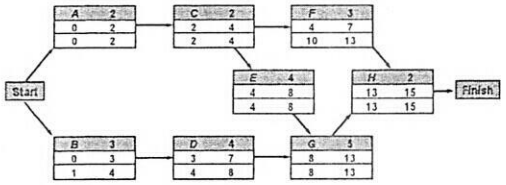
- ANC's ES and EF times
- Forward Pass



How to find Critical Path?



- ANC's LS and LF times
- Backward Pass



How to find Critical Path?

- Once ES, LS, EF, and LF have been determined, it is a simple matter to find the amount of slack time/float that each activity has

$$\text{Slack} = LS - ES, \text{ or } \text{Slack} = LF - EF$$

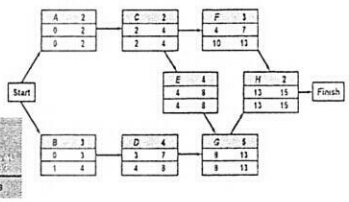
- From Table :1, we see activities *A*, *C*, *E*, *G*, and *H* have no slack time
- These are called critical activities and they are said to be on the critical path
- The total project completion time is 15 weeks
- Industrial managers call this a boundary timetable

Slack! Float!

Slack = LS – ES, or Slack = LF – EF

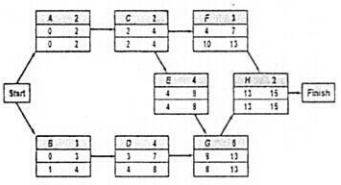
Table : 1

A	0	2	0	2	0	Yes
B	0	3	1	4	1	No
C	2	4	2	4	0	Yes
D	3	7	4	8	1	No
E	4	8	4	8	0	Yes
F	4	7	10	13	6	No
G	8	13	8	13	0	Yes
H	13	15	13	15	0	Yes

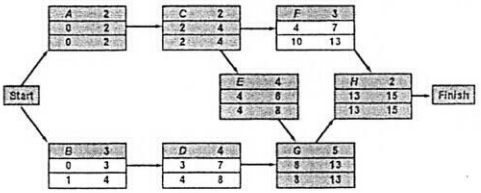


Critical Path

= critical activity



CPM of ANC Inc.

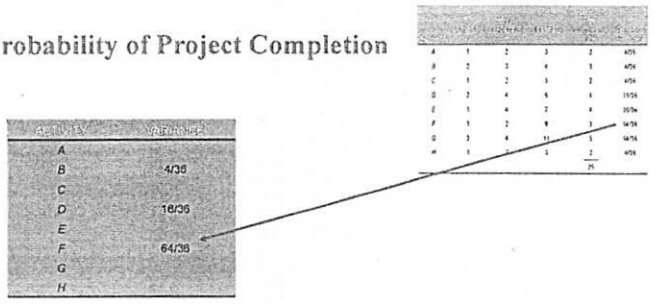


Probability of Project Completion

- The critical path analysis helped determine the expected project completion time of 15 weeks
- But variation in activities on the critical path can affect overall project completion, and this is a major concern
- If the project is not complete in 16 weeks, the foundry will have to close
- PERT uses the variance of critical path activities to help determine the variance of the overall project

$$\text{Project variance} = \sum \text{variances of activities on the critical path}$$

Probability of Project Completion



- Hence, the project variance is

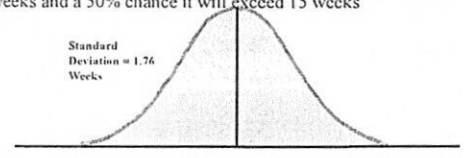
Project variance = $^4/_{36} + ^4/_{36} + ^{36}/_{36} + ^{64}/_{36} + ^4/_{36} = ^{112}/_{36} = 3.111$

Probability of Project Completion

$$\text{Project standard deviation} = \sigma_T = \sqrt{\text{Project variance}}$$

$$= \sqrt{3.11} = 1.76 \text{ weeks}$$

- **We assume activity times are independent and total project completion time is normally distributed**
  - The project's expected completion date is 15 weeks.
    - Assume that the total project completion time follows a normal probability distribution
    - Chart tells us that there is a 50% chance of completing the entire project in less than 15 weeks and a 50% chance it will exceed 15 weeks



Probability of Project Completion

- The standard normal equation can be applied as follows

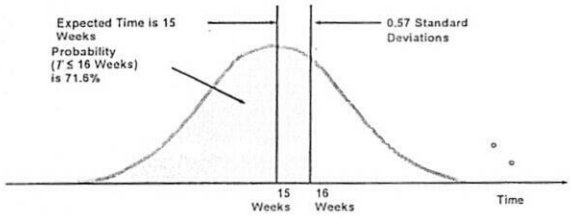
$$Z = \frac{\text{Due date} - \text{Expected date of completion}}{\sigma_T}$$

$$= \frac{16 \text{ weeks} - 15 \text{ weeks}}{1.76 \text{ weeks}} = 0.57$$

- From Probability Distribution Table we find the probability of 0.71566 associated with this Z value
- That means there is a 71.6% probability this project can be completed in 16 weeks or less

Probability of Project Completion

- Probability of ANC Inc meeting the 16-week deadline



Summary of CMP and PERT

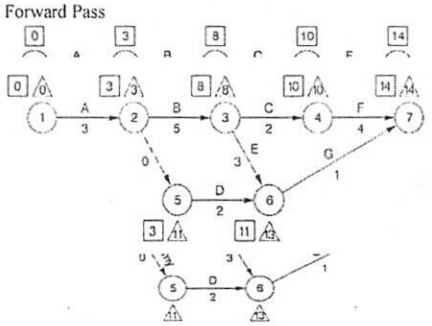
Some limitations

- Not feasible for large and complex project
- Cannot able to allocate resources
- If any activity duration is determined wrong, then critical path of the project will be wrong
- If there are many other similar duration paths available in the project, at that time it very difficult to identify the critical path of the project

Summary of CMP and PERT

CPM	PERT
It defines Critical Path Method	It denotes Programme Evaluation and Review Technique
It was first developed by DuPont for its Chemical Plant Project	It was first developed by NASA for its ballistic missiles project
It uses deterministic time approach	It uses probabilistic time approach
It is based on assumption that exact time of any activity is known	It uses three time estimates. Optimistic, most likely and pessimistic
The main focus is the minimize the time required for completion of project	The main focus is on trade off between cost and time with a major emphasis is on cost cutting.

Exercise!



Slack! Free Float and Total Float

Free Float: The amount of time that a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities

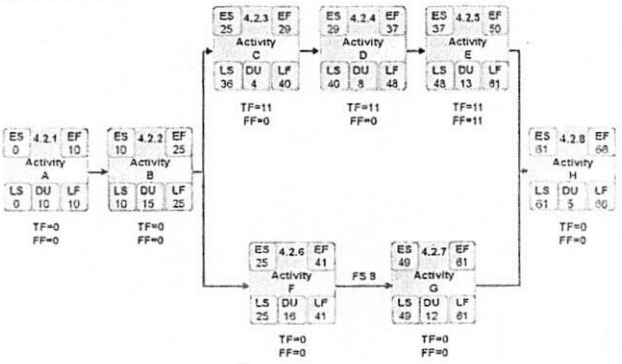
Free Float = ESs – EFp - Lag

Total Float: The total amount of time that a schedule activity may be delayed from its early start without delaying the project finish date, or violating a schedule constraint.

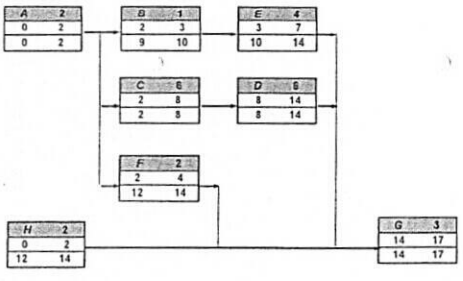
It is the amount of time a task can be delayed without delaying the project end date.

Total Float = LS – ES or LF - EF

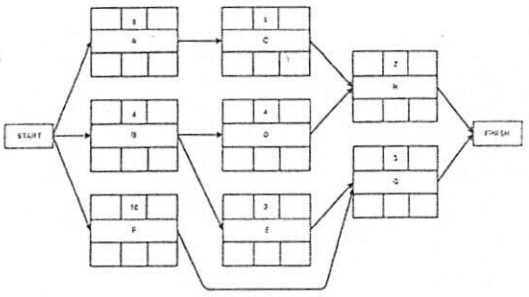
Exercise!



Exercise!



Exercise!



Thank you!

7.6

Abul Kashem Md Mohiuddin

Former Secretary
Implementation Monitoring and Evaluation Division (IMED)
Ministry of Planning

CONTENTS OF THE SESSION

- Brief Introduction of IMED
- Structure of IMED
- Functions of IMED
- Role of IMED
- Operational Aspects of IMED
- Methods of IMED in M&E
- About BPPA & e-GP Mechanism
- Current Challenges of IMED
- Current & Future Plan of IMED
- Question & Answer

Monitoring & Evaluation

Monitoring: Continuous process of collecting data to track progress of activities.

Evaluation: Periodic assessment of the relevance, efficiency, effectiveness, impact and sustainability of a project.

Purpose: To ensure accountability, improve performance, and guide decision-making

Difference

Monitoring:
Ongoing, Routine activity
Focus: Inputs, activities, outputs
Helps in early detection of issues

Evaluation:
Periodic (Mid-term, Final)
Focus: Outcomes, Impact
Helps in Long-term decision-making

Importance of M&E

Provides evidence for decision-making

Ensures efficient use of resources

Tracks progress toward goals and objectives

Enhances accountability and Transparency

Promotes learning and improvement in future projects

Brief Introduction of IMED

- After the independence of the People's Republic of Bangladesh, development projects are being adopted and implemented with the aim of upholding the basic rights of the common people and the constitutional commitment planned economic development. The government implements various development plans through annual development programs.

Brief Introduction of IMED

- **The Project Implementation Bureau (PIB)** was established in 1975
- Later it was placed under the Ministry of Planning and renamed as **'Implementation Monitoring and Evaluation Division (IMED)' in 1982**

Structure of IMED

- Administration Wing
- Co-ordination Sector
- Industry & Power Sector
- Communication Sector
- Local Govt & Rural Development
- Agriculture & Water Resourses Sector
- Health & Housing Sector
- Education & Social Sector
- In-depth Monitoring & Research
- Evaluation Sector

Functions of IMED

Allocation of Business Rule 32(c) of the **Rules of Business, 1996** mandates the Implementation Monitoring and Evaluation Department as follows:

- Monitoring and evaluating the implementation of development projects under the ADP;

- Preparation of quarterly, annual and periodical reports for the **Hon'ble Prime Minister, NEC, ECNEC, Ministries and others concerned.**
- **Providing expert and consultancy services** as needed to Ministries/Implementing Agencies on project implementation;
- **Field level inspection** to know the implementation status of the project through spot verification;

❖ **Co-coordinating between Ministries/Departments**/Organizations as necessary and taking measures to eliminate project implementation problems and

Submission of inspection report of the project to Hon'ble Prime Minister and concerned Ministries as per requirements.

All matters relating to CPTU;

All matters relating to PPA, 2006 and PPR, 2008; And

- **Other matters as directed** by the Prime Minister/Planning Minister/National Parliament from time to time.
- **Formulation of necessary laws, rules, guidelines, procurement standard documents** etc. for government procurement;
- **Appeals arising out of any grievance** in Government procurement are disposed of by the Review Panel;

- **Advising on procurement matters in Cabinet Committee on Government Procurement (CCGP) meetings;**
- **Advising on procurement policy in Cabinet Committee on Economic Affairs (CCEA) meetings;**
- **Adopting and coordinating the overall activities with the aim of introducing e-GP system** in government procurement and gradually expanding it to all government departments.
- **Preparation of reports regarding transport and equipment** of the implemented projects.

Role of IMED

❑ The primary responsibility of monitoring of projects rests with the sponsoring ministry/agency itself and hence, development and/or planning wings of the concerned ministry/agency should undertake regular field visit to keep abreast of the implementing progress and problems of project helping to resolve bottlenecks of implementation. **As a central agency IMED** in Bangladesh is authorized to monitor the undertaken public sector development projects, both revenue and development budget.

Role of IMED in sanctioning development projects:

- Participating in the Project Appraisal Committee meetings of the Planning Commission to provide opinions on investment rationale, duality with similar projects in the same area, cost rationalization, procurement plan, logical framework and previous stage appraisal experience in case of phased projects etc.

Role of IMED in implementation of development projects:

- On-site project inspection at field level;
- Participation in the project review meeting held under the chairmanship of Hon'ble Minister/Secretary of the Ministry/Department;
- Provide necessary advice to solve the problems arising during the implementation of the project and accelerate the physical / financial progress of the project; And
- Close monitoring of a select number of important projects to resolve issues arising during project implementation and make necessary recommendations on sustaining results.

Role of IMED after implementation of development projects:

- Completion evaluation of all projects;
- Assessing the impact of a selected number of completed projects and providing necessary recommendations on post-implementation issues and sustaining the results.

- IMED officers are involved in pre-project and during implementation stage of a project. Identification, formulation and appraisal of projects are undertaken at pre-project stage and during this stage IMED:

i. Undertake cost rationalization prior to submission of the project concept paper for approval
ii. Involves in the preparatory stage of ADP
iii. Represents in NEC/ECNEC/SPEC/DPEC/DSPEC
iv. Checks rationale of estimate of costs
v. Checks reliability of implementation schedules

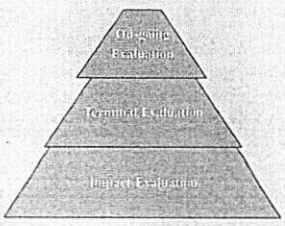
i. Checks duplication overlaps, if any, with other projects
ii. compares with experience of similar project (s) implementation schedules and
iii. checks manpower size, reliability and also the suitability of institutional framework planned for implementation of the project.

- **Monitoring functions** are performed at various levels like executing agencies, ministries/divisions, NEC, ECNEC etc. in their respective area but IMED is involved in the entire life cycle of a project, pre-project appraisal, monitoring during implementation and ex-post evaluation. Thus IMED is accountable for its performance and activities to the PD, Planning Minister, Prime Minister and sometimes to the Parliamentary Standing Committee.

Evaluation Functions:

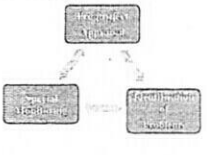
- Since 1983-84, IMED has been conducting evaluation of a project and incorporated in Annual reports like:

a. **On-going Evaluation**
b. **Terminal Evaluation**
c. **Impact Evaluation**



Operational Aspects of IMED

- The planning wings of line ministries, the Planning Commission, Statistics Division of Ministry of Planning, ERD undertake some sectoral review of performance, and development partners also introduce their own monitoring and evaluation system for which they are concerned. IMED is concerned for the ADP projects in the country. For M&E purpose, IMED is involved in the following process:



Reporting Format

- Monthly Progress Report (IMED Form No-02)
- Quarterly Progress Report (IMED Form No -03)
- Project Completion Report (IMED Form No -04)

Monitoring & Evaluation Format:

IMED_03.pdf
IMED_05.pdf
Monitoring_format_IMED_Latest_Revised_2021.pdf
PCR_2024_BN.pdf
Choch-Costover&Timeover-2009 (1).pdf

Methods of IMED in M&E

- Periodic Reports
- Impact Evaluation
- Field Inspection
- Sustainability Monitoring
- Coordination Review Meeting

Evaluation Tools for Project Monitoring and Evaluation

❑ **Video conferencing:**

Noted that **12 video conferences** have been held with the **Deputy Commissioners (DC)** of **12 districts and officials related to ADP implementation in the financial year 2023-24.**

❑ **The use of modern drone technology:**

03 (three) drones have been purchased by this division in the **financial year 2021-22** for the purpose of monitoring project implementation activities and so far **10 projects** have been inspected using said drones.

❑ **'IMED PIN/ IMED-PIN' app:**

IMED PIN/ IMED-PIN' app has been prepared for the smooth execution of project implementation monitoring and evaluation activities, for the use of project stakeholders and above all citizens.

❑ **'IMED PRISM/ IMED-PRISM' app:**

'IMED PRISM/ IMED-PRISM' app have been prepared with the aim that the IMED staff and project managers can monitor the field level activities of the project in a digitized way.

❑ **electronic Project Management Information System (e-PMIS):**

National electronic-Project Management Information System (e-PMIS) of Bangladesh is a software platform that helps organizations manage, store, and share project-related information electronically. It provides a centralized repository for all project-related data, including project plans, schedules, budgets, allocations, expenditures, field visit data and status updates. The e-PMIS enables project team to collaborate effectively by streamlining communication, reducing duplicated efforts, and increasing transparency.

❑ **Some of the key features of an e-PMIS include:**

- **Document Management:** Allows users to upload, store, and manage project documents electronically.
- **Task Management:** Helps teams keep track of project tasks, prioritize them, and assign them to the right people.
- **Resource Management:** Provides tools to manage resources and allocate them to specific tasks or projects.

- **Communication Management:** Enables project stakeholders to collaborate on projects, share ideas and feedback, and track progress.
- **Reporting and analytics:** Generate reports and dashboards to help project managers track progress and identify areas for improvement.
- **Financial Progress:** Financial progress tracking allows project stakeholders to monitor project expenses. This helps organizations ensure that projects are completed within budget and provides early warning signals if expenses are exceeding projections.
- **Physical Progress:** Physical progress tracking enables project stakeholders to monitor the physical progress of a project, including the completion of tasks, delivery of materials, and construction activities.

https://epmis.gov.bd/#/e-pmis/home

❑ **About BPPA**

- ❑The **Central Procurement Technical Unit (CPTU)** has been transformed into **Bangladesh Public Procurement Authority (BPPA)** under Act No. **32 of 2023**, the **Bangladesh Public Procurement Authority Act 2023**.
- ❑With an aim of better service delivery and further improvement in public procurement environment in the country, the government has restructured CPTU into BPPA.
- ❑**On July 5, 2023**, the Honorable Minister of Planning placed **the Bangladesh Public Procurement Authority (BPPA) Bill 2023** in the Jatiya Sangsad (national Parliament). After the Bill was passed on **September 10, 2023**, it received the assent of the Honorable President on **September 18** and the **Bangladesh Public Procurement Authority Act 2023**, was published for public information.

https://cptu.gov.bd/

BPPA & e-GP Mechanism

In order to ensure **efficiency, transparency, accountability, fairness and fair competition in government procurement activities and to ensure the best use of public money**, the Hon'ble Prime Minister officially inaugurated the National Electronic Government Procurement (e-GP) Web Portal on 02 June 2011. Progress of e-GP system till 31 October 2024:

- 1,437 procuring agencies including all Ministries/Departments are registered in the e-GP system.
- 1,05,238 bidding firms/bidders are registered in e-GP.
- 6,77,788 tenders have been invited in the e-GP system with a value of Rs.6,88,782 crore.

e-GP

https://cptu.gov.bd/e-gp.html

❑ Current Challenges of IMED

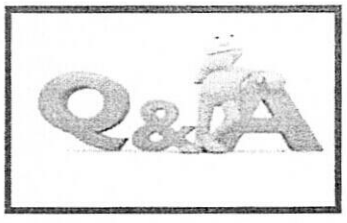
❑ The number, caliber and budget of development projects have increased several times, but the manpower has not increased at a proportional rate;

Size of ADP for fiscal year and manpower of this department

Fiscal Year	ADP Size (In Crore Taka)	Approved Manpower
1980-81	2369	152
1990-91	6126	202
2000-01	18200	241
2010-11	35880	260
2021-22	219602.55	338
2022-23	236560.67	338

Current & Future Plan of IMED

- A new organizational structure of 935 personnel of 1st, 2nd, 3rd and 4th grade with creation of a directorate under this division has been proposed for smooth running of the activities of this division;
- Initiatives have been taken to establish a Directorate, a technical wing and a research and training institute under IMED;
- Currently, e-PMIS software is being prepared for online monitoring of project implementation activities under the project titled Digitizing Implementation Monitoring and Public Procurement.
- A Draft 'National Project Appraisal Policy 2024' has been formulated and it has been placed at Cabinet Committee for approval (প্রকল্প মূল্যায়ন নীতিমালা.docx).



Thank You

7.18

Sustainability and Transfer of Project

Md Shamimul Haque
Additional Secretary
Ministry of Industries

National Trainer (PP, CBA and LFA)
Masters in Statistics, Dhaka University
Masters in Development Studies, GRIPS University (Japan)
Masters in Public Procurement Mgt., Turin University (Italy)

Out Line of the Presentation

- Sustainable Development : definition, Strategy, basic principles
- Pillars of sustainable development
- Challenges for Bangladesh
- Sustainability and Projects
- Project Transfer

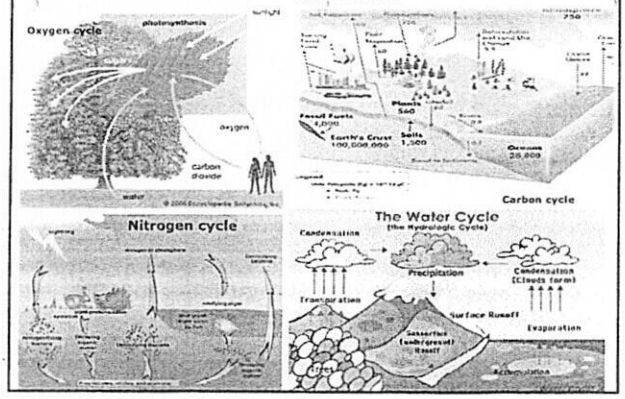
Development

- Generally Development is the gradual growth of a situation that becomes more advanced and stronger than previous one.
- Development is intended to bring a positive change for human being and its surroundings.
- Development may take place by bringing about a change in policy, projects and legislation.

Environment

- Environment includes water, air, land, and physical properties and their inter relationship which exists among and between them and human beings, other living creatures, plants and micro-organisms.

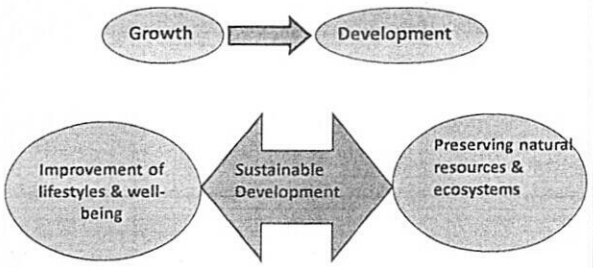
Major cycles for existence of living organisms in the earth



Environment and Development

- Environment is where we live, and Development is what we all attempting to improve a lot within that habitat.
- We are to strike a balance between the environment and development.
- Development must continue without compromising with environment.
- Development progress both nationally and internationally must be people centered, equitably distributed and environmentally and socially sustainable.

Sustainable Development



Sustainable Development

- 1972: United Nations Conference on Human Development (UNCHD), Stockholm, Sweden.
- The Concept of sustainable development was first created and discussed here .
- 1987: The United Nations World Commission on Environment and Development (WCED) or the "Brundtland Commission" .
- They published a report "Our Common Future" that highlighted the need for sustainable development . They also defined the term "sustainable development" .

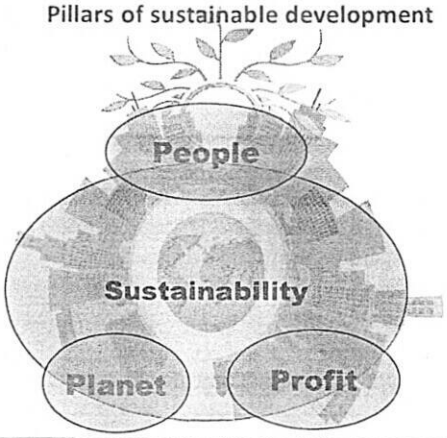
Sustainable Development

- Sustainable development is development which meets the needs of the present without compromising the ability of future generations to meet their own needs.
- In other words, a better quality of life for everyone, now and for generations.
- Concept of sustainable development includes preserving the environment for other species as well as for people.

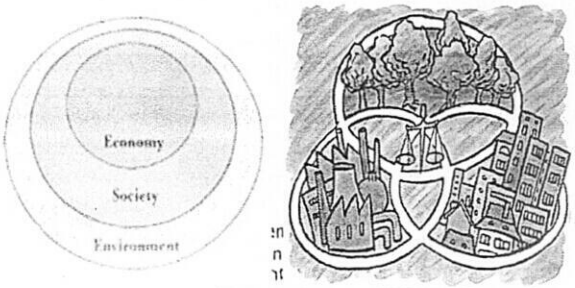
Strategy of Sustainable Development

1. Move toward international equity
2. Build supportive international economic environment
3. Conserve and reasonably use and improve the natural resources
4. Integrate environment concerns into the development plans and policies

Pillars of sustainable development



Pillars of sustainable development



(The United Nations, 2005 World Summit)

Sustainable Development

- World forests areas declining
- Vital functions and services of forests are:
  - play a key role in releasing O2 into the atmosphere while storing CO2
  - Home to 80% of the terrestrial biodiversity
  - 1.6 billion people worldwide depend on forests for their livelihoods, e.g.
    - Subsistence for goods
    - Cash income
    - Indirect social and environmental benefits
- Sustainable development ties together concern for the carrying capacity of natural systems with the social challenges facing humanity.

A paddy field

Sustainable Development is an integrative framework

- The recognition of ecological limits
- The urgency of overcoming the "survival problem"
- The social necessity of equity

Multiple Crises and Sustainable Development

Multiple Crises

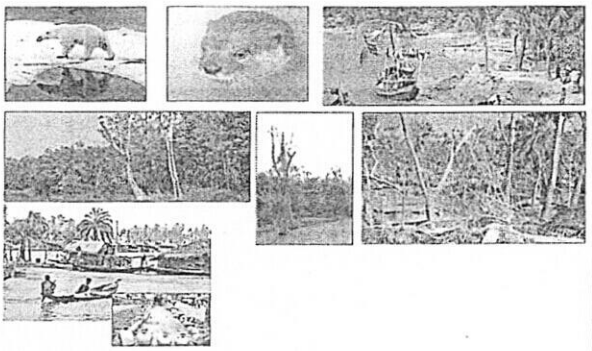
- Global warming
- Food Security Crisis
- Energy Price Volatility
- Economic and
- Financial Crisis

Symptoms of Crisis

- Global trade decreased—first time in 27 years
- Unemployment increased
- GDP declined;
- More than 100 million people will fall into poverty

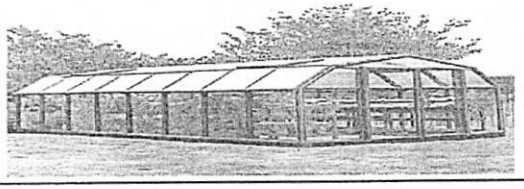
More pressure on ecological resources

Symptoms of Crisis

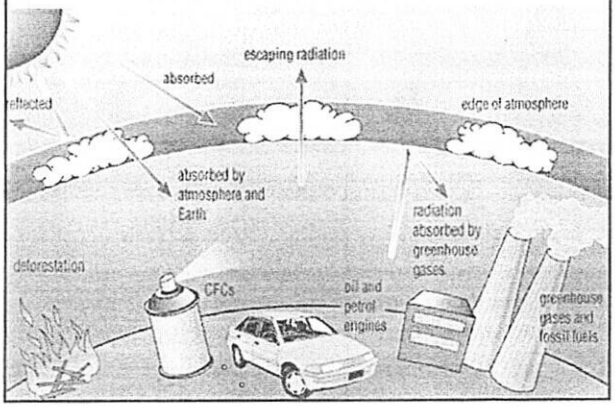


Greenhouse Effect & Global Warming

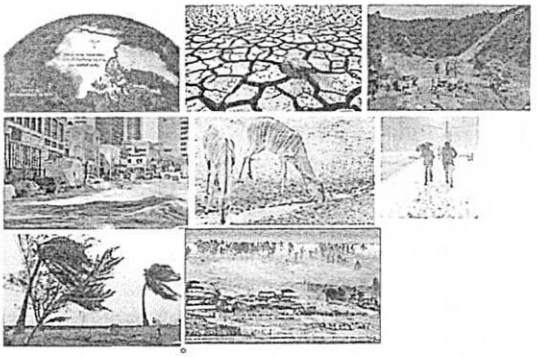
- An increase in the ***concentration of greenhouse gases*** leads to an increase in the ***magnitude of the greenhouse effect***.
  - This results in global warming
- Global warming refers to a rise in the temperature of the surface of the earth



Greenhouse Effect & Global Warming



Impacts of Global Warming



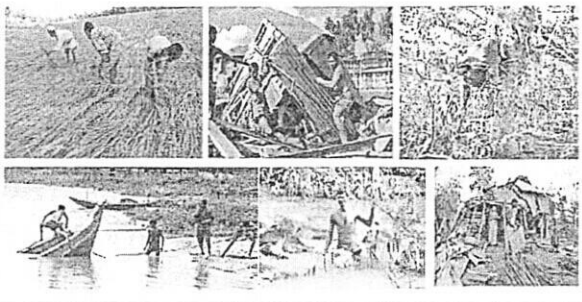
Bangladesh: Emerging Challenges

Climate change impacts: IPCC projections

- Average temperature changed
- Frequency and intensity of natural disasters increased
- Salinity intrusion
- Decline of precipitation resulted droughts
- Extinction of plant and animal species-loss of biodiversity
- A range of health problems including hypertension and miscarriage among pregnant women, skin diseases, acute respiratory infection and diarrhoeal diseases has potential links with high salinity
- Sea-level rise by one meter in the current century, likely to:
  - one third of the country's land under threat of salt water inundation
  - loss of livelihoods of 40 million people
  - 20 million might need relocation by 2050.

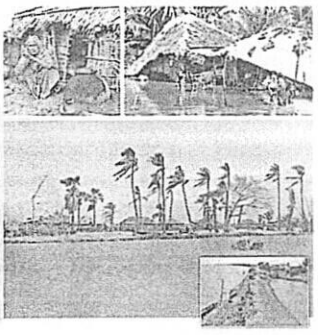
Climate change & disaster impacts

Crops, business, fish, ponds, rural houses, live stocks/poultry, fishing boats



Damages from 2009 Cyclone (Aila)

Affected areas 11 Districts; 64 Upazila; 194 Union (full); 334 Union (partial)



Sustainability principles

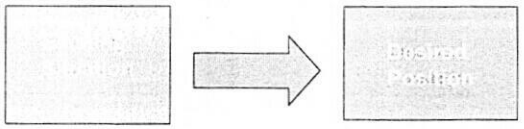
1. Reduce dependence upon fossil fuels, underground metals, and minerals
2. Reduce dependence upon synthetic chemicals and other unnatural substances
3. Reduce encroachment upon nature
4. Meet human needs fairly & efficiently

Old and new approaches to human use of the atmosphere

Project

- Concept of project is not new. Has been in use for hundreds of years.
  - Pyramids
  - Great Wall
  - Taj Mahal
  - Panama Canal etc

Problem



Concept of Project

- **Vision: Imagination**
  A country free of poverty
- **Mission: Operation**
  Actions will be taken to eradicate poverty with appropriate planning

A project can create

- A product that can be either component of another item or an item in itself,
- A service or a capability to perform a service,
- An improvement in the existing product or service lines;
- A result, such as an outcome or document.

Characteristics of Project

- Specific objectives
- Clear beginning and end
- Temporary
- Unique output
- Specific schedule
- Specific cost

Types of Project

According to Nature of project

- Development Project
- Technical Assistance Project
- Feasibility Study Project

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Development Project

Projects having mainly investment components such as construction of power station, Industry, building, road, highway, culvert and bridge, air port, sea port, embankment etc which usually have physical existence.

- Can include Goods, Works and Services
- having or not having TA components
- Is included the main part of ADP.

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Technical Assistant Project

Improvement of institutional capacity, transfer of technology and development of human resources through -

- consultancy
- local/foreign training/fellowship/study
- supply of equipments, goods, transports etc
- services

TA Does not include works

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Types of Project

According to Source of Funding

- GOB Funded Project
- Foreign Assistance Project
- Own Funded Project

* JDCF Project (GOB Nature)

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Used Format

Investment Project

- Development Project Proforma (DPP)
- Revised Development Project Proforma (RDPP)

Technical Assistance Project

- Technical Assistance Project Proforma (TAPP)
- Revised Technical Assistance Project Proforma (RTAPP)

Technical Assistance Project

- Technical Project Proforma (TPP)
- Revised Technical Project Proforma (RTPP)

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Project Initiation

- Understanding and analysis of existing situation
- Analysis should include Strengths and Weakness, Opportunities and Threats (SWOT) of system and resources.

Activities of this stage:

- Study national plan
- SDGs
- National goal
- Sectoral priorities
- Project ranking in relation to priorities
- Define broad goal
- Select the project

Organizations involved in Project Processing

- Executing Agency
- Ministry/Division
- Planning Commission

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Investment Project Processing

- Consider National Strategic Policy such as Five Year Plan/Perspective Plan, Sustainable Development Goals(SDGs), Sectoral Priority etc.
- Resource of MTBF, Duplication of project, Regional disparity, Climate change, Environment, Gender etc.
- Implementation period should be within 3 years except special project

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Investment Project Processing

- For project of Roads and Highways consider Project Appraisal Framework(PAF)
- Executing Agency prepare project document in DPP Format and send it to administrative ministry
- Planning Wing/Branch of Ministry examine the DPP and place it to the Project Scrutiny Committee headed by secretary.

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Investment Project Processing (con.)

- Related documents (NPV, BCR, IRR Calculation Sheet) should be attached in DPP (if applicable)
- Ministry sends 20 copies of DPP to Planning Commission for approval
- Necessary steps should be taken for land acquisition (if necessary)

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Divisions of Planning Commission

6 Divisions –

- Socio-Economic Infrastructure Division
- Physical Infrastructure Division
- Industries and Energy Division
- Agriculture, Water Resources and Rural Institutions Division
- Programming Division
- General Economics Division (GED)

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Investment Project Processing (con.)

For large project involving different ministries/ agencies/sectors of Planning Commission Concerned Sector Division will coordinate

After receiving DPP from Ministry, Sector-Division of Planning Commission complete appraisal

After examining, Planning Commission place the DPP to Project Evaluation Committee (PEC) meeting

PEC is headed by member of Planning Commission

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Project Evaluation Committee (PEC)

01	Member, concerned Sector Division of the Plan. Com.	Chairperson
02	Chief, concerned Sector Division of the Plan. Com.	Member
03	Representative of Programming Division, Plan Com.	Member
04	Representative of General Economics Division, Plan Com	Member
05	Representative of concerned Sector of IMED	Member
06	Representative of ECNEC Wing of Planning Division	Member
07	Representative of the sponsoring Ministry/Division	Member
08	Representative of Finance Division	Member
09	Representative of Economic Relations Division (if aid)	Member
10	Representative of M/o. Public Adminstration	Member
11	Representative of M/o. Environment and Forest	Member
12	Representative of M/o. Woman and Children Affairs	Member
13	Head of the concerned Executive Agency	Member

Project Evaluation Committee (PEC)

Terms of Reference:

- Appraisal of acceptability of Development projects
- Examination of Financial, Economic and Technical viability of Development Projects
- Examine the Log Frame and relevancy of objective
- Suggest in the DPP necessary amendment/ modification / alterations if necessary
- Formulate recommendations for approval by the competent authority

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Investment Project Processing

- PEC Recommend for approval or for necessary modification
- PC can send DPP to Ministry for recast
- Otherwise PC place it to the approval authority according to project cost
- Approval authority
  - Honorable Planning Minister or
  - ECNEC

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Investment Project Processing (con)

- If project cost up to 50 crore, Hon'be Planning Minister approves it
- If project cost above 50 crore, ECNEC approves it

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Revision of Investment Project

Why Revision

- If planned objectives are not achievable and needs some adjustment;
- If design needs to change;
- If total cost or implementation period of project increase/decrease;
- If have to include new items, change in personnel, vehicle and mode of finance etc

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Revision of Investment Project

- Two times revision allowed
- No post facto approval

1st Revision:

- Prepare in RDPP format.
- Concerned Ministry approve Revised Project whether cost increase/decrease (from original cost) up to15% or in amount BDT 40 crore (which is less)
- With the recommendation of DPEC under conditions

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1st Revision of Investment Project (con.)

- If project cost increase/decrease 15%- 25% (from original cost) or in amount BDT 50 crore (which is less) Planning Minister approves
- If project cost change above 25% but total project cost remains within BDT 75 crore, Planning Minister approves
- All other cases ECNEC approves

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Sustainable Procurement

... the process whereby organizations meet their needs for goods, services, works and utilities in a way that achieves "**value for money** on a **whole life basis**" in terms of generating benefits not only to the organization, but also to society and the economy, whilst minimizing, and if **possible avoiding**, damage to the environment.

Sustainable procurement is the act of adopting social, economic and environmental factors alongside the typical price and quality considerations into the organizations handling of procurement processes and procedures. (CIPS, UK)

Why Public procurement is relevant to Sustainable Development

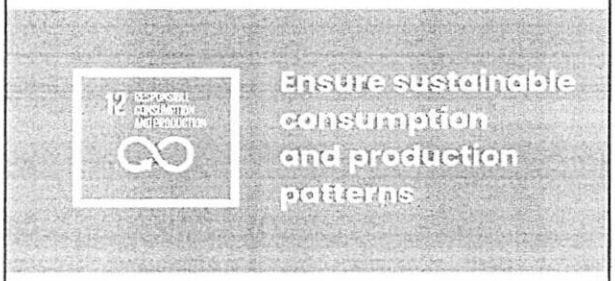
The role of governments:

1. Regulate markets
2. Actively participate in the market as purchasers
3. Use taxpayers money (conformity with community norms)
4. Enable and encourage competitiveness/innovation
5. Produce social, ethical, and environmental outcomes, directly and indirectly.

SUSTAINABLE PUBLIC PROCUREMENT (SPP)

Properly applied, SPP is an effective mechanism to further the economic, social, and environmental development, *i.e.* to achieve policy goals.

SPP Linked with SDG



SPP Linked with SDG

Target 12.7

Promote public procurement practices that are sustainable in accordance with national policies and priorities

Indicator 12.7.1

Number of countries implementing sustainable public procurement policies and action plans

Implementation Requirements

- Preparation of SPP Policy
- Preparation of SPP Action Plan
- Preparation of SPP Implementation Road map

Thank You

7.9

Tax, VAT, and Similar Compliances in Project Management

Presented by: Md Shakhawat Hossain
PD (Joint Secretary)
329 TSC Establishment
Project, DTE, TMED

Objectives of the Session

1. Financial Compliance and Legal Framework
2. Tax, VAT and Other Financial Complaince
3. Project Procurement Compliance focusing on Tax, VAT

Project and Project Management

1. Project:
- A Set of Tasks
- Goal:
- Timeline:
- Budget:
- End Products:

2. Project Management Phases:
- Initiation phase: Feasibility, purpose, and scope, stakeholders
- Planning phase: Detailed Roadmap start to finishing
- Execution phase
- Controlling and monitoring phase
- Project closure phase

Financial Compliance:

- Adherence to all finance related laws, rules, regulations, internal policies
- Tax, VAT and Duties etc.
- Budget, Auditing, Delegation of financial power, procurement, Reporting etc.

Importance of Financial Compliance

- Importance of TAX, VAT and other financial compliance in project execution:

1. Ensures Legal and Regulatory Adherence
2. Promotes Transparency and Accountability
3. Improves Financial Planning and Control
4. Facilitates Funding and Reimbursement
5. Reduces Risk of Fraud and Misuse
6. Strengthens Project Reputation and Sustainability
7. Supports Performance Evaluation

- Overview of relevant Bangladeshi laws and regulations
- **1. Public Procurement Act (PPA) 2006 & Public Procurement Rules (PPR) 2008**
- Governs procurement processes in government and donor-funded projects.
- Ensures transparency, competitiveness, and value for money.
- Compliance is mandatory for all public sector procurements.

2. Income Tax Ordinance 1984
- Adapted Income Tax Act 1922 in 1971
- Specifies tax obligations for individuals and institutions.
- Tax Deducted at Source (TDS) is applicable for various project-related payments (e.g., contractors, consultants).
- Annual returns and tax clearance are essential for auditing and fund disbursement.

3. Value Added Tax and Supplementary Duty Act 2012
   - VAT introduced on July 1, 1991 in Bangladesh
   -Outlines VAT registration, collection, payment, and input credit rules.
   -VAT compliance is required on goods and services procured within the project.
4. Financial Rules and Treasury Rules
   -Include the **General Financial Rules (GFR)** and **Budget Manual**.
   -Guide financial control, expenditure, advance adjustment, and reporting.
   -DPP is the official planning document approved for all government projects.
   -IMED (Implementation Monitoring and Evaluation Division) monitors and evaluates project performance and compliance.

- **5. Government Accounting and Audit Standards**
- Enforced by the Office of the Comptroller and Auditor General (CAG).
- Projects must maintain books of accounts and submit them for audit.
- **6. Public Money and Budget Management Act 2009**
- Ensures proper allocation, use, and monitoring of public funds.
- Projects under government financing must follow this for budgeting and expenditure tracking.
- **7. NGO Affairs Bureau Regulations *(for foreign-funded NGOs)***
- Oversees the registration, fund utilization, and compliance of NGO-run projects.
- Requires regular reporting and clearance of foreign donations.

8. Labor Act 2006 and Labor Rules 2015
- Ensures fair wages, safety, and legal working conditions in project execution.
- Particularly relevant for infrastructure and construction-based projects.

9. Environmental Conservation Act 1995 & EIA Rules
- Mandates Environmental Impact Assessments (EIA) for major projects.
- Necessary for obtaining environmental clearance certificates.

10. Development Project Proforma (DPP) and IMED Guidelines

Regulatory Bodies:

- National Board of Revenue (NBR)
- Bangladesh Bank
- Comptroller and Auditor General

Role of Taxation

- **Revenue Generation:** Taxes fund national development, infrastructure, and social programs.
- **Project Budgeting:** Accurate tax calculations (e.g., income tax on salaries or contract services) are essential for proper project budgeting.
- **Contractor Deductions:** Tax must be deducted at source (TDS) when making payments to vendors or service providers, as per laws.
- **Tax Clearance:** Necessary for fund disbursements and project audits.

Role of VAT (Value Added Tax)

- **Cost Component:** VAT affects procurement costs and must be considered in project financial planning.
- **VAT Compliance:** Projects must comply with VAT laws including registration, invoicing, and timely payment.
- **Input VAT Credit:** In eligible cases, projects can claim VAT rebates for inputs, reducing net cost.
- **Audit and Documentation:** Proper VAT records are crucial for financial audits and inspections by tax authorities.

Tax Compliance in Projects

- Withholding Tax (TDS):
  - On contractor payments, consultancy, rent, etc.
  - Filed monthly using Treasury Challan
- Corporate Tax:
  - Applicable for profit-earning project entities
- Submission Requirements:
  - TIN registration
  - Annual Tax Return (Form IT-11GA)

VAT Compliance

- VAT Registration:
  - Mandatory for turnover > BDT 3 crore/year
  - Use of BIN (Business Identification Number)
- VAT Deduction at Source (VDS):
  - Applicable for service providers, contractors
- Monthly VAT Return:
  - Submitted through Mushak-9.1
  - Must keep Mushak-6.3 purchase records

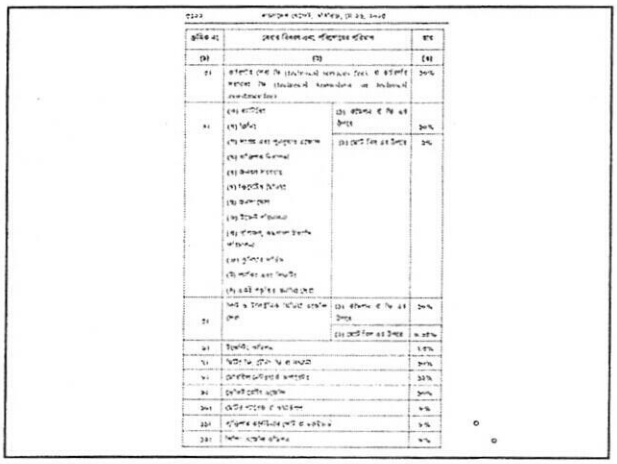
Project Procurement Compliance

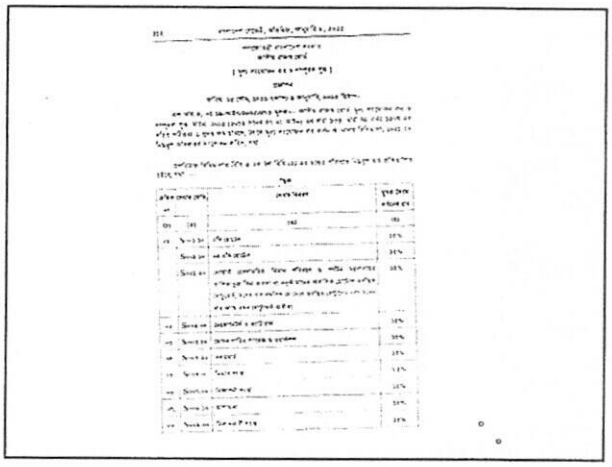
- Follow PPR 2008 and donor-specific rules (e.g., World Bank, ADB)
- Use of e-GP (Electronic Government Procurement)
- VAT & Tax must be clearly stated in tender documents

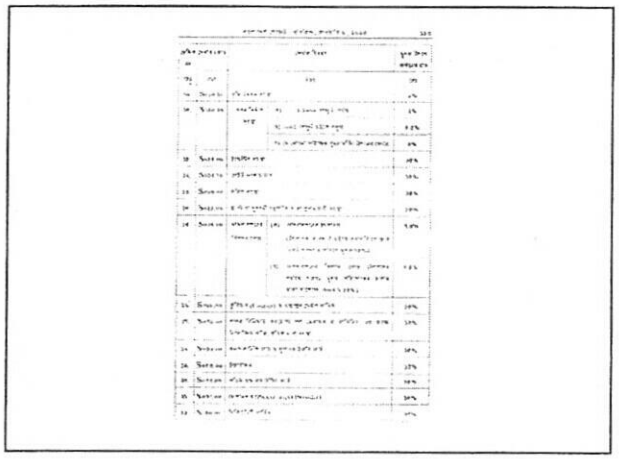
Time of Considering VAT and IT

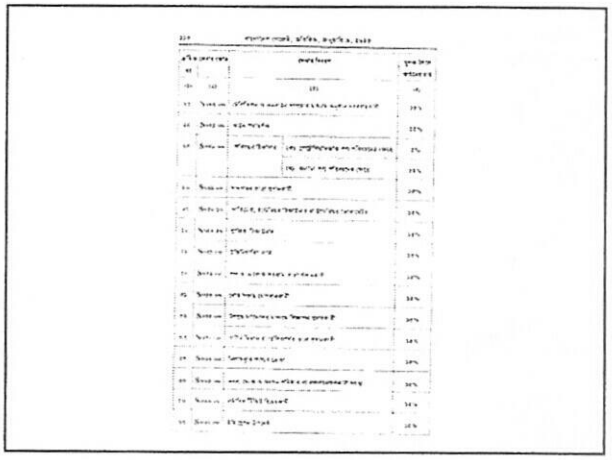
- Preparing Estimate:
1. Works: VAT + IT
2. Goods
3. Services
- Making Payment

SRO on Tax and VAT









Other Financial Compliance

http://www.nbr.gov.bd/

- Customs Duty
- The Customes Act 1969
- The Customs Act 2014
- The Coustoms Act 2023
- Tariff

Other Financial Compliances

- Audit Requirements:
  - Internal audit
  - External audit by CAG or third party
- Banking Compliance:
  - Project-specific bank accounts
  - Foreign exchange reporting
- Fund Utilization Reports:
  - Monthly/Quarterly submissions

Non-Compliance Risks

- Financial Penalties & Fines
- Disqualification from Future Projects
- Delay in Project Approval or Fund Release
- Reputational Damage

Best Practices

- Appoint a qualified tax & finance officer
- Use NBR-compliant accounting software VAT
- Maintain a compliance calendar
- Conduct regular training
- Pre-audit before annual review

Conclusion

- Compliance ensures transparency and trust
- Stay updated on laws
- Coordination among legal, accounts, and procurement is key

Questions & Contact

- Any questions?
- Contact: md.Shakhawat.hossain1812@gmail.com
- Thank You!

External Financing for Development Projects in Bangladesh

An Overview of Commitments, Disbursements, Debt, and Future Directions

A K M Sohel
Wing Chief, UN Wing
Economic Relations Division
Ministry of Finance (MoF)
Government of Bangladesh

04 August 2025

Evolution of Foreign Assistance

- Declined share of Food and Commodity Aid.
  - Increased Project Assistance.
    - Increased loans (mostly concessional, fixed term).
      - Emergence of Budget Support.
        - Changing share of multilateral and bilateral loans.
          - Increased Floating Rate Loans (LIBOR, EURIBOR).
            - LIBOR replaced by SOFR and variable spread.
              - Increased Non-concessional Loans.

Changing Compositions of Foreign Assistance

New Era: Climate Financing

Current Status: Commitments

Record Repayments: FY25 saw the highest-ever loan repayment in Bangladesh's history, reaching $4.087 billion.

Growing Trend: This figure is significantly higher than previous years ($3.37 billion in FY24, $2.02 billion in FY22, and $2.67 billion in FY23), indicating a rapid increase in debt servicing costs.

Loan vs. Repayment (FY25): Bangladesh secured $8.11 billion in new loans but repaid $4.087 billion, meaning almost 50% of the new borrowing went straight to servicing old debt.

Decreasing Aid & Commitments: While debt servicing rises, foreign aid disbursements ($8.568 billion) and new aid commitments ($8.323 billion) in FY25 were lower than the previous fiscal year (FY24).

Source:https://thefinancialexpress.com.bd/economy/bangladesh/repayment-eats-up-half-of-fy25-foreign-aid

Commitment & Disbursement of Major DP's FY 2024-25 (Provisional)
[Report Period: July 2024 to June 2025]

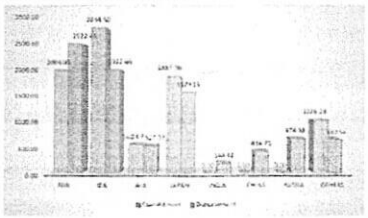
Bangladesh Foreign Aid: FY25 Key Highlights
- **Total Disbursed Aid:** $8.57 billion
- **Total Committed Aid:** $8.32 billion
- **Leading Disbursers:**
  - ADB ($2.52 billion)
  - IDA ($2.01 billion)
  - Japan ($1.58 billion)
- **Zero Commitments, High Disbursements:**
  - Russia, China, and India disbursed a combined **$1.27 billion** without making new commitments during this period, indicating they are fulfilling prior agreements.

	Major DPs	Commitment	Disbursement
1	ADB	2844.50	2522.48
2	IDA	2844.50	2012.60
3	AIIB	560.67	527.37
4	JAPAN	1687.93	1579.15
5	INDIA	0.00	184.63
6	CHINA	0.00	414.70
7	RUSSIA	0.00	674.93
8	Others	1026.26	652.54
	Total	8323.33	8728.65

Commitment & Disbursement of Major DP's FY 2024-25 (Provisional)
[Report Period: July 2024 to June 2025]

Top Contributors:
- **IDA** shows the highest commitment with **$2,844.50 million**
- **ADB** has the highest disbursement with **$2,522.48 million**

Commitment vs. Disbursement:
- **ADB** and **Japan** show disbursements that are slightly higher than their commitments.
- **IDA** has a commitment that is significantly higher than its disbursement for this period.
- **AIIB** has a fairly balanced commitment and disbursement.



Zero Commitment, High Disbursement:
- The most notable feature is that **India, China, and Russia** all show **$0.00** in new commitments (no orange bar), yet they have significant disbursements. This indicates that these disbursements are likely fulfilling commitments made in previous years.
- Russia's disbursement is the largest among these three at **$674.93 million.**

Emergence of Budget Support

- **Definition:**
- Extended in single or multi-tranche to undertake different priority programs.
- Payments triggered on fulfillment of certain agreed policy objectives.
- **Disbursement Trends:**
- Significant disbursement under budget support scheme in recent years
- US$2031.41 million disbursed in FY 2023-24

Aid in the Pipeline

- **FY 2023-24 Pipeline Snapshot:**
- Opening pipeline (July 1, 2023): ~US$43.84 billion.
- New commitment during the period: US$10.74 billion.
- Total disbursement during FY 2023-24: US$10.28 billion.
- Closing pipeline (June 30, 2024): ~US$42.85 billion.

Public Sector External Debt Status

- **Total Public Sector External Debt:**
- Increased from US973.80millioninFY1974-75toUS78.18 billion in FY 2023-24.
- Constitutes 17.03 percent of GDP.
- **General Government Outstanding Debt:** US$68.82 billion.
- **Loan Terms (MLT Credits):**
- Mostly concessional terms.
- Weighted average grace period: 7.6 years.
- Weighted average maturity period: 30.5 years.
- Weighted average repayment period: 22.5 years.
- **Debt Servicing Expenses (FY 2023-24):**
- Total expense: US$3,371.59 million.
- Principal repayment: US$2021.79 million.
- Interest: US$1349.80 million.

Risk Analysis - External Debt

- **Primary Source:** Medium- and Long-Term loans, mostly fixed interest rate.
- **LDC Graduation Impact:** Non-concessional terms arise as Bangladesh graduates from LDC in 2026.
- **Global Economic Recession:** Adversely affected foreign aid on concessional terms.
- **Interest Rate Risk:**
- Recent mobilization of loans at variable interest rates.
- Introduction of SOFR creating more non-concessional terms.
- Need for close monitoring of interest rate risk.
- **Increased Non-Concessional Borrowing:**
- For some big and nationally important projects, borrowing from bilateral sources has increased.
- **Mitigation Measures:**
- Government's "Standing Committee on Non-Concessional Loan" to contain debt burden.
- Policy to generally refrain from contracting commercial loans.
- Some authorized SOEs take sovereign-backed commercial loans.
- **Reputation:** Bangladesh has a reputation as a 'non-defaulting party'.

Risk Analysis - Debt Indicators

- **Current Status:** Country's debt indicators remain below established thresholds under various scenarios.
- **Areas of Concern:**
- Debt service to revenue increased significantly (16%+).
- Debt carrying capacity fell from strong to medium in 2023.

Debt Management System

- **Key Functions:**
- Debt budgeting.
- Debt repayment through Bangladesh Bank.
- **Software Usage:**
- Since 1992, FABA (Finance and Banking Division?) has used UNCTAD-formulated software for external debt data recording.
- FABA will soon implement a new version of DMFAS to establish interlinkage among public stakeholders for better debt management.

Annual Development Program (ADP)

- **FY 2025-26 Allocation:**
- Total allocation = 86,000 Crore BDT.
- Number of foreign assisted projects = 261.
- **Implementation Progress:**
- According to IMED report, progress of FY 2024-25 Revised ADP (RADP) up to June 2025 = 65.53%.
- **Allocation Discrepancy:**
- Allocation in ADP (Project Aid - PA) is always reduced in RADP (PA).
- **Example (FY 2024-25):** ADP was 100,000 Cr TK, RADP was 81,000 Cr TK.

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Do We Really Need Foreign Assistance?

- **Contribution to Budget Deficit:** Foreign Assistance contributes to financing the budget deficit
- **SDG Financing:** GED (General Economic Division?) shows around US$928.48 billion additional resources needed to implement SDGs from 2017-2030, with 4.94% expected from foreign assistance and grants.
- **Long-Term Investment:** Allows government to invest in healthcare and education, ensuring long-term sustainability despite not yielding immediate financial returns.
- **Favorable Terms:**
- Domestic sources of funds have considerably higher interest rates compared to foreign aid
- Foreign assistance often comes with highly concessional interest rates and flexible repayment terms.
- **Development Partner Concerns:** DPs are concerned with intended outcomes and transparency of the projects.

Any Questions or comments?

Thank You!

Module:8
Procurement Management

8.1

PPA, 2006 & PPR, 2008- An Overview

Md Rafiqul Islam
Director (Admin)
BPATC, Savar, Dhaka-1343

Objectives of the Session

- To give a basic understanding regarding Public Procurement
- To give an idea about the Public Procurement Act, 2006
- To know the details about Public Procurement Rules, 2008
- To Enhance the **skill and capacity** to manage the procurement process efficiently to avoid any financial irregularities in future in spending public money

Outline of the Session

- Different Aspects of Public Procurement
- Background of Legal Framework for Public Procurement
- Important Features of PPA, 2006 and PPR, 2008
- Chapters, Schedules & Rules of PPR 2008
- Different Procurement Methods and their applications
- Various Important Issues in PPA 2006 & PPR, 2008

Different Aspects of Public Procurement

- What is Public Procurement?
- Various Terms & Abbreviations used in Public Procurement
- Principles of Public Procurement
- Types of Public Procurement
- Procurement Cycle/Steps of Public Procurement
- Different Procurement Methods for Goods, Works and Services
- **Thresholds** of different procurement methods
- **Time limit** for Tender Submission
- Tender Security/Performance Security/Tender Validity
- Different Committees for Tender/Proposal
- e-GP (e-government Procurement)

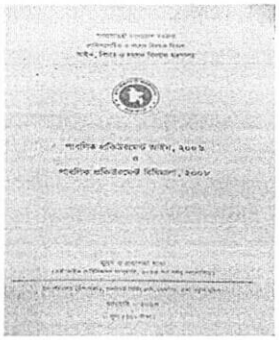
Abbreviations related to PPA & PPR

- PPA= Public Procurement Act
- PPR= Public Procurement Rules
- CPTU= Central Procurement Technical Unit
- BPPA= Bangladesh Public Procurement Authority
- CCGP= Cabinet Committee on Government Purchase
- CCEA= Cabinet Committee on Economic Affairs
- PE= Procuring Entity
- HOPE= Head of Procuring Entity
- AA= Approving Authority
- GFR= General Financial Rules
- DoFP= Delegation of Financial Power
- TS= Tender Security
- PS= Performance Security

Abbreviations related to PPA & PPR

STD= Standard Tender Document

- REOI= Request for Expression of Interest
- RFP= Request for Proposal
- SAFE= Standard Application for Enlistment
- TOC= Tender Opening Committee
- TEC= Tender Evaluation Committee
- TSC= Technical Sub-Committee
- TIAC= Technical Inspection and Acceptance Committee
- NCT= National Competitive Tender
- ICT= International Competitive Tender



Act & Rules Info

PPA, 2006		PPR, 2008
Act no. 24 of 2006		As per Section 70 of PPA
Enacted on 6th July 2006		Enacted on 24 January 2008
Effective from 31 January 2008	Vs	Effective from 31 January 2008
Total Sections-73		Total Rules-130

Public Procurement

- Public Procurement means Procurement using Public Funds.
- Procurement of goods, works or services by Public Entities/Public Authorities using public money
- Around 75% of ADP allocation spent on public procurement (approx. Tk 2 lakh crore)
- Around 45% of govt spending by public procurement (approx. Tk 3.5 lakh crore)
- Major economic activities of the public sector

Public Fund

- Any funds allocated to a procuring entity under government budget (Revenue & Development),
- Grants or loan, placed at the disposal of a procuring entity through the government by the development partners (WB, ADB, JICA, USAID, CIDA etc.)

Procuring Entity-PE

- An Official who invites tender having administrative and financial powers to undertake procurement of goods, works or services using public funds.

Head of the Procuring entity-HOPE

- Agency Head of PE's Organization; Secretary of a Ministry or a Division,
- Head of a Government Department or Directorate, or the Chief Executive of a local government agency, an autonomous or semi-autonomous body or a corporation, or a corporate body established under the Company Act.

Approving Authority-AA

- Who Approves Tender/Proposal as per Delegation Of Financial Powers
- approves the award of contract for the procurement of goods, works or services.

Authorized Officer (AO)

- AO is an individual designated by the HOPE to act on his behalf. This individual typically has the authority
- to prepare procurement plans,
- issue tender documents and
- to sign contracts etc.
- In case of PD, Project Manager (PM) can act as an AO
- HOPE can delegate specificic powers to an AO such as Director (Admin)/Director (Finance)/DD (Finance)

Tender Document

Document Prepared by PE

Tender/Proposal

Document Submitted by Tenderer/Applicant

Tenderer

Who competes in the Tendering Process

Supplier/Contractor/Consultant

Who is awarded with the Contract/Proposal

Principles of Public Procurement

- Transparency
- Accountability
- Value for Money 7R (at right quantity/right quality/right price/right place/right time/right source/right process)
- Efficiency
- Morality
- Standard of quality
- Sustainability
- Free and Fair Competition
- Equal Treatment

Promote Sustainable Public Procurement Practices

SDG Target 12.7 : Aims to Promote Public Procurement practices that are sustainable, in accordance with national policies and priorities.

STD – TD- Tender

STD/Standard Tender Document- By BPPA (CPTU)

⇩

TD/Tender Document- By PE (Procuring Entity)

⇩

Tender – By Tenderer

Specification For Goods
Bill of Quantities for Works
TOR /Terms of Reference for Services

Persons in Procurement

Tenderer	Who submits Tender/ Who competes in the Tendering Process
Applicant	In LTM, who applies for enlistment
	who applies for Pre-qualification tendering process
	who applies for EOI in case of IP service procurement
Consultant	For IP service procurement, who is awarded with the contract/proposal
	To Whom RFP is issued among the short-listed applicants through EOI
Supplier	Who is awarded with the Contract/Agreement for Goods
Contractor	Who is awarded with the Contract/ Agreement for works

Types of Public Procurement

- Public Procurement of 3 types
  1. Goods and Related Services
  2. Works and Physical Services
  3. Services:

  i) **Consulting Services**
  Intellectual & Professional Services (advisory, design, ICT, technical know-how etc)

  ii) **Non-consulting Services** (Physical Services)-

  - a. Operational/maintenance/survey/geological exploratory drilling
  - b. Security, Catering, Cleaning Services etc.
  - C. Agent for PSI, C&F, transportation of goods, transport service
  - d. Outsourcing

Goods and Related Services

- Raw materials,
- products and equipment,
- objects in solid, liquid or gaseous form,
- Electricity, and
- related services if the value of such services does not exceed that of the goods themselves;

Works and Physical Services

- All works associated with the construction, reconstruction, site preparation, demolition, repair, maintenance or renovation of railways, roads, highways or a building, an infrastructure or any construction work relating to excavation, installation of equipment and materials.
- physical services ancillary to works, if the value of those services does not exceed that of the works themselves.

Services

a. Intellectual & Professional Services (Consultancy Services)

- Intellectual and professional services regarding to be performed by consultants with advisory, design, supervision or transfer of a know-how nature

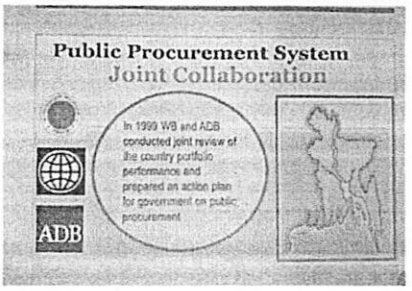
b. Non-consulting/Physical Services

- The supply of goods or execution of works relating to operation and maintenance of facilities or plant, surveys, exploratory drilling.
- Individual service oriented contracts regarding security services, catering services, geological services or third party services;

Background of Public Procurement in Bangladesh

- CGFR (Compilation of General Financial Rules) issued in 1930 under British rule followed in public expenditure and procurement;
- In GFR, PWD Code i.e. Form No 2908 for Goods and Form No 2911 for Works Procurement;
- Since independence in 1971, the public procurement practices have been influenced by WB, ADB and other donors since the bulk of public procurement is externally funded.

Public Procurement Reforms



CPAR-2002 identified several deficiencies in public procurement system of Bangladesh
(Country Procurement Assessment Report)

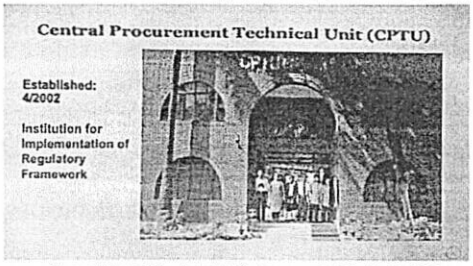
- Absence of sound legal framework governing public sector procurement
- Complex bureaucratic procedure causing delay
- Lack of adequate professional and competent staff to manage public procurement
- Generally poor-quality bidding documents and bid evaluation
- Ineffective contract administration
- Absence of adequate mechanism for ensuring transparency and accountability

Main Elements of Procurement Reforms
1999-2002 World Bank (WB) and ADB
Key Recommendations

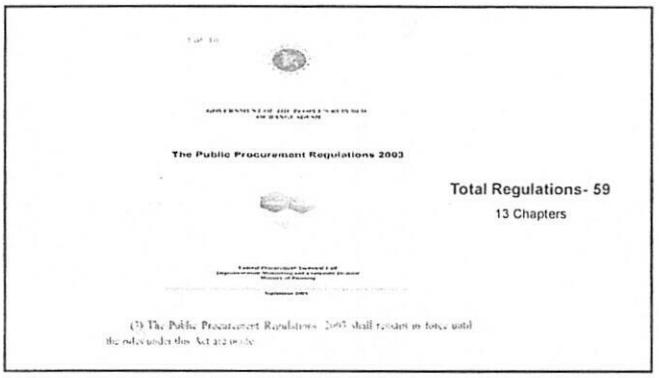
Establishing a Public Procurement Policy Unit (i.e., CPTU)

- Creating Legal Framework (Procurement related Act, Rules etc.)
- Improving Procurement Management Capacity
- Streamlining Procurement Process & Financial Delegation
- Publishing Contract Awards
- Introducing Appeal Procedures

CPTU renamed as Bangladesh Public Procurement Authority (BPPA) on 18 Sep 2023



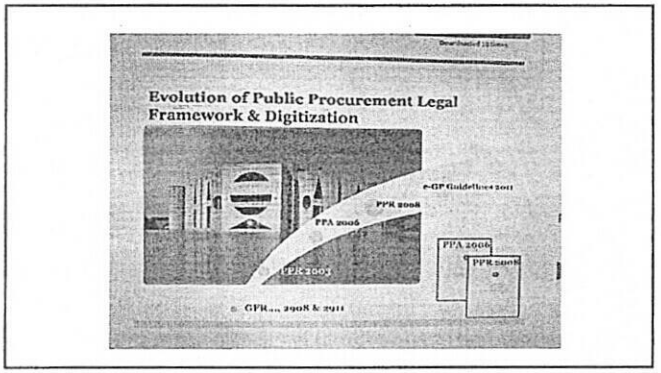
Renamed through Bangladesh Public Procurement Authority Act, 2023



Legal Framework

- Public Procurement Act, 2006 (PPA, 2006)
- Public Procurement Rules, 2008 (PPR, 2008)
- Bangladesh e-GP Guidelines, 2011
- Delegation of Financial Powers-2015 (DoFP, 2015)
- Bangladesh Public Procurement Authority Act, 2023
- Standard Tender Documents (STDs)

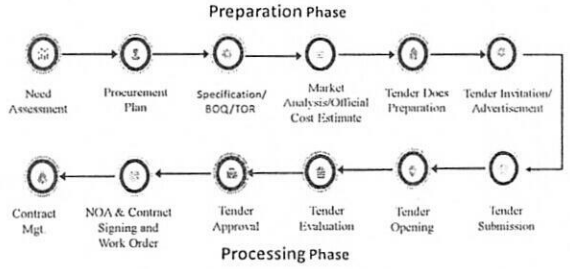
[Total number of STDs/SRFP: 37
(PG-12, PW-11, PS-14)]



Delegation of Financial Powers-2015

The orders regarding the delegation of financial authority, issued by the government from time to time, relating to the conduct of public procurement or sub-delegation of financial powers under such delegation.

Steps in Public Procurement Cycle

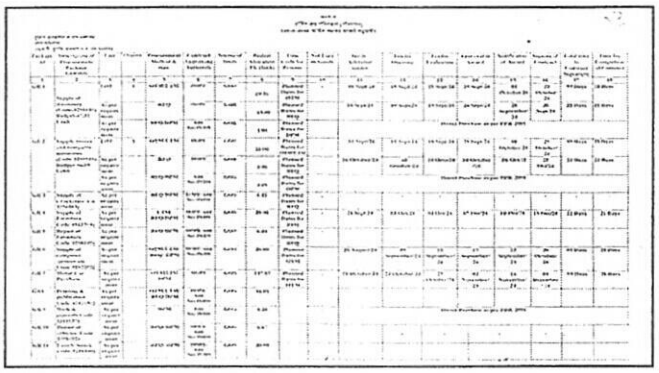


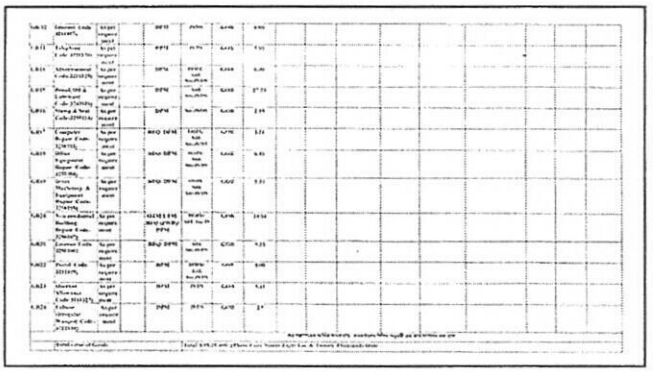
Steps/Stages in Public Procurement Cycle

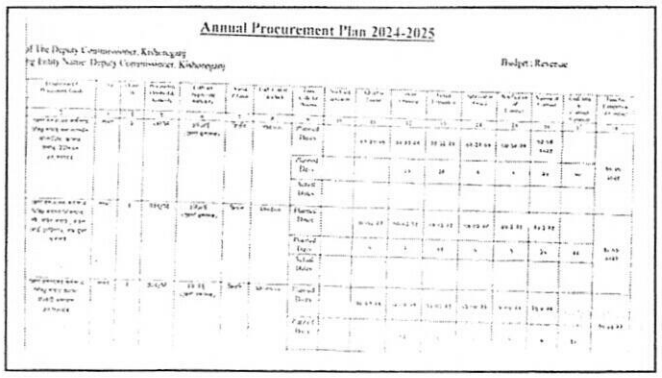
1	Needs Assessment	9	Evaluation
2	Procurement Plan	10	Approval
3	Specification/BOQ/TOR	11	Notification of Award
4	Official cost estimate	12	Contract Award
5	Tender/Proposal Document preparation	13	Contract Execution
6	Advertisement and Committee Formation	14	Payment
7	Submission of Tender/Proposal	15	Warranty/Dispute Settlement
8	Tender/Proposal Opening		

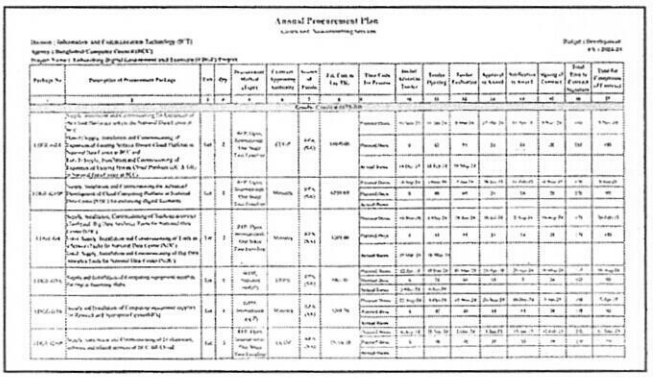
Annual Procurement Plan (APP)

- ***ICT Division***
- https://ictd.portal.gov.bd/sites/default/files/files/ictd.portal.gov.bd/page/b4c6db70_8251_4c41_a289_76f7992856f3/ICTD%20Project%20Procurement%20Plan%202024-25.pdf
- https://ictd.gov.bd/sites/default/files/files/ictd.portal.gov.bd/reports/a9f65ddb_7b19_4245_bcaf_cfe609346c36/APP%202024-25%20(01-07-2024)%20(1).pdf
- **DC Office**
- https://file-dhaka.portal.gov.bd/uploads/a8d7fcaa-57f1-4154-850f-73f13def9055//67a/ae2/c98/67aae2c9816d3227458792.pdf
- **Public Works Department**
- ***https://pwd.portal.gov.bd/sites/default/files/files/pwd.portal.gov.bd/page/67052043_5708_4a29_839d_785681cf945a/2022-12-29-11-30-0610b302c6208e5dd562c2c522e41fab.pdf***



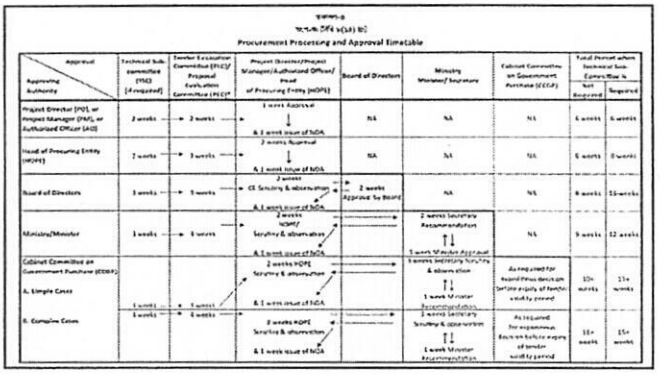






Duration of different Stages in Public Procurement

- For Advertisement 7/14/21/28.....days
- Tender Opening –within 1 hour (after submission)
- Tender Evaluation- 2 to 3 Weeks (In case of TSC , 2 to 3 weeks more)
- Tender Approval – 1 to 2 Week
- Issuing Notification of Award (NOA) after Tender Approval- 7 days
- Acceptance of NOA in written- 7 working days
- Submission of Performance Security- 14 days (Nat'l)/28 days (for Int'l)
- Execution/Signing of Contract- 28 days (from the date of issuing NOA), For LTM-14 days



Procurement Processing and Approval Timetable

Approval / Approving Authority	Technical Sub-committee (TSC) [if required]	Tender Evaluation Committee (TEC)/ Proposal Evaluation Committee (PEC)*	Project Director/Project Manager/ Authorized Officer/ Head of Procuring Entity (HOPE)	Board of Directors	Ministry Minister/ Secretary	Cabinet Committee on Government Purchase (CCGP)	Total Period when Technical Sub-Committee is	
							Not Required	Required
Project Director (PD), or Project Manager (PM), or Authorized Officer (AO)	2 weeks	2 weeks	1 week Approval ↓ 1 week issue of NOA	NA	NA	NA	4 weeks	6 weeks
Head of Procuring Entity (HOPE)	2 weeks	3 weeks	2 weeks Approval ↓ 1 week issue of NOA	NA	NA	NA	5 weeks	7 weeks
Board of Directors	3 weeks	3 weeks	2 weeks CE Scrutiny & observation ↕ 2 weeks Approve by Board 1 week issue of NOA	NA	NA	NA	8 weeks	10 weeks
Ministry/Minister	3 weeks	3 weeks	2 weeks HOPE Scrutiny & observation ↕ 1 week issue of NOA	2 weeks Secretary Recommendation ↕ 1 week Minister Approval	NA	NA	9 weeks	12 weeks
Cabinet Committee on Government Purchase (CCGP): a. Simple Cases	1 week	1 week	2 weeks HOPE Scrutiny & observation ↕ 1 week issue of NOA	3 weeks Secretary Scrutiny & observation ↕ 1 week Minister Recommendation	As required for expenditure decision before expiry of tender validity period		10+ weeks	13+ weeks
b. Complex Cases	3 weeks	4 weeks	2 weeks HOPE Scrutiny & observation ↕ 1 week issue of NOA	2 weeks Secretary Scrutiny & observation ↕ 1 week Minister Recommendation	As required for expenditure decision before expiry of tender validity period		11+ weeks	15+ weeks

Cabinet Committees

- CCGP
- Microsoft Word - 2803-????? ???
- CCEA
- Microsoft Word - 2802-????? ???

- https://www.youtube.com/watch?v=YgK0G9h6orc
- https://mail.google.com/mail/u/0/#sent?projector=1

PPA, 2006	PPR, 2008
Total Chapters-9	Total Chapters-9
Total No of Sections- 73	Total No of Rules- 130 (Sub-rules 1000)
	14 schedules

Standard Tender Documents (STDs)
[Total number of STDs/SRFP: 37
(PG-12, PW-11, PS-14)]

STD FOR GOODS AND RELATED SERVICES

For National only

STD	Used for
PG 1	SRFQ
PG 2	LTM/OTM (up to tk. 25.00 Lacs)
PG 3	OTM (above tk. 25.00 lacs)
PG7A	Framework Agreement through OTM
PG7B	Framework Agreement through LTM

Schedule I PPR, 2008

STD FOR WORKS AND PHYSICAL SERVICE

STD	Used for
PW 1	SRFQ
PW 2A	OTM (up to tk. 3.00 Crores)
PW 2B	LTM (up to tk. 3.00 Crores)
PW 3	OTM (without prequalification above tk. 3.00 crore)
PW3A	One Stage Two Envelope Method
PQW 4	Prequalification documents for Works (above tk. 35 crore), Maintenance (above tk. 3.5 crore)

STD FOR INTELLECTUAL AND PROFESSIONAL SERVICE

STD	Used for
PS 3	SRFA (Lump sum, selection of Individual consultant)
PS 4	SRFA (time based, selection of Individual consultant)
PS 5	SRFP (Simple Lump sum contract up to 1 crore)
PS 6	SRFP (Simple time based contract up to 1 crore)
PS 7	SRFP (Complex and Lump sum contract above 1 crore)
PSN	SRFP (Physical/Non-consulting service)

Amendments to PPA, 2006

✓15 July 2007
✓16 June 2009
✓ 12 November 2009
✓July 18 2010
✓01 August 2016
✓04 May 2025

Amendments to PPR, 2008

✓12 August 2009
✓29 March 2011
✓ 01 April 2012
✓24 November 2016
✓10 June 2018

Subject	PPA, 2006 (28 Sections)	PPR, 2008 (130 Rules)
Chapter-1	Preliminaries & Definitions (Section 1 to 4)	Preliminaries & Definitions (Rule 1 to 3)
Chapter-2	Preparation of Tender Documents/Proposals (Section 5 to 8)	Preparation of Tender Documents/Proposals (Rule 4 to 12) Committees and approval of tender or proposal
Chapter-3	Principles of Public Procurement (Section 9 to 30)	Principles of Public Procurement (Rule 13 to 60) Procurement Plan, Lot, Package, Tender validity, Tender Security, Performance Security, Contract Mgt, Complaints and Appeal, Review Panel
Chapter-4	Procurement Methods (Section 31 to 36)	Procurement Methods (Rule 61 to 89)
Chapter-5	Intellectual and Professional Services (Section 37 to 39)	Processing of Procurement (Rule 90 to 102) Advertisement, Tender Preparation, Opening, Evaluation, Lottery, Approval, Contract signing etc.
Chapter-6	Processing of Procurement (Section 40 to 63)	Intellectual and Professional Services (Rule 103 to 126)
Chapter-7	Professional Misconduct, Offences, Cancellation of Contract etc. (Section 64)	Professional Misconduct, Offences, Cancellation of Contract etc. (Rule 127)
Chapter-8	Electronic Govt Procurement (e-GP) (Section 65)	Electronic Govt Procurement (e-GP) (Rule 128)
Chapter-9	Miscellaneous (Concession Contract) (Section 66 to 73)	Miscellaneous (Concession Contract) (Rule 129 to 130)

PPA, 2006
Section 2. Definitions

(1)	Approving Authority (AA)	(11)	Tender or Proposal
(2)	Delegation Of Financial Power (DOFP)	(12)	Tender Document
(3)	Applicant	(13)	Tenderer
(4)	Opening Committee	(14)	Prescribed
(5)	Quotation	(15)	Moral Rule
(6)	Works	(16)	Goods
(7)	Procurement	(17)	Consultant
(8)	Procuring Entity (PE)	(18)	Public Procurement
(9)	Head of the Procuring Entity (HOPE)	(19)	Administrative Authority
(10)	Contractor	(20)	Pre-qualification

PPA, 2006
Section 2. Definitions

(21)	Framework Agreement	(30)	Review Panel
(22)	Advertisement	(31)	In written
(23)	Person	(32)	Public Procurement
(24)	Professional & Intellectual Services	(33)	Public fund
(25)	Rule	(34)	Supplier
(26)	Physical Services	(35)	Short List
(27)	Standard	(36)	Related Services
(28)	Evaluation Committee	(37)	Services
(29)	Responsive		

PPR, 2008
Rule 2. Definitions

(1)	Approving Authority (AA)	(16)	Responsive
(2)	Approval process	(17)	Contract Price
(3)	Secondary Places or Places	(18)	Contractor
(4)	Delegated Procurement	(19)	Day-works
(5)	Act	(20)	Schedule
(6)	Delegation Of Financial Power (DOFP)	(21)	Defect
(7)	Applicant	(22)	Defects Correction Certificate
(8)	e-Govt Procurement	(23)	Defects Liability Period
(9)	Opening Committee	(24)	Tender or Proposal
(10)	Multiple Dropping	(25)	Tender Document
(11)	Quotation	(26)	Tenderer
(12)	Works	(27)	Day
(13)	Procurement	(28)	Force Majeure (Unexpected Event)
(14)	Procuring Entity (PE)	(29)	Moral Rule
(15)	Head of the Procuring Entity	(30)	Goods

PPR, 2008
Rule 2. Definitions

(31)	Guidelines	(46)	Evaluation Committee
(32)	Project Manager	(47)	Evaluation Report
(33)	Intended Completion Date	(48)	Review Panel
(34)	Public Procurement	(49)	In written
(35)	Provisional Sum	(50)	Completion Date
(36)	Administrative Authority	(51)	Public fund
(37)	Pre-qualification	(52)	Supplier
(38)	Form or Format	(53)	Short List
(39)	Framework Agreement	(54)	Related Services
(40)	Advertisement	(55)	Sub-consultant
(41)	Person	(56)	Sub-contractor
(42)	Professional & Intellectual Services	(57)	CPTU
(43)	Physical Services	(58)	Services
(44)	Standard	(59)	Conflict of Interest
(45)	Primary Place		

PPR, 2008- At a Glance

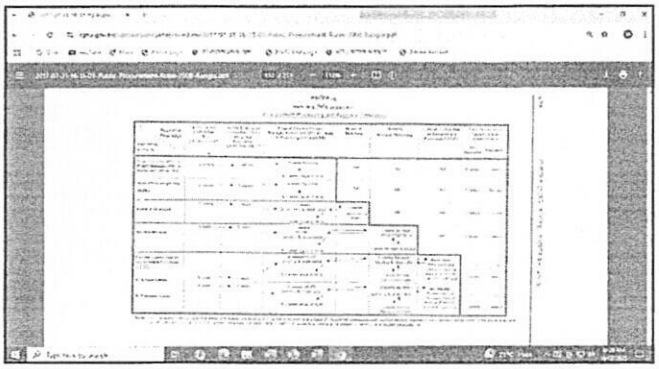
CHAPTER ONE - PRELIMINARY AND DEFINITIONS (Rule 1 to 3)
CHAPTER TWO - PREPARATION OF TENDER OR PROPOSAL COMMITTEE, ETC (Rule 4 to 12)
PART – 1 Preparation (Rule 4 to 6)
PART – 2 Committees (Rule 7 to 12)
CHAPTER THREE - PRINCIPLES OF PUBLIC PROCUREMENT (Rule 13 to 60)
PART – 1 General Guidelines (Rule 13 to 18)
PART – 2 Tender Validities and Security Deposits (Rule 19 to 28)
PART – 3 Preparation of Specifications and Maintaining Confidentiality (Rule 29 to 32)
PART – 4 Rejection of Tenders, Proposals etc. (Rule 33 to 35)
PART – 5 Approval Procedure, Notification of Award and Publication (Rule 36 to 37)
PART – 6 Contract Administration and Management (Rule 38 to 42)
PART 7 Maintaining Records of Procurement (Rule 43 to 44)
PART- 8 Procurement Post Review (Rule 45 to 46)
PART- 9 Qualification of Persons (Rule 47 to 53)
PART – 10 Joint Ventures (Rule 54)
PART – 11 Conflict of Interest (Rule 55)
PART – 12 Complaints and Appeals (Rule 56 to 60)

PPR, 2008- At a Glance

CHAPTER FOUR - METHODS OF PROCUREMENT FOR GOODS AND RELATED SERVICES, WORKS, PHYSICAL SERVICES AND THEIR USE (Rule 61 to 89)
PART – 1 National Procurement – Open Tendering (Rule 61 to 62)
PART – 2 National Procurement – Limited Tendering Method (Rule 63 to 64)
PART – 3 National Procurement – Two Stage Tendering Method (Rule 65 to 68)
PART – 4 National Procurement – Request for Quotation Method (Rule 69 to 73)
PART – 5 National Procurement – Direct procurement Method (Rule 74 to 82)
PART – 6 International Procurement (Rule 83 to 85)
PART – 7 Framework Contracts (Rule 86)
CHAPTER FIVE - PROCESSING OF PROCUREMENT (Rule 90 to 102)
PART – 1 Advertisement (Rule 90)
PART – 2 Pre-qualification (Rule 91 to 93)
PART 3 Processing of Tenders (Rule 94 to 102)
CHAPTER SIX - PROCUREMENT OF INTELLECTUAL AND PROFESSIONAL SERVICES (Rule 103 to 126)
PART – 1 Methods and Procedures (Rule 103 to 112)
PART – 2 Processing of Expressions of Interest and Proposals (Rule 113 to 117)
PART – 3 Evaluation of Proposals, Negotiations and Completion of the Process (Rule 118 to 126)
CHAPTER SEVEN - PROFESSIONAL MISCONDUCT (Rule 127)
CHAPTER EIGHT - Governance of Procurement (Rule 128)
CHAPTER NINE - MISCELLANEOUS (Rule 129 to 130)

PPR, 2008: Schedules

Schedule No	Subject Matter
Schedule I	STDs/RFPs
Schedule II	Times & Values
Schedule III	Procurement Processing, Approval Timetable & Flow Charts of Methods
Schedule IV	Processing, Approval Procedure
Schedule V	Procurement Plan
Schedule VI	Contract Award, Reporting Format
Schedule VII	Notification of Award
Schedule VIII	Procurement Records
Schedule IX	Consultant Conflict of Interest
Schedule X	Invitation for Enlistment/ Invitation for Tenders
Schedule XI	Request for EOI
Schedule XII	Tender/Proposal Submission Forms
Schedule XIII	Code of Ethics for Public Procurement-2007
Schedule XIV	Purchase Proposal to Cabinet (CCGP)



What is Procurement Method?

Act [Section- 31-34 & 37-39]

Procurement Method is the Procedure used in converting requirements or requisitions into Purchase Orders or Contracts

Established by PPA and elaborated in PPR
(as we heard earlier)

☆ Ensuring Value for Money ☆

Rules- 61,62,69,74 & 103,104

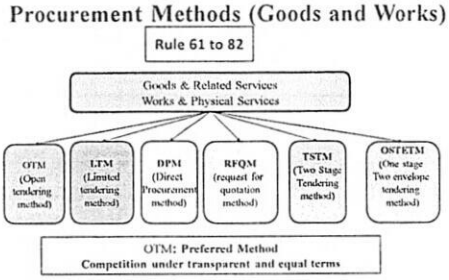
Selection of Procurement Methods

- DCP Low value Goods, urgent and essential Services (Maintenance, repairs, transportation etc.) Tk 25 thousand each case; max^{m}10 lakh per year.
- Force Account (Each case Max. Tk 3 lakh/year) May be used for hiring of direct Labour for departmental needs
- Direct Contracting : Very urgent or essential nature, such as transportation services, event management (Only one Supplier or Contractor to submit an offer)-Tk 50 thousand to 20 lakh; Emergency Procurement arising from Natural disasters (50 lakh to 5 Crore)
- RFQ procurement of readily available low value standardised Goods, Works or physical Services subject to the financial limitation (Goods 3 lakh; 15 lakh per year; works 6 lakh each case, 25 lakh per year)

Selection of Procurement Methods

- LTM : Civil (Construction, Maintenance, Physical services etc.)/Mechanical/Electrical (Goods 25 lacs, works 3 crores)
- Goods & Works of specialized nature/Available only from a limited number of suppliers/An urgent need for Procurement/ Competitive tendering impractical

Procurement Methods (Goods and Works)



Procurement Methods (Goods & Works)

Sl	Procurement Method		Rule
1	Open Tendering Method	OTM	Rule 61-62
2	Limited Tendering Method	LTM	Rule 63-64
3	Two Stage Tendering Method	TSTM	Rule 65-68
4	One Stage Two Envelops Method	OSTEM	Rule 68A-D
5	Request for Quotation Method	RFQM	Rule 69-73
6	Direct Procurement Method	DPM	Rule 74-82

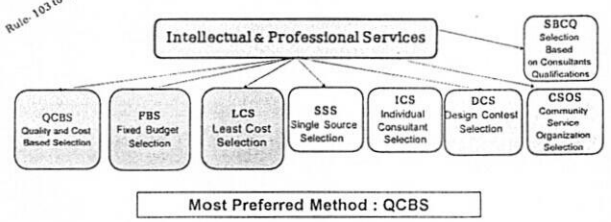
Procurement Methods

Intellectual & Professional Services

Methods of procurement for Services depend on the conditions to meet the Procuring Entity's specific needs

Choosing a method is contract strategic

Procurement Methods:
Intellectual & Professional Services



Methods of Service Procurement

Sl	Procurement Method	Short Form	Rule
1	Quality and Cost Based Selection	QCBS	Rule 105
2	Fixed Budget Selection	FBS	Rule 106
3	Least Cost Selection (Max^m 50 lacs)	LCS	Rule 107
4	Selection Based on Consultants Qualifications	SBCQ	Rule 108
5	Community Service Organization Selection	CSOS	Rule 109
6	Single Source Selection (For Firm 20 lacs, For Individual Consultant 10 lacs)	SSS	Rule 110
7	Design Contest Selection	DCS	Rule 111
8	Individual Consultant Selection	ICS	Rule 112

Goods/Works & Services

Differences

Goods/Works	Services
➢ Product based – physical deliverables	➢ Knowledge based – intellectual deliverables
➢ Open competition, can be with Pre-qualification	➢ Open followed by short-listing
➢ Public opening of Tenders	➢ Non-Public Opening of technical proposals
➢ Price is a major evaluation factor	➢ Quality is a prime evaluation factor

More follows

Goods/Works & Services

Differences

Goods/Works	Services
➢ Tender Security	➢ No such security
➢ Detailed Specifications	➢ Terms of Reference
➢ Single Envelope (Except OSTETM)	➢ Two Envelope
➢ No negotiations (Except Direct Procurement)	➢ Negotiations mandatory
➢ Tender Documents (TD) are used	➢ Requests for Proposals (RFP) are used

Short-listing is a particular characteristic

Important Rules of PPR, 2008

PPR Rule	Subject Matter
Rule 4	Preparation of Tender Document
Rule 7	Tender Opening Committee (TOC)
Rule 8, 9 & 10	Tender Evaluation Committee (TEC)
Rule 11	Approval of Tender or Proposal
Rule 15 & 16	Annual Procurement Plan (APP) Sec 11 of PPA
Rule 17	Lot, Package etc.
Rule 19 to 21	Tender Validity)
Rule 22 to 26	Tender Security
Rule 27	Performance Security)
Rule 28	Retention Money
Rule 29	Specification
Rule 33	Rejection of Tender/Proposal/Quotation
Rule 36	Approval of Procurement

Important Rules of PPR, 2008

Rule 61 to 82	Procurement Methods for Goods, Works & Physical services
Rule 83 to 87	International Tender
Rule 88	Purchase for Embassy and Nat'l Flag Carrier Vehicle (Sec 35)
Rule 89	Framework Agreement (Sec 36)
Rule 90	Advertisement (Sec 40)
Rule 91	Pre-qualifications by OTM for large and Complex nature
Rule 95	Tender Preparation and Submission by Tenderer
Rule 97	Tender Opening
Rule 98	Tender Evaluation
Rule 99Ka	Application of Lottery
Rule 102	NOA & Contract Signing
Rule 103 to 112	Intellectual & Professional Services
Rule 113 to 126	REOI and RFP; Processing and Evaluation of Technical and Financial Proposal for IP Services, Preparation of TOR
Rule 127	Negotiation
Rule 127	Professional Misconduct and Offences
Rule 128	e-GP/ e-Tendering (Sec 65)

Important Sections of PPA, 2006

- Section 11 – APP (Annual Procurement Plan)
- Section 19 (1)- LTM Works 5% (+/-) – Rejection of Tender- **Repealed**
- Section 31 (3)- OTM Works 10% (+/-) – Rejection of Tender **Amended**
- Section 36 – Framework Agreement (For OTM and LTM)
- Section 40 – Advertisement
- Section 65 – e-GP/E-Tendering
- Section 68 – Procurement in case of Emergency Situation/Disaster (By CCEA)

Methods of Service Procurement (Rule 103-112)

Rule-103(4)

Preferred Methods

Two options according to nature & complexity

(a) Quality & Cost Based Selection (QCBS):

Consider the quality & cost of the services- **Master plans, Feasibility studies, Design studies**

(b) Fixed Budget Selection (FBS):

Available budget is fixed- **For relatively simple assignment that is precisely defined**

Procurement Method	Example of Services
Least Cost Selection (LCS)	audits, architectural & engineering design of non-complex works
Community Service Organization Selection (CSOS)	selection of reputable NGOs, Community Service or Voluntary Non-profit Organizations for implementation of community development projects
Single Source Selection (SSS)	for low value small assignments
Individual Consultant Selection (ICS)	Tender Document, Procurement assistances, Construction supervision, Project management
Selection Based on Consultants Qualifications (SBCQ)	executive assessment of strategic plans, high level, short-term legal expertise, project review expert
Design Contest Selection (DCS)	Conceptual design for Monument, Museum, Research Centre, HQs etc.

Use of Consultants

Key areas

Preparation Services
Sector studies, Master plans, Feasibility studies, Design studies etc.

Implementation Services
Tender Document, Procurement assistances, Construction supervision, Project management, Quality management

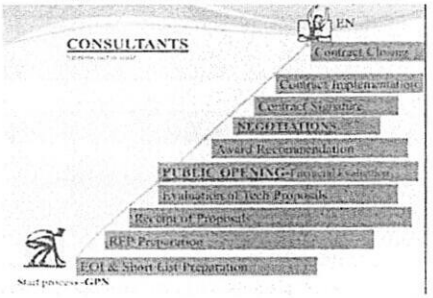
Advisory services
Policy and strategy, Institution building, Training, Technical/Operation advice

May also be unique and complex

Methods of Service Procurement (Rule 103-112)

Preferred	QCBS	Quality and Cost Based Selection
		Short listed consultants compete on the basis of quality and cost
	FBS	Fixed Budget Selection
		Simple and specific nature of services with a fixed budget
Prior Approval of HOPE or AO	LCS	Least Cost Selection (Max^m 50 lacs)
		Standard or routine nature, and where the cost of the service is within the financial threshold
	SSS	Single Source Selection (For Firm 20 lacs, For Individual Consultant 10 lacs)
		Continuation of on-going or just completed, low value, speedy selection in emergency situation, rare experience/qualification, urgent need (catastrophic event)
	CSOS	Community Service Organization Selection
		Overall knowledge of community needs, local issues and community participation are paramount
	ICS	Individual Consultant Selection
		Qualified individual expert while no team work is required
	SBCQ	Selection Based on Consultants Qualifications
		Very small high quality assignments, preparation & evaluation of competitive proposal is not justified
	DCS	Design Contest Selection
		Technical excellence and innovation are of prime considerations

Stages of selection for Consultants



Splitting Procurement Object (Item, Lot & Package)

Item
- A single article or unit in a list
- With an identified quantity 1.2.3.....etc.

Lot
- A multiple number of items grouped together.
- Any number of items can form a lot.

Section 11(5) & Rule 17

Package
- A multiple number of lots grouped together.
- No package can have more than 5 lots.

Package/lot options

Consider the following **Procurement object** as an example:
Office equipment consisting of 36 items, namely 10 PC, 5 Printers, 1 Server, 4 Executive desks, 6 Office desks, 4 Executive chairs and 6 Office chairs

One Package for One Contract

Two Packages for Two Contracts

Five Lots for Five Contracts

Important Issues in PPA & PPR

Sl	Subject Matter	Rule
1	Methods for Goods & Works Procurement	Section 31-34/ Rule 61-82
2	Advertisement/Tender Invitation	Section 40/ Rule 90
3	Different Committees for Tender/Proposal	Section 6-7/ Rule 7, 8, 9
4	Tender Validity	Section 14-Ka/ Rule 19-21
5	Tender Security	Section 14/ Rule 22-26
6	Performance Security	Section 14/ Rule 27
7	Tender Approval	Rule 11, 36
8	e-GP	Section 65/ Rule 128
9	Specification/TOR/BOQ	Section 15/ Rule 29
10	Annual Procurement plan (APP)	Section 11/ Rule 15-17
11	Framework Agreement	Section 36/ Rule 89

Important Issues in PPA & PPR

Sl	Subject Matter	Rule
12	Methods of Service Procurement	Section 37-39/ Rule 103-112
13	Embassy/Foreign Mission & Nat'l Flag Carrier	Section 35/ Rule 88
14	Concession Contract (BOT, BOO etc)	Section 66/ Rule 129
15	Professional Misconduct & Offences	Section 64/ Rule 127
16	Negotiation	Section 60/ Rule 122-123
17	Lottery	Section 49/ Rule 98-Ka
18	Tender Evaluation	Section 48/ Rule 98
19	e-GP	Section 65/Rule 128
20	NOA & Contract Signing	Section 52/ Rule 102
21	Tender Document Preparation	Section 5 & 12/ Rule 4, 6, & 94-96

Public Procurement Committees
PPA: Section 6 & 7

6 Different Types of Committees

1. Official Cost Estimate Committee (OCEC)
2. Tender/Proposal Opening Committee (TOC/POC)
3. Tender/Proposal Evaluation Committee (TEC/PEC)
4. Technical Sub-Committee (TSC)
5. Enlistment Committee (EC)
6. Technical Inspection and Acceptance Committee (TIAC)

(Rule-7, 8, 16 & 52)

Public Procurement Committees

Sl	Name of the Committee	No of Members	Rule
1.	Official Cost Estimate Committee (OCEC)	3	R-16(5) Ka & Kha
2.	Tender/Proposal Opening Committee (TOC)/(POC)	3	Rule 7
3.	Tender/Proposal Evaluation Committee (TEC)/(PEC)	5 to 7	Rule 8
4.	Technical Sub-Committee (TSC)	3	Rule 8(14)
5.	Enlistment Committee (EC)	3	Rule 52
6.	Technical Inspection and Acceptance Committee (TIAC)	3	

Official Cost Estimate Committee (OCEC)
Rule 16.5 (Ka & Kha)

- **3 Members (2 from concerned PE, 1 from other PE)**
- When Official Cost Estimate exceeds budget, it needs approval by HOPE
- When Official Cost Estimate within budget, it needs approval by PE

Tender/Proposal Opening Committee (TOC/POC)
Rule-7

- 3 Members (2 from concerned PE, 1 from other PE)
  For PE's 2 members, 1 from TEC

Enlistment Committee (EC)
Rule 52(3)

- 3 Members (2 from concerned PE, 1 from outside PE)
  For PE's 2 members, 1 from PE's Technical units
- HOPE or AO approves the list and PE updates on annual basis
- Updates also need approval

Tender/Proposal Evaluation Committee (TEC/PEC)
Rule 8

- Minimum 5 members and maximum 7 members (i.e. 5 to 7 members)
- At least 2 members from outside
- For PE's members, officers from Finance, Commercial or Technical units
- Officers from PE's line Ministry/Division/Agency
- For outside/external members, officers or specialists from other Ministry/Division/Agency or Universities/professional bodies/eminent specialists
- Officers with sound procurement knowledge, qualifications and high integrity should be preferred.

Technical Sub-Committee (TSC)
Rule 8 (14)

- Maximum 3 members
- Other Experts can be included
- TSC is procurement specific

PEC for Low value procurement
Rule 9 Schedule II

- Minimum 3 members **(2 from concerned PE)**
- 1 from outside (within same Ministry/Division/Agency)

Goods and Related Services	Up to Tk 25 lakh (OTM & LTM) Up to Tk 5 lakh (DPM) Up to Tk 10 lakh (RFQM)
Works and Physical Services	Up to Tk 50 lakh (OTM & LTM) Up to Tk 10 lakh (DPM) Up to Tk 10 lakh (RFQM)
Services	Up to Tk 50 lakh (LCS) Up to Tk 5 lakh (SSS)

Important Rules of PPR 2008

- Rule 4 : Preparation of Tender Documents
- Rule 7: Tender or Proposal Opening Committee
- Rule 8: Evaluation Committee
- Rule 11: Tender or Proposal approval, etc.
- Rule 14 : Forms of communication

Important Rules of PPR 2008

- Rule 15: Procurement Planning
- Rule 16: Preparation of Procurement Plan, etc.
- Rule 17: Splitting of an Object of Procurement
- Rule 19: Determination of Validities

Important Rules of PPR 2008

- Rule 22: Tender Securities
- Rule 25: Forfeiture of Tender Security
- Rule 27: Performance Security

Important Rules of PPR 2008

- Rule 29: Procedure for the Preparation of ***Technical Specifications***
- Rule 30: Procedure for the Preparation of Terms of Reference
- Rule 33 : Rejection of Tenders, Proposals or Quotations
- Rule 38: Contract Administration
- Rule 42: Termination of Contracts

Important Rules of PPR 2008

- Rule 43: Maintaining Records of Procurement
- Rule 45 : Procurement Post-Review
- Rule 48: Qualifications of Persons
- Rule 51: Pre-Qualification Procedure
- Rule 54: JVCA (Joint Venture Consortium Association)

Important Rules of PPR 2008

- Rule 55: Conflict of Interest
- Rule 57: Submission of Complaints
- Rule 58 : Formation of Review Panels

Important Rules of PPR 2008

- Rule 61: Use of Open Tendering Method
- Rule 63: Use of Limited Tendering Method
- Rule 65: Use of Two-Stage Tendering Method
- Rule 68A: Use of One-Stage Two Envelop Method
- Rule 69 : Use of RFQM
- Rule 74: Use of Direct Procurement Method

Important Rules of PPR 2008

- Rule 89: Framework Agreement
- Rule 90: Advertisement

Important Rules of PPR 2008

- Rule 97: Opening of Tenders
- Rule 98: Evaluation of Tenders
- Rule 100 : Post-Qualification
- Rule 101: Approval Process
- Rule 102: Notification of Award and Signing of Contract

Important Rules of PPR 2008

- Rule 105: Quality and Cost Based Selection (QCBS)
- Rule 106: Selection under Fixed Budget Method
- Rule 107: Selection under Least Cost Method
- Rule 108: Selection Based on Consultant's Qualification (SBCQ)
- Rule 109: Selection amongst Community Service Organizations (CSOs)

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Important Rules of PPR 2008

- Rule 110: Single Source Selection (SSS)
- Rule 111: Selection of Consultants under Design Contest Selection (DCS)
- Rule 113: Submission of EOI
- Rule 116: Preparation of Terms of Reference (TOR)

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Important Rules of PPR 2008

- Rule 119: Evaluation of Technical Proposal
- Rule 120: Evaluation of Financial Proposal
- Rule 121: Combined Evaluation
- Rule 122: Negotiation

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Important Rules of PPR 2008

- Rule 127: Professional Misconduct
- Rule 128: e-Government Procurement (e-GP)
- Rule 129: Concession Contracts

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Direct Procurement Method (DPM)
(PPR Rule 74 to 82)

Direct Procurement Method

Rule- 74

- Procurement from one source
- Not competitive & not transparent process
- Could encourage abuse or fraud
- Never use for favoring a supplier/contractor or to discriminate among suppliers/ contractors

HOPE shall strictly control use of DPM

Forms of Direct Procurement

Rule- 75 *Forms of DPM as mentioned ...*

- Direct Contracting
- Additional Delivery
- Repeat Order
- Variation Order
- Extra Work Order 3

Apart from these:
- Cash Purchase
- Force account

Direct Cash Purchase (DCP)

Rule- 81

DCP

Low value Goods, urgent and essential Services → Tk 25,000 (each case)

Example: Maintenance, repairs, transportation etc → Annual Aggregate Tk. 10 lakh

- The purchase must be completed through an officer or a procurement committee consisting of no more than 3 (three) members.
- Payment can be made in cash or by cheque.
- No purchase order or contract signature is required.

Force Account

Rule- 82.

FA

May be used for hiring of direct Labour for departmental needs → Each case Max. Tk 3 lakh

Purchase of Materials, tools and rental of additional equipment required to perform departmental work: Use other methods (RFQ, Direct Contracting etc.)

Under Approved Budget: Rule-74(3)

Direct Contracting

Only one Supplier or Contractor to submit an offer

Rule -76

- Proprietary nature which can be obtained only from the proprietary source
- Critical plant components according to previously established contract condition
- Exclusive dealer or manufacturer which does not have sub-dealers

Direct Contracting

Rule- 76

- Emergency Procurement arising from Natural disasters within the thresholds → Maximum Tk. 50 lakh each case, in special case 5 crore with approval of secretary (For above Threshold Section- 65 of Act)
- Very urgent or essential nature, such as transportation services, event management → Varies between 50 thousand to 20 lakh (separate for Revenue & Dev. Budget)

Nat'l Flag Carrier- 50 lakh (each case) Rule 88 (2) Fuel, parts and emergency repair

Direct Contracting

Rule- 76

- Direct contracting with local communities in projects with poverty alleviation objectives

Mentioned in the Project Document

PIC procure small works, material and direct labour

Financial Threshold

Rule-77 & 78

1. Additional Deliveries of Goods and Repeat Orders
2. Variation or Extra Work Orders

→ Up to 15% of the original Contract price to be approved by original AA

Exception → Exceptional cases urgently necessary to complete → Beyond 15% to 50% to be approved by next higher authority

DPM (Threshold)

Category	Each case Max[m]	Total in a FY Max[m]
DPM		
Direct Cash Purchase (DCP)	25 thousand	10 lakh
Force Account (FA) hiring labour	3 lakh	3 lakh
Very urgent or essential nature/ Event management/Transportation	50 thousand	20 lakh
Direct Contracting (post disaster/Nat'l Flag Carrier)	50 lakh	5 crore
Development/Revenue Budget (Direct Contracting)		
District Office	50 thousand	2 lakh
Division/Regional Office	1 lakh	5 lakh
Attached Department/Directorate	2 lakh	10 lakh
Ministry/Division	5 lakh	20 lakh

Request For Quotation (RFQ) Method
(PPR Rule 69 to 73)

Request For Quotation Method: Definition

Act [Section- 32]

"Quotation" means the priced offer in writing received from Tenderers/Suppliers for the procurement of readily available standardised Goods, Works or physical Services subject to the financial limitation as prescribed by the Rules

•unit rate
•lump sum
•cost+fee

Request For Quotation Method (RFQM) Rules [Rule- 69 to 73]

Request For Quotation (RFQ) Method

- At least 3 responsive quotations (min[m] 5 quotations to be issued)
- Receiving priced offer in writing from potential Tenderers/Suppliers
- procurement of readily available low value standardised Goods, Works or physical Services
- No Tender Security
- No Performance Security/Prior experience is not mandatory
- RM (Retention Money) to be kept
- No TOC, only TEC
- No Public Advertisement, only Circular by PE's Website, Notice Board, Issuing Letter by post, E-mail/Fax
- No Contract signing for Goods, only Purchase Order
- Contract for Works and Physical Services
- Valid and Updated Trade License, Latest TIN Certificate, Vat Registration Certificate, Bank Solvency Certificate

Threshold for RFQ Method

RFQM

	Revenue Budget (Max[m])	
G ➡	3 lakh (each case)	15 lakh in a year
W & P.S ➡	6 lakh (each case)	25 lakh in a year
	Development Budget (Max[m])	
G ➡	5 lakh (each case)	30 lakh in a year
W & P.S ➡	10 lakh (each case)	60 lakh in a year

BD Foreign Mission – 20 lakh (each case) Rule 88(1)
Nat'l Flag Carrier- 15 lakh (each case) Rule 88(2)

Limited Tendering Method (LTM)
(PPR Rule 63 to 64)

LTM: with Threshold

Rule- 63(1Gha)&(2)

- From enlisted Suppliers or Contractors
  - ➢ Max.Tk. 25 lakh for Goods and related services and "Stand alone service"
  - ➢ Max. Tk. 3 Crore for Works and Physical services
- If tender price exceeds the specified threshold → Approval of Contract by next higher authority required

Contracts for Physical Services may be renewed on annual basis or for a shorter period

LTM: without Threshold

Rule- 63

1. ➢ G&W of specialized nature
   ➢ Available only from a limited number → Aircraft, locomotives, specialized medical equipment, telecommunication equipments, silos, ports, harbours
2. ➢ An urgent need for Procurement
   ➢ Competitive tendering impractical → Not foreseeable and because of delay
3. ➢ Policy of standardization → Computers, laboratory equipment, research equipment

Threshold for LTM

- Goods & related services
  - Upto 25 lakh (each case)
- Works & physical services
  - Upto 3 crore (each case)

Lists

Type - examples

- Civil (Construction, Maintenance, Physical services etc.)
- Mechanical
- Electrical
- Others/Miscellaneous according to PE use

Limited Tendering with Threshold

Enlistment– [Rule 52]

This method presupposes list of approved, qualified suppliers/contractors

Enlistment means engaging or securing a Person/Undertaking for his/her service or support for a possible future contract in the procurement proceedings

Enlistment Fee- Tk 5000/= Renewal Fee Tk 2000/=

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Invitation under LTM

Rule- 64

- For Goods of a specialized nature invite from the potential Suppliers directly
- For Procurement under Rule- 63(2), invite Tenders from enlisted Suppliers or Contractors

Parallel adv. in PE's website, if any, and in brief in the local publications is recommended

Method with Limited Competition

Some provisions for LTM with Threshold

Rule- 63, 64 (below Thresholds)

- LTM may be applied:
  - when time required and costs of going through OTM are high compared to value of contract
- Estimated contract value shall be stated in Bill of Quantities (Works below threshold)
- Tender security shall not be made mandatory
- Yes, performance security
- In case of procurement under Rule 63(2) Lump-sum Tender document may be used on the basis of Activity Schedule

Open Tendering Method (OTM)
(PPR Rule 61 to 62)

Features of OTM (A-31 & R-61)

- Most preferred method to procure goods + related services; works + physical services;
- Providing opportunity for competition with equal and non-discriminatory terms;
- Tender invited through public advertisement;
- Govt. own factories or enterprises may participate in the public tenders;
- Minimum time allowed for tenderers to prepare and submit the tenders;
- An urgent national need time may be reduced;
- Only to pre-qualified applicant, if pre-qualification is done;
- Sign contract with the lowest evaluated responsive tenderer;
- Flow chart should be followed as per schedule;

TSTM

Rule- 65

Turnkey Contracts or Contracts for large complex nature of plants

Supply, installation and commissioning of Processing Plants or works of complex nature, Communication Technology

- Not possible complete technical specifications in advance
- PE lacks the capability to prepare specifications
- Alternative Tech. approaches may not be available within the knowledge of PE

Two-Stage Tendering Method (Competitive)

OSTETM

Applicable for same contracts as TSTM, but PE is capable of preparing the complete tender documents, incorporating full specifications, Bill of Quantities, Schedule of Requirements, Designs etc.

One-Stage-Two-Envelope Tendering Method (Competitive)
Only national procurement

Thresholds for Different Procurement Methods

Threshold

Goods & related services		Works & Physical services	
Upto 25 lakh	➡ OTM/LTM	Upto 3 crore	➡ OTM/LTM
Upto 5 lakh	➡ DPM/RFQM	Upto 10 lakh	➡ DPM/RFQM

Financial Thresholds for Different Methods

Budget	Goods & Related Services		Works & Physical Services	
	Each case max^{m}	Annually max^{m}	Each case max^{m}	Annually max^{m}
Revenue	3 lakh	15 lakh	6 lakh	25 lakh
Development	5 lakh	30 lakh	10 lakh	60 lakh

Limited Tendering Method (LTM)	
Rev/Dev	25 lakh / 3 crore

Direct Procurement Method (DPM)		
Direct Cash Purchase [low value Goods, urgent and essential Services, Maintenance, repairs, transportation etc.]	Each case max^{m}	Annually max^{m}
	25 thousand	10 lakh
Force Account (each case/annual)	3 lakh	
Direct Contracting (Revenue/Development Fund)	Each case	Maximum
Emergency/Natural Disaster	50 lakh	5 crore
Very urgent or essential nature/event management	50 thousand	20 lakh
Q Asst Level	50 thousand	2 lakh
Division/Regional	1 lakh	5 lakh
Attached Dept/Directorate/Department	2 lakh	10 lakh
Ministry/Division	5 lakh	20 lakh

Procurement of Intellectual & Professional Services

QCBS or Quality & Cost Based Selection - Unlimited

LCS Least Cost Selection- Max^{m} Tk 50 lacs

SSS or Single Source Selection –

For Firm Tk 20 lacs

For Individual Consultant Tk 10 lacs

Tender Validity, Tender Security & Performance Security

Tender Validity (Rule 19-21)	Tender Security (Rule 22-25)	Performance Security (Rule 27)
60 to 120 days (validity period starts from tender opening up to Contract Signing)	(2% to 3% of Official Cost Estimate Rounded Fixed Amount	5% to 10% of Contract Price for Goods & Works (Maximum 25%) 3% to 5% for IP Services

(If Official Cost Estimate is 5 lacs, 3% is 15,000/=, 2% is 10,000/=;
So Tender Security can be fixed as 9,000/= Or 14,000/=)

Tender Security

Rule-22

Fixed amount within 2% of Official cost estimate in item by item tendering

Fixed amount not more than 3% of Official cost estimate in others cases

For National

Bank Draft

Pay Order

Bank Guarantee

For International

Only in the form of Bank Guarantee issued by an Internationally reputable Bank

- No Tender security for DPM, RFQM and LTM

Forfeiture of Tender Security (PPR Rule 25)

A Tender Security shall be forfeited if the tenderer

(a) withdraws his Tender after the opening of Tenders but within the validity of the Tender security ; or

(b) refuses to accept a Notification of Award ; or

(c) fails to furnish performance security, if so required; or

(d) refuses to sign the Contract; or

(e) does not accept the correction of the Tender amount following the correction of arithmetic errors pursuant to Rule 98 (11).

Return of Tender Security (PPR Rule 26)

26. Return of Tender Securities.|— (1) No Tender securities shall be returned to the Tenderers by the Tender Opening Committees (TOC) after the opening of Tenders

(2) No Tender security shall be returned to the Tenderers before contract signing, except to those who are considered non-responsive

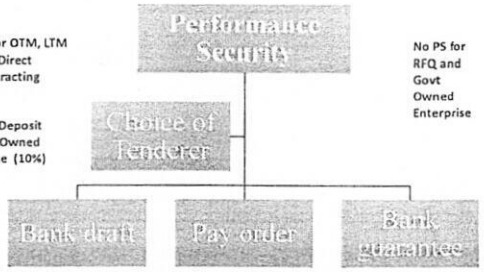
(3) Tender securities of non-responsive Tenders shall be returned immediately after the Evaluation Report has been approved by the Procuring Entity

(4) Tender securities of the responsive Tenderers shall be returned only after the the lowest evaluated responsive Tenderer has signed the contract and submitted the performance security, even before the expiration of the validity period.

Performance Security

PS for OTM, LTM and Direct Contracting

Security Deposit for Govt Owned Enterprise (10%)

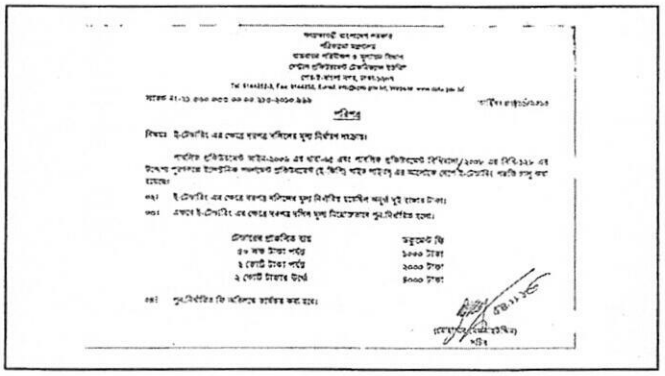


No PS for RFQ and Govt Owned Enterprise

Performance Security

Rule-27

Divisible Products	5% of contract value
Goods & services	10% of contract value
Works	5-10% of contract value
Physical Services	5% of contract value
Goods transportation	5% of contract value/ 10% of goods value
Limited tendering	3-5% of contract value
Front loading	25% maxm of contract value
Intellectual services	3-5% of contract value



Sell of Tender Documents

Rule- 94

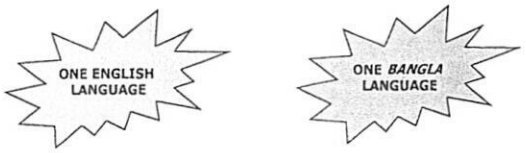
Cost estimation	Documents fee
Upto 50 lakh	1 000 tk
Upto 2 crore	2 000 tk
Above 2 crore	4 000 tk

- No tender documents fee for RFQM

Rule- 90(2) Advertisement

Choosing News Paper

Choosing National Level Newspapers of wide daily circulation commonly known and ubiquitously accepted; carefully applying sound judgment



Avoid controversy in choice

Rule- 90(2)

Choosing News Paper

- Shall advertise in maximum 1 local or regional Govt. media listed newspapers for a maximum of 1 day;
  - when estimated cost is more than Tk. 50 lakh and PEs are outside Dhaka, in addition to national daily
- reduce the size of the advertisement when cost is a factor and higher the number of newspapers
- ensure publication in each copy of every edition of the day if more than ONE edition on that particular day

➢No Advertisement for RFQ and DPM

Follow-up publication

Advertisement Rule 90(1)

Advertisement by Procuring entity (PE) for-

- ✓Invitation for Prequalification (IFPQ)
- ✓Invitation for Enlistment(IFE)
- ✓Invitation for Tender(IFT)
- ✓ Request for Expression of Interest (REOI)

Tender Submission Timeline

Rule- 61

OTM

Upto 2 crore	≥ 14 Days
2-5 crore	≥ 21 days
Above 5 crore	≥ 28 days
disaster emergency	≥ 10 days

Re-tender

Upto 2 crore	≥ 10 days
disaster emergency	≥ 7 days
Others cases	≥ 14 days

OTM (Int'l) Irrespective of Value≥42 days

OTM (Int'l) ≥28 days

OSTETM: same as OTM

Tender Submission Timeline

Rule- 64, 71

OTM	
All cases	≥ 14 days
Emergency purchase	= 7 days
National emergency	< 7 days
Retender	≥ 7 days

TSTM	
1st stage Technical proposal	≥ 42 days
2nd stage Final tendering	≥21 days

Normally re-tender/re-invitation (REOI) ≤10 days

Honorarium for TEC and TSC Members

Procurement Threshold	Honorarium	Comments
Above Tk 10 Crore	Every Member Tk 3000/= per meeting	For TEC: Each case for max^{m} 3 meetings
Above Tk 1 Crore up to 10 Crore	Every Member Tk 2000/= per meeting	
Above Tk 10 lakh up to 1 Crore	Every Member Tk 1000/= per meeting	For TSC: Each case for max^{m} 2 meetings
Up to Tk 10 lakh	Every Member Tk 600/= per meeting	

Tender Approval

According to DoFP

• Ministry • Division • Department • Directorate	• Corporation • Autonomous/semi-autonomous Body	• Company
• HOPE (CEO, SECY) • PD • PM • AO • MINISTER • CCGP	• HOPE (CEO, SECY) • PD • PM • AO • BOARD OF DIRECTORS • MINISTER • CCGP	• Under company's own administrative & financial rules

DoFP: Ministry/Division/Department/Directorate/Autonomous Body

In Crore Tk

Revenue	Adviser/ Minister	CCGP	HOPE	Board of Directors	Chief Executive
Goods	50	>50	2	30	8
Works	100	>100	5	30	16
Services	20	>20	1	8	2

Development Budget	Adviser/ Minister	CCGP	HOPE	Board of Directors	Chief Executive
Goods	100	>100	20	30	20
Works	100	>100	30	30	25
Services	30	>30	7	8	7

Thank You

Q & A

Methods of Procurement For Goods & Works

Contents of Session 1.3

- i. NCT, Open Tendering Method (OTM)
- ii. NCT, Limited Tendering Method (LTM)
- iii. NCT, Two Stage Tendering Method (TSTM)
- iv. NCT, One Stage Two Envelope Tendering Method (OSTETM)

Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-62: NCT, Other Methods for Procurement of Goods, Works

Distinct Methods

Rule- 62

Goods & Related Services
Works & Physical Services

- **OTM** Open Tendering Method
- **LTM** Limited Tendering Method
- **DPM** Direct Procurement Method
- **RFQM** Request for Quotation Method
- **OSTETM** One Stage Two Envipe Tendering Method
- **TSTM** Two-Stage Tendering Method

Compliance with the conditions specified in the Rule

OTM: Preferred Method
Competition under non-discriminatory and equal terms

Taking into account the thresholds and conditions

Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-61: NCT, Open Tendering Method (OTM)

Key aspects

- **Invite Tenders from Eligible Tenderers through public advertisement**
- **Allowing min^{m} time for submission as specified**
- **Allow Government owned factories or enterprises if they establish that they are legally and financially autonomous**
- **Urgent National need; GoB may reduce time as per recommendation of CCEA.**
- **Issuance of TD to Pre- qualified applicants only in case of Pre-Qualification**

Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Time for Submission: OTM (National)

Up to Tk. 2 Crore	≥ 14 CD
above Tk. 2 Crore up to Tk. 5 Crore	≥ 21 CD
Above Tk. 5 Crore	≥ 28 CD
Emergency following Catastrophe	≥ 10 CD

Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Time for Re Tender: OTM (National)

Up to Tk. 2 Crore	≥ 10 CD
Disaster Situation	≥ 7 CD
All other cases	≥ 14 CD

Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Limited Tendering Method (LTM)

- ❑ A PE may maintain list(s) of enlisted Tenderers for use LTM, and in such cases the Person's qualifications shall be reviewed and updated on an annual basis.
- ❑ The PE may invite potential Suppliers and Contractors to submit documents in support of their qualifications for enlistment.

LTM 2 types → without threshold
LTM 2 types → with threshold

Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-63: LTM, Without Threshold

1. ➢ G&W of specialized nature ➢ Available only from a limited number → Aircraft, locomotives, specialized medical equipment, tele-communication equipment's, silos, ports, harbours
2. ➢ An urgent need for Procurement ➢ Competitive Tendering impractical → Not foreseeable and because of delay
3. ➢ Policy of standardization to reduce maintenance cost & limit the stock of spare parts → Computers, laboratory equipment, research equipment

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Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-63: LTM , With Threshold

From enlisted Suppliers or Contractors if contract price is relatively less compared to cost and time of Tender Processing

- ➢ Max. Tk. 25 lakh for Goods and related services and "Stand alone service"
- ➢ Max. Tk. 3 Crore for Works and Physical services

Tender price if exceeds the specified threshold → Approval of Contract by next higher authority required

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Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-63 & 64: LTM , Invitation

- The Limited Tendering Method shall not be used without prior approval of the HOPE or AO
- The submission of Tender Security and Retention money shall not be mandatory but the submission of Performance Security shall be required.
- For Goods of a specialized nature invite from the potential limited Suppliers directly
- Procuring Entities, who maintain updated lists of enlisted Suppliers or Contractors may invite Tenders from those enlisted Suppliers or Contractors.
- Parallel ad. in PE's website, if any, and in brief in the local publications is recommended

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Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-64: LTM , Time for Submission

Aspects		Time
All cases		Not less than (14) days
except	Urgent need for Procurement	(7) days 63(b)(c)
	National disasters	Below 7 days
	Re-Tendering	Not less 7 days

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Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-65: TSTM

Turnkey Contracts or Contracts for large complex nature of plants → Supply, installation & commissioning of processing plants or works of complex nature, Communication Technology

- ➢ Not possible Complete technical specifications in advance
- ➢ PE Lacks the capability to prepare Specification
- ➢ Alternative Tech. approaches may not be available within the knowledge of PE

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Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-66: Procedures for TSTM

In the First-Stage, PE shall invite Technical proposals through advertisement on the basis of a conceptual design

The advertisement shall state the criteria to determine responsiveness of a Technical Proposal in which–

- the relative managerial & technical competence
- the effectiveness and future adaptability
- No Tender Security
- Tenderers describes the technical performance, quality & other characteristics of the G & W
- Tenderers comment upon the terms & conditions suitable for executing contract performance

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Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-66: TSTM, Time for Submission

Aspects	Time
Technical Proposal 1st Stage	Min. 42 days
Priced 'best & final' Tenders 2nd Stage	Min. 21 days

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Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-67 : Evaluation of TSTM 1st stage

The Evaluation Committee shall

- review the Technical Proposals (TP) in order to identify responsive proposals
- engage in separate discussions, with responsive Tenderers concerning any aspect of their Proposals
- issue Minutes of Tender Adjustments' to each responsive Tenderer that outlines the changes required in its Technical Proposal.
- be submitted the Evaluation Report including draft minutes of the adjustments signed by the concerned Tenderers and TEC members

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Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule- 68: Evaluation of TSTM 2nd stage

The Procuring Entity shall

- revise the Tender Documents to reflect the agreed new technical scope and set out the detailed tender evaluation criteria for the Second Stage Tenders.
- maintain the confidentiality of the Tenderers' TP used in the first stage, In revising the Tender documents in the second stage
- invite all responsive tenderers of 1st stage to submit their priced 'best and final' Tenders, in accordance with the requirements of the 2nd Stage Tender Document and Minutes of Tender Adjustments within 21 Days
- follow the same procedures as of OTM for the Tender submission, opening, evaluation and award of the Contract at the 2nd stage.

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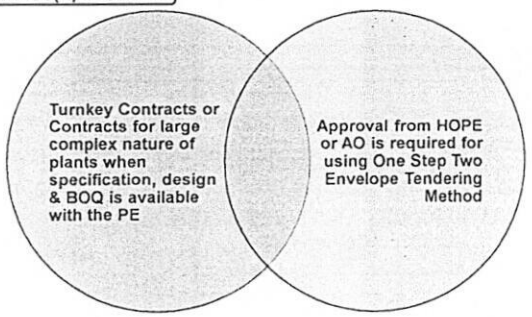
Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-68(a) : OSTETM



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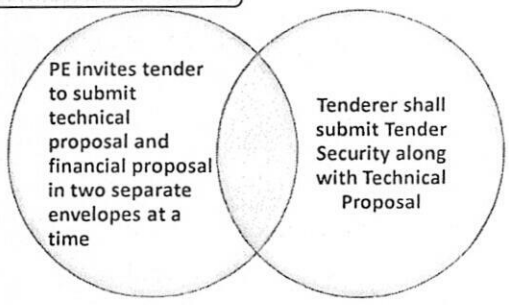
Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-68 (b): OSTETM Procedure



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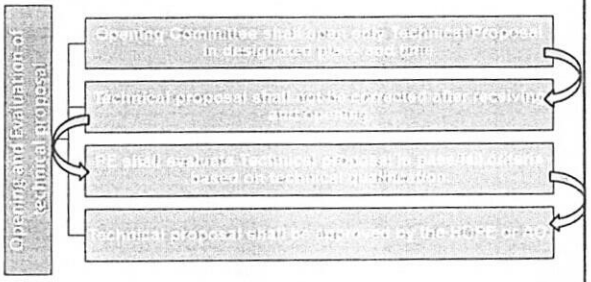
Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-68 (c): OSTETM



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Methods of Procurement (Goods & Works): OTM, LTM, TSTM & OSTETM

Rule-68 (d) : OSTETM

Opening and Evaluation of Financial Proposal

- PE shall only open the financial proposal of the technically responsive tenderer after approval of the technical report.
- The financial offer of all the technically responsive tender shall be opened and finalize the lowest evaluated tenderer.
- After signing of the contract, the technically non-responsive tenderer shall be informed and returned the unopened financial offer.

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Methods of Procurement For Goods & Works

Contents of Session: 1.3.1

- NCT, Request for Quotation Method (RFQM)
- NCT, Direct Procurement Method

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Methods of Procurement (Goods & Works): RFQM

Rule-69: RFQM: Definition

"Quotation" means the priced offer in writing received from Tenderers/Suppliers for the procurement of readily available standardised Goods & low value Works or physical Services subject to the financial limitation as prescribed by the Rules

- unit rate
- lump sum
- Cost + Fee

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Methods of Procurement (Goods & Works): RFQM

Rule-69 (1,2,3): RFQM

Conditions and Procedures

PE may use RFQ Method for Procurement of off-the-shelf Goods and related Services and low value simple Works and physical Services

The HOPE shall strictly control the use of the RFQ Method in order to ensure no abuse and its use by PE is restricted to the specified items

A decision to use RFQ Method shall be approved in writing by the HOPE or AO unless the RFQ method was scheduled in the Approve Procurement Plan

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Methods of Procurement (Goods & Works): RFQM

Rule-69 (4): RFQM: Conditions and Procedures

Justification: the use of the RFQ Method

- PE shall not to use to bypass more competitive tendering methods
- PE shall not split large potential contracts solely to allow the use of RFQM .
- Complex Documentation or all the formalities of a full Tendering process is not required

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Methods of Procurement (Goods & Works): RFQM

Rule-69 (5): RFQM: Procedures

Quotations for low value simple Works or physical Services may be requested in the form of –

- unit rate prices, provided quantities can be estimated correctly;

Or

- "cost plus fee" arrangements, when quantities cannot be reasonably determined;

Or

- a lump sum, if an accurate cost estimate can be prepared for the Works or physical Services

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Methods of Procurement (Goods & Works):RFQM

Rule-69 (6): RFQM: With Thresholds

- Readily available Off-the-shelf Goods
- Low value simple Works and physical Services

	Revenue (Max^m)
G	Tk. 3 lakh (Each case.) Annual aggregate Tk. 15 lakh
W	Tk. 6 lakh (Each case) Annual Tk. 25 lakh
	Development (Max^m)
G	Tk. 5 lakh (Each case) Annual Tk. 30 lakh
W	Tk. 10 lakh (Each case) Annual Tk. 60 lakh

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Methods of Procurement (Goods & Works):RFQM

Rule-70: Documentation Needed for the RFQ Method

- The RFQ shall contain a clear statement concerning the PE's requirements.
- Tenderers may be required to furnish documentary evidence(s) by providing a valid trade license, Tax Identification No. (TIN), VAT registration and Bank solvency certificate.
- Tenderers shall be requested to quote prices or rates in a process similar to those in OTM.
- The evaluation criteria to be used shall be stated in the RFQ document.
- PE shall use the standard Document specified for RFQ Method (PG-1, PW-1).
- No Tender or Performance Securities are required.

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Methods of Procurement (Goods & Works):RFQM

Rule-71: Procedures for use of RFQM

- The PE shall invite quotations by letter, fax or electronic mail.
- No advertisement in newspaper ; but in PE's Website & Notice Board.
- The PE shall not charge any fees for the RFQ Document.
- The PE shall request quotations from as many Tenderers as practical but not less than 5 Tenderers
- PE shall obtain and compare at least three (3) responsive quotations.
- Same Tenderers should not always invited to quote.

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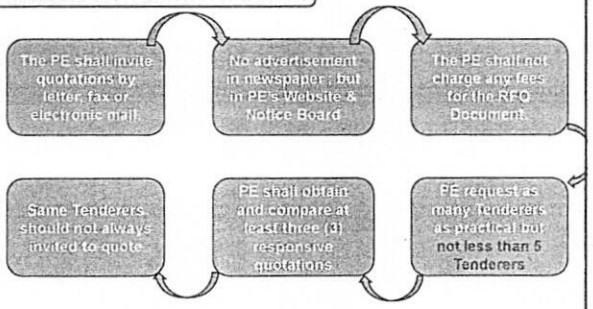
Methods of Procurement (Goods & Works):RFQM

Rule-71: Procedures for use of RFQM



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Methods of Procurement (Goods & Works):RFQM

Rule-71:RFQM: Time for Submission

Reasonably Justifiably minimum → Not more than ten (10) days

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Methods of Procurement (Goods & Works):RFQM

Rule-72 : Submission of Quotations

- ☐ The Tenderer shall have the choice to submit its offer in a sealed envelope clearly marked on the top as 'Quotation' or by fax or e-mail.
- ☐ PE shall stamp all quotations, received sealed or otherwise, indicating both the date and time of receipt and shall submit without opening to the Chairperson of the TEC for evaluation.
- ☐ The PE, unless there is extreme urgency or there are not already three (3) or more responsive quotations available, may give reasonable amount of additional time for other Tenderers to submit quotations.

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Methods of Procurement (Goods & Works):RFQM

Rule-73 : Evaluation of Quotations and Issuance of Purchase or Work Order

All quotations shall be examined based on requirements specified in the RFQ.

A slightly higher price may be justified for faster delivery or immediate availability in cases of extreme urgency

The winning Tenderer shall be notified immediately by sending purchase order for Goods or by inviting to sign a standard contract for Works.

Methods of Procurement (Goods & Works):DPM

Rule-74&75: Direct Procurement Method (DPM)

The PE may use the DPM for Procurement for Goods and Related Services, Works and Physical Services from one source without going through Tendering.

The decision to use this method shall be approved by the HOPE or AO in order to ensure that there is no abuse.

FORMS

Direct Contracting	Additional Delivery or Repeat Order	Variation Order	Extra Work Order	Direct Cash Purchase	Force Account

Methods of Procurement (Goods & Works): DPM

Rule-76(1): DPM: Direct Contracting (without threshold)

Only 1 Supplier/Contractor

- Proprietary nature which can be obtained only from the proprietary source
- Critical plant components from a specific manufacturer according to condition precedent
- Sold by exclusive dealer or manufacturer which does not have sub-dealers
- Procurement of perishable commodities such as fresh fruit, vegetables or other similar items
- Procurement of goods and related services under exceptionally advantageous conditions, provided that those are of the latest production, unused and are covered by manufacturer's warranty

Methods of Procurement (Goods & Works): DPM

Rule-76(1): DPM: Direct Contracting

Only 1 Supplier/Contractor

- Procurement of agricultural products directly from the farmers when the Government decides
- In special case of procurement of Goods and Related services assembled and produced in govt owned industry or factory, imported products are not in the category of produced products
- Small Scale local industries for specialized product, specification approved by agencies
- Not interchangeable with existing equipment in case of spare parts

Methods of Procurement (Goods & Works): DPM

Rule-76(1):DPM: Direct Contracting (Threshold)

- Emergency Procurement arising from Natural disasters within the thresholds
- Very urgent or essential nature, such as transportation services, event management

For above Threshold Section-63 of ACT

Maximum Tk. 50 lakh each case annual aggregate 5 crore.

As per Limit of revenue & Development Budget

Methods of Procurement (Goods & Works):DPM

Rule-69 (6): Direct Contracting : With Thresholds

Very urgent or essential nature, such as transportation services, event management

In Special Case HOPEs Approval Required

Revenue (Max[m])	
Ministry	Tk. 5 lakh (Each case.) Special case Tk. 20 lakh
HOPE	Tk. 2 lakh (Each case.) Special case Tk. 10 lakh
Div./ Reg.	Tk. 1 lakh (Each case.) Special case Tk. 5 lakh
District	Tk. 0.5 lakh (Each case.) Special case Tk. 2 lakh

Methods of Procurement (Goods & Works):DPM

Rule-69 (6): Direct Contracting : With Thresholds

Very urgent or essential nature, such as transportation services, event management

In Special Case HOPEs Approval Required

Development (Max[m])	
Ministry	Tk. 5 lakh (Each case.) Special case Tk. 20 lakh
HOPE	Tk. 2 lakh (Each case.) Special case Tk. 10 lakh
PD (A type)	Tk. 1 lakh (Each case.) Special case Tk. 5 lakh
PD (B type)	Tk. 0.5 lakh (Each case.) Special case Tk. 2 lakh

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Methods of Procurement (Goods & Works): DPM

Rule-76(2,3): DPM: Direct Contracting

For Emergency Procurement above the thresholds , the Government may use the direct procurement method following the recommendation of the Cabinet Committee on Economic Affairs.

Direct contracting with local communities in projects with poverty alleviation objectives

- Mentioned in the Project Document following the Operation Manual
- procure small works, material and direct labour

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Methods of Procurement (Goods & Works): DPM

Rule-76(4,5): DPM: Direct Contracting

Local Govt. Institutions may, procure small works, goods and direct labour following procedures & financial limits specified in the guidelines issued by the LGD

- Project Implementation Committee (PIC)
- Scheme Implementation Committee (SIC)
- Labour Contract Samity (LCS)

- Contracts for stand- alone Services may be renewed on annual or term basis, not more than twice, if the original contract was awarded on competitive basis. Catering services, security services, courier services and other similar

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Methods of Procurement (Goods & Works): DPM

Rule-77:DPM: Additional Delivery or Repeat Order

- Repeat order of similar nature
- Contract value within 15% of original contract value
- No Procurement by repeat orders for the purpose of evading the necessity of the alternative methods of Procurement
- in the case of an extension of existing contract, the original Contract must be competitive.

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Methods of Procurement (Goods & Works): DPM

Rule-78:DPM: Variation Orders or Extra Work Orders

Within the general purview and physical boundary of the project*

PE → Any increase or decrease in quantities, introduction of new work items → Original Contractor

New works, not included in the original contract

Due to change of plans, design

or

Unknown physical conditions at the site

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Methods of Procurement (Goods & Works): DPM

Rule-79: DPM: Thresholds

HOPE Authorizes 10% of ACP [OCP + Approved VOs] in emergencies Rule-80(4)

1. Additional Deliveries/ Repeat Orders
2. Variation Orders/Extra Work Orders
3. Modifications

→ 15% of the OCP by authority approved the Contract

Exception → Urgently necessary to complete or not separable → Beyond 15% to 50% by authority higher than the Approving Authority above

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Methods of Procurement (Goods & Works): DPM

Rule-80: DPM: Price of Variation/EWO

- if items of additional works are same the applicable unit price of work items in the original contract shall be used for payment of those additional work items;
- for new items of works that are not included in the original Contract, the unit prices of the new work items shall be based on –
  - ✓ the direct unit costs used in the original Contract for other items
  - ✓ Fixed prices acceptable to both parties based on market price
  - ✓ The direct cost of item based on above rate combined with mark-up factor.

43 of 46

Methods of Procurement (Goods & Works): DPM

Rule-81: DPM: Direct Cash Purchase (DCP)

DCP

Low value Goods and urgent and essential Services → Maxm. Tk 25,000 (each case)

Example: Maintenance, repairs, transportation & other services etc. → Annual Aggregate maxm. Tk. 10 lakh

May form a Committee of 3 members
Payment may be made by CASH or CHEQUE
No Purchase Order or Contract Agreement

44 of 46

Methods of Procurement (Goods & Works): DPM

Rule-82: DPM: Force Account

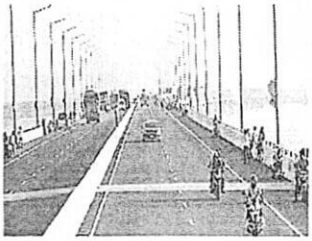
FA → Used for hiring of Direct labour for departmental needs → Each case; Annual Aggregate maxm. Tk 3 lakh

45 of 46

Thank You!

46 of 46

Welcome to the Electronic Government Procurement (e-GP) System



Facilitated By
Md. Masud Ahmed
Deputy Director, BPATC
Email: mahmedbpatc@gmail.com

Presentation Outline

- ❑Basics Goals and Principles Pubic Procurement
- ❑About e-GP System
- ❑e-GP at a Glance
- ❑Terms of e-GP
- ❑Base of e-GP Guideline
- ❑e-GP Requirements
- ❑TEC & TOC Formation in e-GP
- ❑Security System of e-GP
- ❑Present Statistics of e-GP System
- ❑Advantages of e-GP
- ❑Limitations of Present e-GP System

What Does Procurement Mean?

Procurement means the purchasing or hiring of Goods, or acquisition of Goods through purchasing and hiring, and the execution of Works and performance of Services by any contractual means

Public Procurement is Procurement using Public Funds

What Does we Procure?

1. **Goods**
2. **Works**
3. **Services**

Join by Web PollEv.com/masudahmed030 Join by Text Send masudahmed030 to 37607

WHAT ARE THE GUIDING DOCUMENTS FOR PUBLIC PROCUREMENT 0

PPA-2006 AND PPR-2008 (A)

PPA-2006 AND PPR-2008, DoFP (B)

SEE MORE

Guiding Documents
PPA & PPR

PPA 2006 and PPR 2008

2/8

PPA 2006 & PPR 2008

Guiding principle in designing PPA & PPR

Primary legislation *focuses on main public procurement issues*

PPA 2006

Secondary legislation *addresses those in details for a proper and effective public procurement*

PPR 2008

Main Goals & Principles of Procurement

(1) Competition (Section 13)

How to ensure competition?

- Access to information for all
- Objective terms
- Clear criteria for qualification and evaluation
- Minimum time limits for submission of tenders
- Non-discrimination

Goals & Principles elaborated in Rules (PPR 2008)

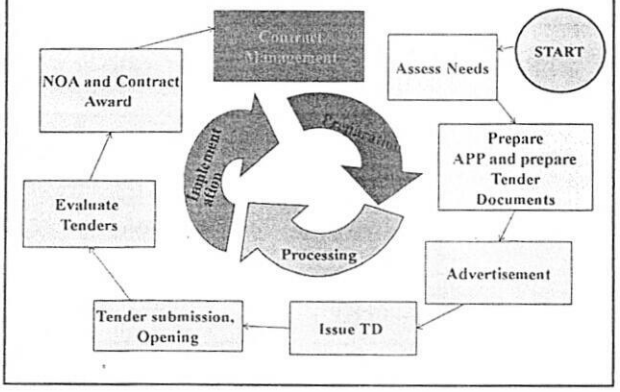
Main Goals & Principles of Procurement

2. Most Preferred Methods
3. Maintain standard of documents
4. Precise specification or TOR
5. Maintain integrity
6. Transparency
7. Accountability
8. Evaluation of tenders in compliance with pre-disclosed criteria (Section 48)
9. No negotiations in open tendering procedures as the main rule (Section 49)

Main Goals & Principles of Procurement

11. Mandatory negotiations in case of consultancy services (Section 60)
12. Contract award (Section 21-23 & 51-53)
    - Approval of successful tenderer
    - Notification of award to successful tenderer - NOA
    - NOA shall be published
    - Signing of contract
    - Notifying un-successful tenderers
13. Contracts shall be administered and managed according to PPR
14. Records of procurement shall be maintained

Procurement Cycle



e-GP System & Its Vision

Web-based system which encompasses the total procurement cycle and records all procurement activities & provides tender opportunities to all potential tenderers from Bangladesh and abroad.

The **vision** is to enhance the ***efficiency***, ***Accountability***, and ***transparency*** in public procurement through the implementation of a comprehensive e-GP solution to be used by all government organizations in the country.

About e-GP System

Owned and Operated by : e-GP

Provides on-line platform :

Supported by : THE WORLD BANK

Ensures : Efficiency, Transparency, Accountability

Terms of e-GP

- PE-Procuring Entity
- HOPE-Head of Procuring Entity
- AU-Authorized User
- AO-Authorized Officer
- TEC-Tender Evaluation Committee
- TOC-Tender Opening Committee
- NOA-Notification of Award
- PA-Procuring Agency
- APP-Annual Procurement Plan

Basis of e-GP

- According to section 65(2) of Public Procurement Act, 2006 the Govt. of Bangladesh introduced a guideline named "Bangladesh e-Government Procurement Guidelines".
- In the section 128 of Public Procurement Rules, 2008 also suggested to use e-GP System.
- "Bangladesh e-Government Procurement Guidelines" published on the Bangladesh Gazette on1st February, 2011.

e- GP Requirements

- Users Registration
- Should have email address, which will be used for login to e-GP Portal
- Need to be sincere about giving password, when login; **if user gives 3 times wrong password then that user id will be blocked.**
- PC with Internet Connection
- **Need certified browsers of Mozilla Firefox, Google Chrome and Internet explorer**

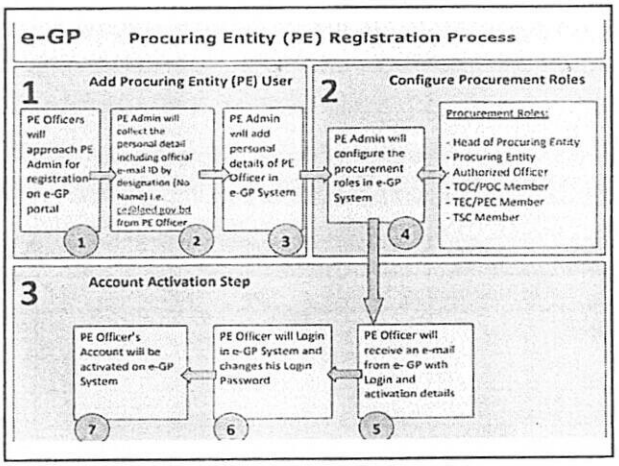
e-GP Admin

Three types of Admin in e-GP System

1. System Admin:
CPTU, IMED control every things of e-GP System

2. Organization Admin:
Computer Section of BPATC, Creation of PE Offices and Designations

3.PE Admin:
Every PE Office has PE Admin for user creation and user activities selection



Steeps in e-GP

- Office Registration and Organization Admin Creation by CPTU
- PE Office, Designation and User Creation
- APP Creation and Approval by HOPE
- APP Publishing and Tender Creation
- TEC Formation and Approval by HOPE
- TOC Formation and Approval by HOPE

Steeps in e-GP.....

- **Documents Creation (TDS, Technical Specification, Required Papers, etc)**
- **Notice Preparation and HOPE Approval for publishing the Tender**
- **Notice, Tender will live in e-GP**
- **Bidder will see notice, buy documents and submit Tender through online**
- **Due time opened by TOC**
- **Evaluation by TEC**

Steeps in e-GP.....

- **Evaluation approval by HOPE**
- **NOA Issuing by PE**
- **Bidder will accept NOA**
- **Contract Award to Bidder**
- **Releasing Tender Security**
- **Releasing Performance Security after warranty period**

TEC & Formation in e-GP

- ➢TEC is consisted with maximum three members.
- ➢Two members must be selected from PE Office.
- ➢Another member from other PE Office.
- ➢Even TEC may be consisted with only two members from PE Office.

- ✓TOC is consisted with two members.
- ✓One member must be selected from PE Office.
- ✓Another member must be selected from TEC.

TEC & Formation in e-GP

	TOC		TEC	
	Manual Tender	E-GP System	Manual Tender	E-GP System
Member Required	3	2	5-7	3
	One member outside the Org./PE	Both can be from the same PE but 1 must be from the TEC	At least 2 member from outside the Org./PE	2 members from PE office, 1 Other PE

Security system in e-GP

- ➢After using three times wrong password, user will be blocked;
- ➢When user will log in the system, then user will see last log in time;
- ➢Submitted tenders are encrypted by Mega Hash Function;
- ➢After opening members of TOC will decrypt;

E-GP : How we are doing

Period	Tenderers	Contract Awarded	Value Cr BDT
Jun-12	295	14	24
Jun-13	1,067	498	496
Jun-14	9,238	8,436	5,704
Jun-15	15,559	26,102	20,352
Jun-16	27,258	75,983	66,993
At Present	**1,28,066**	**6,86,697**	**8,11,709**

Present Statistics of e-GP System

e-Tender/e-Proposals	: 7,77,059
Amount	: Tk 610,000 crore
Registered govt. Agencies)	1478
Registered Banks & Branches	54 & 8K+
Registered Development Partners	16

"Bangladesh spends approximately over $10 billion annually on public procurement, comprising about 80% of its annual development program and 45% of total budget. Therefore, only about 1% savings of waste in procurement can build over 2000 more primary schools or 1500 km additional rural roads." CPTU

e GP Status of BPATC FY-17-18

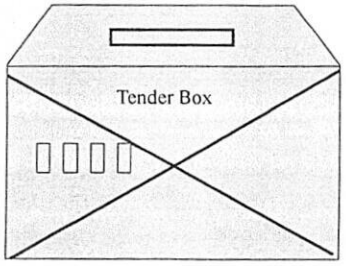
S.L	Item Name	Status
01	No. of PE Office	1
02	Tender Invited	12
03	Contract Awarded	11
04	Under Preparation and Live Tender	00 & 00
05	Estimated Budget of contract awarded tender	5.01 Crore
06	Real Cost of contract awarded tender	4.29 Crore
07	**Wastage minimized/Savings from Estimated Budget(5-6)**	72.00 Lac
08	Savings in %	14.37%

Impacts of e GP

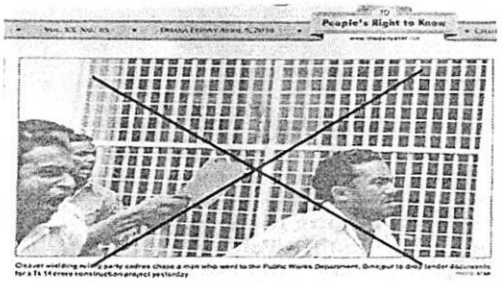
Item Name	2011-12	2018-19
Publication of procurement notices	-	100 %
Publication of information of contract award	-	100 %
Procurement lead time	95 days	43
Timely Tender Awarded	10%	90%
Share of rejected bids decreased	8%	3%
Average number of Bidders	4	22
Procurement Accomplished Electronically	-	65%

Improved market access and bidding environment compared to manual bidding

Advantages of e-GP



Advantages of e-GP.....



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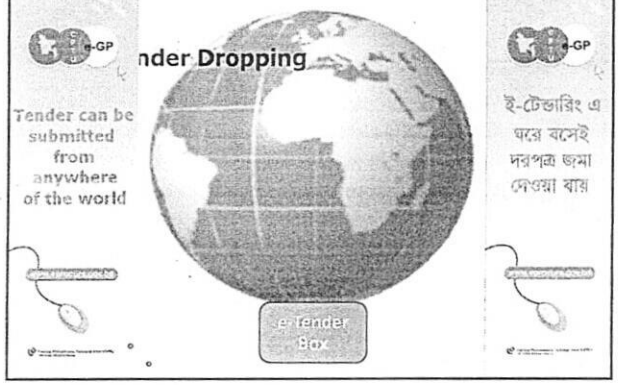
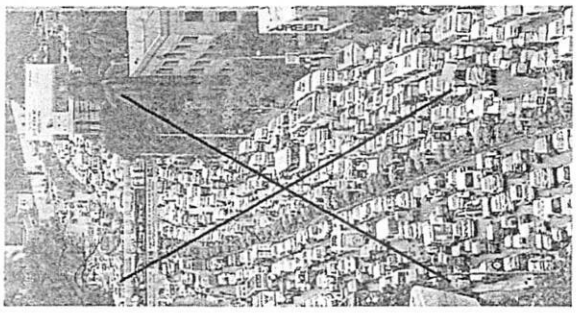
Advantages of e-GP...



User Alert System in e-GP

WWW.eprocure.gov.bd

Advantages of e-GP...



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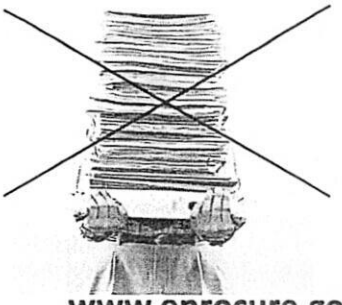
Advantages of e-GP...



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Advantages of e-GP...

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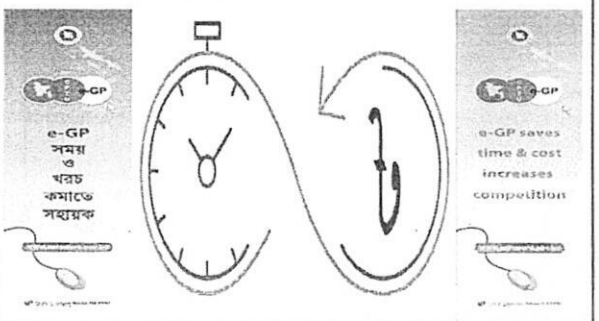
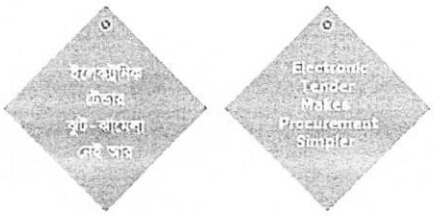
Advantages of e-GP...



Advantages of e-GP...



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Limitations of e-GP system

- Service Procurement till not included;
- Updated browsers are not supported;

Thank You

8.6.8

Session: M5-3

Act [Section- 57]

Request for Proposal (RFP) & Proposal Data Sheet (PDS)

Rules [Rule-117]

Applicability

Standard RFP for Selection of Consulting Firm (National) PS7

Lump Sum – Above Tk. 1 crore

Request for Proposal (RFP) Document

Topics Covered

1. Instructions to Consultants (ITC)
2. Proposal Data Sheet (PDS)
3. General Conditions of Contract (GCC)
4. Particular Conditions of Contract (PCC)
5. Proposal & Contract Forms
6. Terms of Reference (TOR)

A Letter of Invitation (LOI) also included in the RFP

Letter of Invitation (LOI)

Rule 117 (6) Contents of LOI

- Name of PE
- Source (s) of funds
- Brief description of objectives and scope of assignment
- Names of short-listed firms
- Method of selection
- Date, time & address of Pre-proposal meeting, if required
- Acknowledgement of receipt of LOI by Consultant
- Confirmation of Consultant's intention to submit proposal & whether it intends to associate with any other Consultant

To invite short-listed Consultants

Some Distinct Provisions of ITC

Rule- 117(10) & 117(19)

Validity of Proposal:

Normally between 60 & 120 days

Time for preparation & submission of Proposal:

Minᵐ 28 days for National Procurement

Minᵐ 42 days for International Procurement

Proposal Currency and Taxes

ITC 27 & 29

Proposal Currency:

All prices to be quoted in Bangladesh Taka for National Procurement

Taxes:

The Consultant is subject to local taxes on amounts payable by the PE as per the Applicable Law

Proposal Documents

ITC 21

Proposal prepared by the Consultant shall comprise:

- Technical Proposal
- Financial Proposal
- Any other document required as stated in PDS

Proposal Preparation

ITC 22

The Consultant shall-

- examine in detail documents comprising the RFP
- prepare Technical Proposal using Forms as furnished in Section 5A: Technical Proposal; Standard Forms
- submit Financial Proposal using Forms as furnished in Section 5B: Financial Proposal; Standard Forms

Material changes, alterations to format & filling in blank space-failing may cause rejection of proposal

Technical Proposal Preparation

ITC 23

- JV or sub-consultancy, as appropriate, is permissible
- Association among the short-listed consultants in the form of JV and subconsultancy not allowed
- Association with other Consultants (not short-listed or not applied) in a JV is only permitted with prior permission of Client
- Sub-consultancies in no event relieve the short-listed Consultant from contractual obligations

Consultants' Conflict of Interest

ICT 9

If any Consultant has earlier been engaged by a Client to supply Goods, perform Works or provide physical services for a project, then that Person and any of its associates or affiliates shall be disqualified from providing consulting services related to those Goods, Works or Services ... and vice versa

- Such conflict may be disclosed during the Shortlisting process
- A thorough investigation shall be performed during the evaluation process

Technical Proposal Preparation

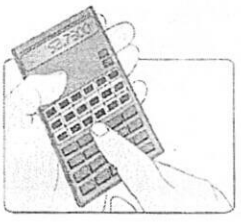
ITC 23

- QCBS/LCS – Estimated No. of Professional staff-months indicated in PDS; available budget not disclosed
- FBS – Normally no. of Professional staff-months not disclosed; available budget disclosed (excluding applicable Taxes)
- Proposed Professional staff must have at least qualification experience stated in PDS
- Alternative experts for single position not allowed
- Key-staff (who will be evaluated) not allowed to offer inputs more than one Proposal

Financial Proposal

ITC 25

- All activities and items described in Technical Proposal must be priced separately
- Activities and items described in Technical Proposal but not priced, assumed to be included in the prices of other activities or items [Rule-120 (4)]



Proposal Submission, Opening and Evaluation will be discussed during Evaluation Session

Introducing Proposal Submission Forms

Section 5: Proposal & Contract Forms

Proposal Form	5A:Technical Proposal 5B: Financial Proposal
Contract Form	5C:Contract Agreement 5D: Appendices

5A. Technical Proposal-Standard Forms

- 5A1: Technical Proposal Submission Form
- 5A2: Consultant's Organization and Experience
- 5A3: Comments & Suggestions on TOR and on Services & facilities to be provided by the Client
- 5A4: Description of Approach, Methodology and Work Plan for performing the Assignment
- 5A5: Work Schedule
- 5A6: Team Composition and Task Assignment
- 5A7: Staffing Schedule
- 5A8: Curriculum Vitae for Proposed Professional Staff

All these Forms to be filled in & submitted by the Consultants with Proposals

5A1. Technical Proposal-Submission Form

Contents of the Form

- Location and date
- Name and address of the Clients
- Title of the assignment
- RFP date
- Name and address of associated consultant
  - ✓ JVCA (if any)
  - ✓ Sub-consultancy (if any)
- Undertaking of negotiation within proposal validity period
- Undertaking regarding commencement of the assignment within due date
- Proclamation not engage in corrupt, fraudulent, coercive & collusive practice
- Client's authority to reject proposal
- Authorised signature
- Name & title of the signatory
- Name of Firm
- Address of the Firm

5A2. Consultant's Organization & Experience

Consultant's Experience - Major Work Undertaken during the last Ten Years that best Illustrates Qualifications

Assignment name: Country:
Assignment Location within country: Duration of assignment (months):
Name of Client: Professional Staff provided by your Organization:
No. of Staff:
No. of Person-Months:
Start Date (Month/Year): Completion Date (Month/Year):
Name of Joint Venture Consultants, if any: No. of Person-Months of Professional Staff provided by associated Consultant:
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:
Detailed Narrative Description of Project:
Detailed Description of Actual Services Provided by your Staff:

Firm's Name: Authorized Signature:

5A3. Comments & Suggestions

On the Terms of Reference

[Present and justify here any modifications or improvements to the Terms of Reference the Consultant is proposing to improve performance in carrying out the assignment. Such Suggestions should be concise and to the point, and incorporated in your Proposal]

On Counterpart Staff and Facilities

[Comment here on counterpart staff and facilities to be provided by the Client according to Clause Reference 28.1 of the Proposal Data Sheet including: administrative support, office space, local transportation, equipment, data, etc.]

5A4. Description of Approach, Methodology & Work Plan

- Technical Approach and Methodology
- Work Plan, and
- Organisation and Staffing

5A5. Work Schedule

No.	Activity[1]	Months[2]												
		1	2	4	4	5	6	7	8	9	10	11	12	n
1														
2														
4 4														
5														
n														

1. Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.
2. Duration of activities shall be indicated in the form of a bar chart. Months are counted from the start of the assignment.

5A6. Team Composition & Task Assignments

Name of Staff	Firm/Organization	Area of Expertise	Position Assigned	Task Assigned

5A7. Staffing Schedule

No Name of Staff	Staff-month input by month[1]													Total staff-month input		
	1	2	4	4	5	6	7	8	9	10	11	12	n	Home	Field[3]	Total
1																
2																
3																
n																
										Total						

1. For Professional Staff the input should be indicated individually, for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.)
2. Months are counted from the start of the assignment. For each staff indicate separately staff- month input for home and field work.

5B. Financial Proposal-Standard Forms

5B1:	Financial Proposal Submission Form
5B2:	Summary of Costs
5B3:	Breakdown of Staff Remuneration
5B4:	Breakdown of Reimbursable expenses

All these Forms to be filled in & submitted by the Consultants with Proposals

5B1. Financial Proposal Submission Form

- Location and date
- Name and address of the Client
- Title of the assignment
- RFP date
- Total Cost (in figures and words-excluding local taxes)
- Local taxes
- Undertaking of negotiation within proposal validity period
- Commissions or gratuities offered
- Proclamation not engage in corrupt, fraudulent, coercive & collusive practice
- Client's authority to reject proposal
- Signed
- In the capacity of:
- Duly authorised to sign the proposal on behalf of the Applicant
- Date

5B2. Summary of Costs

Cost Component	Costs
Staff Remuneration (1)	
Reimbursable Expenses (1)	
Total	

1# Staff Remuneration, Reimbursable Expenses and Taxes must coincide with relevant Total Costs indicated in forms 5B3and 5B4.

5B3. Breakdown of Staff Remuneration

Name1	Position2	Staff-month Rate3	Input3 (Staff-months)	[Indicate Sub Cost for each staff] 4
Staff				
		Head Office		
		Field		
			Total Costs	

1. Professional Staff should be indicated individually; Support Staff should be indicated per category (e.g.: draftsmen, clerical staff).
2. Positions must coincide with the ones indicated in Form 5A7.
3. Indicate the total expected input of staff and staff-month rate required for carrying out the activity indicated in the Form.
4. For each staff indicate the remuneration. Remuneration= Staff-month Rate x Input

5B4. Breakdown of Reimbursable Expenses

No.	Description1	Unit	Unit Cost2	Quantity	[Indicate sub cost for each item]3			
	Per diem allowances	Day						
	Travel expenses	Trip						
	Communication costs between [Insert place] & [Insert place]							
	Drafting, reproduction of reports							
	Equipment, Instruments, etc.							
	materials, supplies, etc.							
	Use of computers,							
	Laboratory tests.							
	Subcontracts							
	Other Transportation							
	Office rent, clerical assistance							
	Others (specify)							
Total Costs								

1. Delete items that are not applicable or add other items according to Clause 25.1 of the Proposal Data Sheet.
2. Indicate unit cost.
3. Indicate the cost of each reimbursable item. Cost=Unit Cost x Quantity

Performance Security

Amendment: Rule 27(10)

PE can apply performance security based on the merit of the service, Maximum 3% to 5% of the Contract Price.

Shall not use until PS take place in ITC & GCC of SRFP

Proposal Data Sheet Section 2 of PS7

41.2	The number of points to be given under each of the evaluation criteria are:	
	Criteria, sub-criteria [Normally, sub-criteria are not provided, however, the Client may decide depending on the type of assignment]	**Points**
	(i) Specific experience of the Consultant relevant to the assignment.	**[usually 5 - 10]**
	(ii) Adequacy of the proposed work plan & methodology in responding to the terms of Reference.	
	a) Work plan	[Insert points]
	b) Methodology	[Insert points]
	c) Organization and staffing	[Insert points]
	Total points for criterion (a):	**[usually 20 - 50]**
	(iii) Professional staff qualifications and competence for the assignment	
	a) [Team Leader]	[Insert points]
	b) [Insert position or discipline as appropriate	[Insert points]
	c) [Insert position or discipline as appropriate	[Insert points]
	d) [Insert position or discipline as appropriate	[Insert points]
	e) [Insert position or discipline as appropriate	[Insert points]
	Total points for criterion (iii):	**[usually 40 - 60]**

Section 2. Proposal Data Sheet Part 41.2

41.2 (cont.)	[The number of points to be assigned to each of the above position or discipline shall be determined considering the following four sub criteria and relevant percentage weights:		
	General Qualifications	[insert weight between 20% & 30%	
	Adequacy for the assignment	[Insert weight between 50% & 60%	
	Time with the firm	[insert weight between 15% & 30%	
	Experience in region and language	[Insert weight between 10% & 20%	
	Total Weight:	**100%**	
	(iv) Suitability of the transfer of knowledge (training programme) [Insert sub criteria] See Documents		**[usually 0 - 20]**
	TOTAL POINTS		**100**
41.4	The minimum Technical Points (**Tp**) required to pass is **70**		

Section 2. Proposal Data Sheet Part 41.2 (cont.)

ITC Clause	**Amendments of, and Supplements to, Clauses in the Instruction to Consultants**
45.1	**The weights given to the Technical & Financial Proposals are:** **T=[Insert weight, in between 0.8 & 0.9], &** **F= [Insert weight, in between 0.1 & 0.2]**

For providing Technical & Financial weight ration 90:10 Mandatory requirement of prior approval from CCEA (Amendment 117(24))

A parallel Standard Document

Standard RFP for Selection of Consulting Firm (National) PS8

Rule- 125(3)
Time-based – Above Tk. 1 crore

Lump-sum contra Time-based Contract

Lump-sum

- Recommended when the Scope of the Services is clearly defined
- Consultant's remuneration is linked to the delivery of outputs (reports, etc.)
- Simple administration; the Client needs only to be satisfied with the output

Including all staff costs, sub-consultants costs, reimbursables, and all other costs incurred by the Consultant in carrying out the Services

Lump-sum contra Time-based Contract

Time-based

- Recommended when the Scope of the Services cannot be established with sufficient precision
- or the duration and quantity of services depends on variables that are beyond the control of the Consultant
- or the output required of the Consultants is difficult to assess

more...

Lump-sum contra Time-based Contract

Time-based cont'd

- Consultant provides services on a timed basis according to quality specifications
- Consultant's remuneration is based on
  - agreed unit rates for Consultant staff multiplied by actual time spent by staff in executing the assignment
  - reimbursable expenses using actual expenses and/or agreed unit prices

Requires the Client to closely supervise Consultants and be involved in daily execution of assignment

Module:9
Development Partnerships and Negotiations

91·2

Issues in International Relations An Overview

M Humayun Kabir
Former Ambassador/Secretary
BPATC, 153rd ACAD Course
26 August 2025

1

Preview

- Backdrop
- Norm world
- Resource world

2

Backdrop

- Breakdown in domestic Institutions: In recent years, societies everywhere have become polarized along political, cultural, religious well as economic lines, mostly in response to governance deficits. Rise of extremism, radical nationalism, authoritarianism, racism and xenophobia are some of the examples. Rise of Donald Trump is a classic example.
- Dysfunctional interdependence: A permanent sense of crisis has become the "new normal." The notion of the "polycrisis" seems to have engulfed the entire world. Covid-19 induced created a vulnerability, has been compounded by Wars in Ukraine, and Gaza and Iran.
- Global Order eroding: UN Collective security mechanism practically collapsed after US invasion of Iraq in 2003, Syrian Civil war in 2011 and Russian invasion of Ukraine in 2022 and israeli unprovoked military attack on Iran in June 2025. The liberal international order is openly challenged and people are trying build up alternative global/regional order.
- Return of geopolitics: Return of geopolitics, as manifested by the war in Ukraine and Iran clearly rattled the global security environment by creating complex uncertainties. Regional powers are emerging throwing a new security challenge to smaller nations.
- Emerging technologies and climate risks have compounded the security risks throughout the world. In a 'post truth world' the trust of people on institutions have dramatically eroded raising the fear of social collapse.

Question is: where do the smaller states go and secure their security in such a volatile world?

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Where are we?- Global Norms

- **UN Charter undermined:** Securities of smaller nations was underpinned by their membership in the UN. Global body with high legitimacy- compromised during the Iraq war in 2003, Syrian conflict in 2012 and Ukraine war in 2022 and Iran war in 2025. WTO- global trade template has been flouted by unilateral move by President Trump in April 2025 through his unilateral imposition of reciprocal and other tariffs on almost all nations. National security provision are being applied on trade, damaging the basic principles of trade!
- **New concept of security:** New concept of preemption came into picture after 9/11 events. Extremism and terrorism came up in the agenda of global security discourse. Russia used preemption to attack Ukraine, Israel applied this policy for attacking Iran, India for attacking Pakistan in May. Every country is now vulnerable with little sanctity on sovereignty and territorial integrity.
- **Human rights violated:** Individual rights and privacy became pregnable. Surveillance programme conducted by the US and even in Bangladesh raises questions about privacy and human rights.. Violation of rights and privacy of individuals through intrusive use of technology has gained new currency.

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Geopolitical Risks

- **Unsettled West:** Western powers have become unsure about their own integrity and power. The role of Trump administration and recent initiatives on Ukraine have shown the weakness. Russia seems resurgent even under pressure on the security domain.
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- **South Asia on fire:** Pakistan-India war in last May is still open with Sindoor still active and concern remains of another round. Decision by India to suspend Indus river supply to Pakistan could be the next trigger.
- **China-US hot contest on Taiwan:** South China Sea are remain another sparking point with Taiwan issue. Indian Ocean is also caught in this tension and turmoil.

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Resource world

- **Shifting of global economic center:** Euro-US world to Asian century-Pillars of Asian century-China, India, ASEAN, Japan. In 2050, China could be a $60 trillion economy, India $30 trillion and ASEAN $35 trillion economy. China is already the largest exporter with $3.2 trillion annual export.
- BRICS is a gaining ground as an alternative institutions emerging in the global economic landscape. Share in global trade, investment, technology is growing from the developing world, particularly in the Asian giants. Demography, minerals, human resources are also favouring Asian nations.

6

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Resource world-II

- **US Unilateralism:** President Trump's Liberation day tariff war launched on 2 April 2025 changed the entire landscape of global trade. Imposition of reciprocal and other variety of tariff have rattled the trade regime. Ongoing negotiations are also an imposition of the will of the US on other partners.
- **Friend shoring:** There has been a notable increase in the political proximity of trade since the latter part of 2022. This indicates a reorientation of bilateral trade flows to prioritize countries that share similar political values (friend-shoring).
- **Concerns of debt sustainability**: The current record levels of global debt, coupled with high interest rates, will continue to negatively affect the macroeconomic conditions of many countries. Economies with underlying vulnerabilities could see further increases in borrowing costs. Bangladesh is already facing this challenge.

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Bangladesh

- **Competition intensifying:** Mounting pressure from competing parties- US, China and India. So far Bangladesh has played safe, but lurking security challenge remains.
- **Trade:** Bangladesh trade is still bilateral in nature and based on one way concessions, such as DFQF market access to major export markets. It is still dependent on cheap labour and modest efficiency. Enhanced tariff by the US under Trump administration may challenge our export to US market. Quality is poor due to no or low learning ability among the working population.
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- **Limited physical control:** Compared to nature of evolving threats our capacity is modest and not comprehensive to be effective. Domestic lack of cohesion on key national issues poses the greatest risk for Bangladesh.

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Concluding thoughts

- Volatility is likely to intensify around Bangladesh in the time ahead from three layers-(a) Changing norms, (b) US-China competition, (c)Indo-Chinese tension. Bangladesh may be asked to be a part of that process. Rohingya issue will remain as a challenge, and we must remain alert about any such potential demographic threats in the future. Ongoing 'Revolution' in Myanmar could have huge impact on Bangladesh! Growing communalization of politics in the region could also pose a huge threat to us!
- Fragmented global economy may demand Bangladesh to be more creative and forward looking to protect and promote its economic interests. We may need to build up more connectivity in terms of format and contents, for example.
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Negotiation Dynamics
An Introduction

M Humayun Kabir
Former Ambassador/Secretary
BPATC, ACAD Course
26 August 2025

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Preview

- Conflict dynamics
- Negotiations as a conflict resolution mechanism
- Key process elements
- Control mechanisms
- Summary
- Simulation

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Prelude

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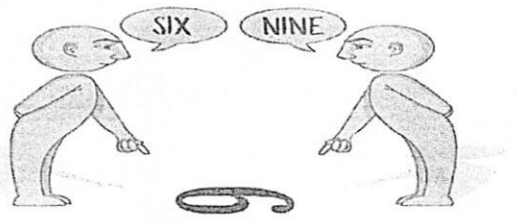

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Conflict resolution mechanisms?

- Conflict can generally be resolved in two ways- through coercive measures and persuasive measures. Coercion involves armed conflict, while persuasion involves non violent means.
- Negotiations is one of the tools for dispute resolution mechanisms. Others include
  - Negotiation
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Negotiations

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Why Study negotiation?

For many developing countries, including Bangladesh,

- Negotiations is a governance and management tool;
- Negotiations is of existential value, its sovereignty issue; It is the first and last line of defense, its security dimension;
- It is an effective means to explore future opportunities in a globalized world. Aid, trade, investment, migration, technology all are linked with negotiations, its opportunity value.

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Negotiation

- Raymond Cohen defined it, "as a process of communication between states seeking to arrive at a mutually acceptable outcome on some issue or issues of shared concern."
- Two or more parties involved;
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Five Key Process Elements

- Context
- Contents
- Control
- Convergence
- Conclusion

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Control the Process

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Control/Process

- Power Game
- Framing/Approach
- Bargaining
- Cross cultural awareness
- Values
- Outcome

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- Interdependence makes competitors equal.
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Any negotiations end up in an outcome, which could take any form:

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- Understanding the nature of conflict is extremely important
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Simulation

32

Simulation tips

- Context analysis
- Power Game
- Approach/Framing power
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- Value Power
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- Any question, comment or observation?

Thank you!

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Issues in International Relations An Overview

M Humayun Kabir
Former Ambassador/Secretary
BPATC, 153rd ACAD Course
26 August 2025

1

Preview

- Backdrop
- Norm world
- Resource world

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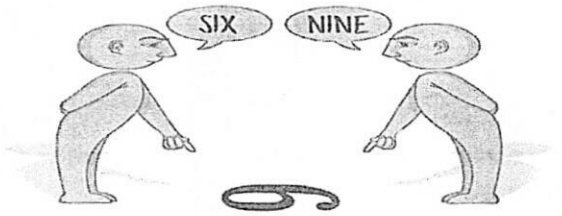

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9. 6

Reconnecting South Asia: A Strategy for Shared Prosperity

This presentation outlines a comprehensive strategy to foster greater intra-regional connectivity and unlock shared prosperity across South Asia.

Part 1: The Paradox

A Region of Global Significance

South Asia is not just a region; it is a cornerstone of the global economy, poised for unparalleled influence.

- Home to over **1.8 billion people**, representing nearly a quarter of the world's population.
- A collective economy exceeding **$4.5 trillion**, with significant growth potential.
- An impressive average annual growth rate of **6%** from 2015-2024, demonstrating robust economic momentum.

The Great Disconnect: South Asia's Paradox

> "We are more connected to the world than to each other. This is the South Asian Paradox."

Intra-regional trade accounts for just **5-6%** of our total commerce.

In ASEAN, that figure is **25%**, highlighting a stark disparity in regional integration.

This significant gap in regional trade stifles our collective potential and limits the synergistic benefits of proximity and shared culture.

The Human Cost of Fragmentation

This is more than a statistic; it's a ceiling on our collective potential and imposes real human costs.

Fewer Jobs
Fragmented trade means fewer opportunities for a growing workforce.

Higher Prices
Increased costs for consumers and businesses due to inefficient supply chains.

Greater Vulnerability
Reduced resilience to global economic shocks without regional buffers.

Untapped Potential
Billions of dollars in lost economic opportunities for 1.8 billion people.

Our Agenda Today: From Diagnosis to Action

We will explore a clear path forward, moving from understanding the issues to implementing impactful solutions.

01
The Diagnosis
Why South Asia remains economically disconnected.

02
The Hidden Reality
Uncovering the true scale and nature of regional trade barriers.

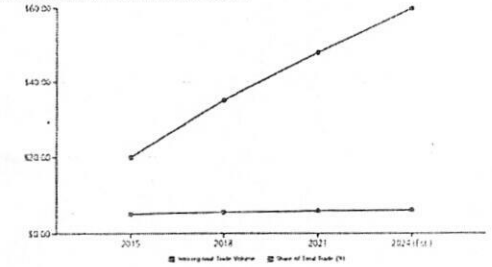
03
The Opportunity
Quantifying the immense economic gains awaiting deeper integration.

04
The Framework
A strategic 5-point plan to reconnect South Asia.

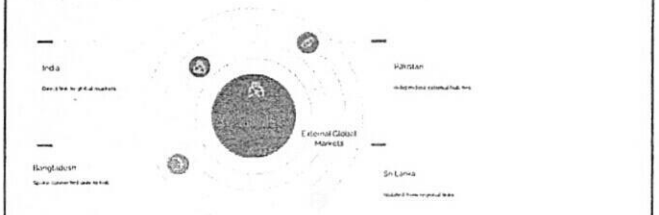
This structured approach ensures we address fundamental challenges and maximize future prospects.

Part 2: The Diagnosis

A Decade of Disconnected Growth



The "Spoke-and-Hub" Trap



The High Cost of Friction

"Political tension imposes a direct, devastating economic tax."

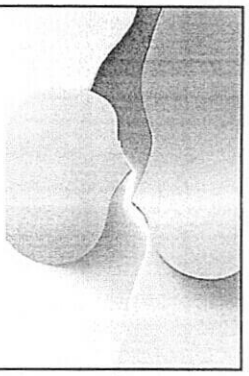
$2.7 billion

The value of the India-Pakistan trade corridor in 2018.

Negligible

Its value today, due to political friction.

This drastic collapse serves as a stark reminder of how quickly economic logic and mutual benefit can be overridden by political discord, resulting in significant financial losses and hindering regional development.



The Invisible Wall

The biggest barriers to robust intra-regional trade are often not obvious tariffs, but a complex web of unseen obstacles.

Non-Tariff Barriers (NTBs)

These include import quotas, complex licensing procedures, and discriminatory regulations that add significant costs and delays.

Infrastructure Deficits

Inadequate transportation networks, outdated border facilities, and limited digital connectivity hinder efficient trade flows.

These are the insidious and unpredictable hurdles that strangle commerce, creating an "invisible wall" that is often more formidable than any tariff.

The Hidden Tax on Trade

These invisible barriers and systemic inefficiencies impose incredibly expensive surcharges on intra-regional commerce.

+20-30%

Added Cost

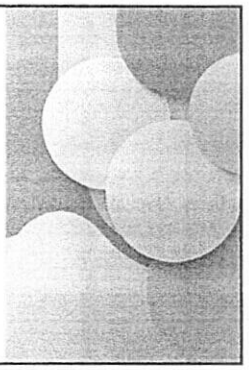
From opaque Non-Tariff Barriers (NTBs) like arbitrary certifications and customs delays.

+50%

Logistics Expenses

Above the global average due to poor connectivity and inefficient transportation networks.

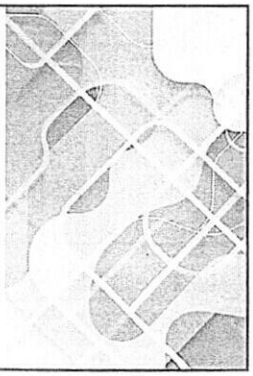
This "hidden tax" erodes competitiveness, deters investment, and ultimately stifles economic growth across South Asia. Addressing these costs is paramount for unlocking shared prosperity.



Navigating the Paradox

The South Asian Trade Imperative

Despite geographic proximity, South Asia remains one of the least economically integrated regions globally. This presentation outlines a strategic pathway to transform fragmentation into shared prosperity.



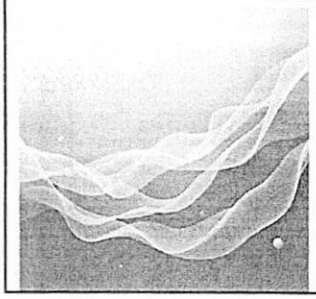
The Institutional Gridlock

Our regional institutions are failing to keep pace.

This policy paralysis actively hinders what should be a natural economic synergy.

A Shared Vulnerability

Our external focus has left us exposed



Many nations in South Asia depend heavily on single sectors, such as textiles in Bangladesh and Pakistan. This acute export concentration creates extreme vulnerability to shifts in global demand, commodity price volatility, or sudden trade policy changes from major importers.

Bangladesh, for instance, faces significant risk to its critical textile exports with its upcoming graduation from Least Developed Country (LDC) status, highlighting the urgent need for diversification and regional economic buffers.

The Shadow Economy: A Glimmer of Hope

Despite the barriers, demand finds a way.

Vast Informal Trade

A vast "shadow economy" of informal and third-country trade thrives across the region, indicative of strong underlying demand.

Economic Complementarity

This hidden activity unequivocally shows that powerful economic complementarity already exists between South Asian nations.

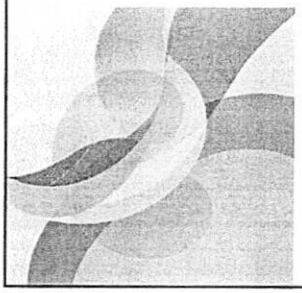
Untapped Potential

It serves as a clear signal of significant untapped formal trade potential, waiting to be legitimized and optimized.

This informal trade demonstrates a resilient, organic market seeking connections despite policy obstacles.

The Great Detour

Trade is happening—just not directly.



While formal India-Pakistan trade is near zero due to political tensions, goods valued at an estimated $4.7 to $10 billion are rerouted annually through third countries like the UAE and Singapore.

This elaborate "detour" adds 10-20% in unnecessary costs to goods, eroding competitiveness, delaying delivery, and creating logistical headaches for businesses across the region. It's an economic burden on all involved.

The $67 Billion Prize

The opportunity cost of fragmentation is immense.

$67B

In untapped intra-regional trade potential.

Economic gravity models, which account for critical factors like economic size and geographic proximity, predict South Asia's potential for intra-regional trade is at least $67 billion annually.

This means we are currently leaving more than half of our natural economic potential unrealized on the table. Crucially, the problem is policy-induced, not structural; the foundations for growth exist.

The Path Forward: A 5-Point Strategy

A pragmatic, focused framework to reconnect South Asia.

01

Fix the Flow

Tackle Non-Tariff Barriers & Build Integrated Corridors.

02

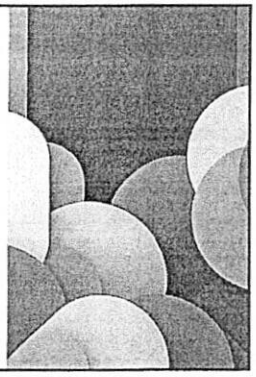
Build Resilience

Diversify Economies & Be Agile in Policy Response.

03

Create the Foundation

Address the Critical Data Deficit for Informed Policy



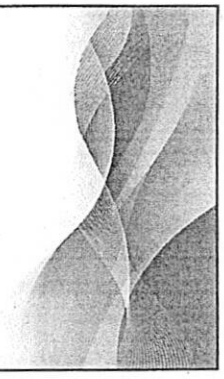
Fix the Flow & Build Resilience

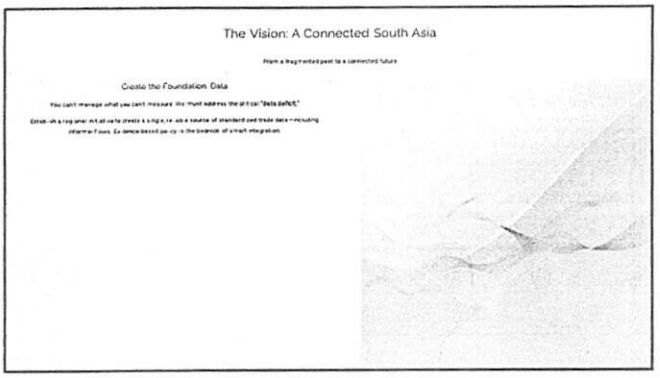
Make trade easier, faster, and cheaper.

- **Diplomatic Offensive on NTBs:** Use agile forums like BIMSTEC to pursue mutual recognition of standards and digitize customs procedures.
- **Integrated Economic Corridors:** Invest in "hard" (ports, rail) and "soft" (transit agreements) infrastructure for direct routes.

Reduce dependency and foster sustainable growth.

- **Strategic Diversification:** Implement national industrial policies to develop new, high-value sectors, reducing reliance on single exports.
- **"Variable Geometry" Sub-Regionalism:** Empower agile coalitions of willing countries to advance integration, bypassing pan-regional gridlock.




The Vision: A Connected South Asia
Create the Foundation: Data


Thank You!

9, 7

Bangladesh's LDC Graduation: Process and Implications for the Economy

153rd Advanced Course on Administration and Development (ACAD)

Organised by Bangladesh Public Administration and Training Centre (BPATC)

Presentation by

Professor Mustafizur Rahman Ph.D
Distinguished Fellow
Centre for Policy Dialogue (CPD)
Dhaka, Bangladesh

31 August 2025

Contents

Section 1: Bangladesh's Development Track Record

Table: Evolution of the Global Exposure of the Bangladesh Economy

Indicators	FY1973	FY1981	FY1991	FY2001	FY2011	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
GDP (current US$ billion)	8.1	20.3	31.0	54.0	126.6	300.0	323.11	355.04	460	452	450	462*
GDP growth (annual %)	3.3	7.2	3.5	5.1	6.5	8.2	3.51	6.9	7.1	5.78	4.22	3.97*
GNI per capita, Atlas method (current US$)	120.0	260.0	320.0	427.9	927.9	1909.0	2024	2227	2793	2749	2730	2820*
Trade (% of GDP)	9.4	9.71	17.1	6.5	22.9	39.6	33.67	38.76	52.08	46.43	44.46	44.94**
Trade in services (% of GDP)	0.01	0.38	0.76	1.9	11.7	16.4	14.21	24.78	21.03	21.61	23.91	27.51**
Trade (% of GNI)	0.8	1.9	3.5	6.3	33.7	25.0	54.78	65.59	103.59	92.45	84.25	54.8***
Personal remittances, received (% of GDP)	14.8	12.9	16.8	29.3	44.0	31.5	27.38	29.39	33.84	30.73	29.60	-
Foreign direct investment, net inflows (% of GDP)	50.0	37.4	49.5	69.3	68.1	72.0	61.5	59.1	50.26	50.22	52.77	73.37*** 118.15**
Foreign direct investment, net inflows (BoP, current US$)	50.0	57.3	70.6	50.3	102.7	101.2	94.70	96.86	70.58	73.60	81.15	*
Foreign direct investment, net outflows (BoP, current US$)	13.7a	7.8	23.6	10.7	5.3	2.9	3.3	3.0	2.8	3.9	4.9	-

Note: a. Data for FY1976
*GDP, GDP growth rate and per capita GNI per annum are provisional figures based on base year 2015-16
**(July-May)
***(July-April)

Bangladesh's Development Track Record *(contd.)*

Positive milestones and Drivers of Growth

- ❑ Relatively high, and with less volatility, Growth of the GDP
- ❑ Tangible improvements in key socio-economic indicators
- ❑ A shift from a predominantly aid-receiving country to a trading nation
- ❑ A shift from subsistence agriculture to commercial agriculture
- ❑ A shift from process-based export to manufactured-based export
- ❑ Strengthened presence in global job and apparels market
- ❑ Eligibility for dual graduation – Middle Income Graduation in 2015 and LDC Graduation in 2026

Section 2: Bangladesh's LDC Graduation Journey

- Bangladesh is undertaking a dual graduation journey which entails many challenges: Middle Income Graduation and LDC graduation.
  - ***Bangladesh's middle Income Graduation:*** Middle Income category is a World Bank defined concept according to only GNI Per Capita (GNI per capita according to Atlas method). Bangladesh graduated from Lower Income Country (LIC) status to Lower Middle Income Country (LMIC) status in 2015.
  - Income threshold (for FY 2025):

    LMIC: USD 1135 or below — UMIC: USD 4496-13935
    LMIC: USD 1136-4495 — HIC: above USD 13935

  - A major implication of middle income graduation is related to **terms of borrowings** which will become more stringent. Transition from primarily concessional to non-concession borrowings: higher interest rate; longer grace period and repayment period; upfront payments etc.
  - ***LDC is a UN criteria.*** After much deliberation, the UN came to the conclusion that there was a sub-strata among the developing countries which was likely to face growing challenges in their development journey. These countries were in need of special and differential treatment (S&DT) through a set of international support measures (ISMs) to enable them to successfully address the challenges of development, and help achieve accelerated economic growth and higher socio-economic standards. A separate category 'Least Developed Country-LDC' was created in 1971.

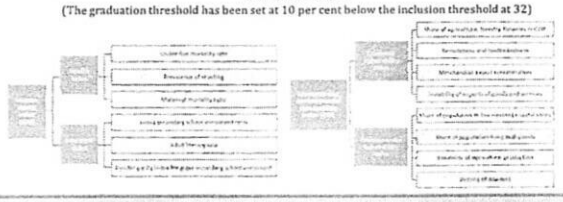
LDC graduation criteria

- A set of criteria was fixed (which were to be reviewed and refixed on a regular basis for purposes of inclusion to the group. Another set of criteria was to be fixed (also to be reviewed and refixed on a regular basis) for purposes of graduation out of the LDC group.
- An LDC needs to meet at least two of the three criteria, or have double (now triple) the GNI per capita income to be eligible for graduating out of the group of LDCs.

9

LDC Graduation Criteria

GNI Per Capita = 1220 USD and above
(The graduation threshold is set at 20 per cent above the inclusion threshold. At present this is USD 1306)
HAI = 66 and above
(The graduation threshold has been set at 10 per cent above the inclusion threshold at 66)
EVI = 32 and below
(The graduation threshold has been set at 10 per cent below the inclusion threshold at 32)



LDC Graduation Process

- The committee for Development Policy (CDP) of UN-ECOSOC was entrusted to review the aforesaid criteria, and to recommend the countries for inclusion to, and graduation from, the LDC group.
- A country would need to meet the graduation criteria at two successive triennial reviews by the CDP before it is recommended to the UN General Assembly (UNGA) for graduation. The CDP can also consider other factors besides the three criteria before recommending, or considering any request for deferment of, LDC graduation (for example, qualitative assessment of other macroeconomic indicators, climate vulnerabilities, conflict situation etc).
- It is the UN-GA which takes the final decision as regards graduation of a particular country out of the group of the LDCs.
- Subsequently, it was decided that every ten years there will be a dedicated global event (Summit) to design a decadal Programme of Actions (PoA) in support of the LDCs. The first Summit was held in Brussels in 1981 with adoption of the Brussels Programme of Action (BPoA). The last one, fifth, was held in New York (2022) and Doha (2023) where the Doha Programme of Action (DPoA 2022-2031) was adopted.

Bangladesh's Inclusion in the LDC Group and its Graduation

- Joining the LDC group was a debatable agenda when the issue was discussed at meetings of the first post-independence government and in the then policy circles. Also, there was opposition in international circles since Bangladesh was a country with a large population and that, it was neither an island country or a land-locked country. In the end, the government of Bangladesh decided to pursue the cause in the UN and Bangladesh became a member of the LDC group in December 1975.
- Bangladesh was recommended for graduation in 2018 by the CDP. It was the first country which met all the three criteria for graduation. Bangladesh was once again recommended at the triennial review in 2021.
- On recommendation from the CDP and ECOSOC (in February 2021), the proposal for Bangladesh's graduation (along with Nepal and Lao PDR) was endorsed in November, 2021 at the 76th UN GA session (with a delay of two years in view of COVID 19) to be effective on 24th November, 2026. When this takes place, Afghanistan will be left as the only LDC in South Asia beyond 2026.
- The Interim government took the decision to keep to the time line of November 2026 for Bangladesh's LDC graduation. Bangladesh's graduation is to take place when a newly elected government is expected to be in place.
- Inclusion to LDC group is voluntary. A country may choose not to be included in the LDC group. In 2006, when given the choice, Zimbabwe declined to join the LDC group for political and national pride reasons. However, graduation is not voluntary, but involuntary. If a country meets the graduation criteria, it is recommended by the CDP and ECOSOC for graduation and the UNGA takes the final decision in this regard. However, a government may send a request for deferment of the graduation to the CDP for consideration, with proper justification for the request.

Bangladesh's Graduation the LDC Group

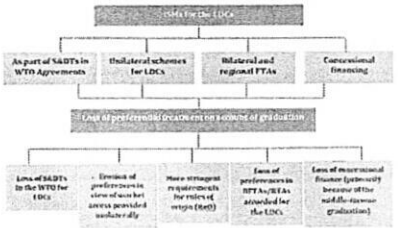
- ❑ LDC graduation recognises Bangladesh's socio-economic progress in terms of per capita income (as indicated by the GNI per capita), enhancement of Human Resources (as indicated by the HAI) and capacity to deal with economic vulnerabilities (as indicated by the EVI)
- ❑ Bangladesh is one of six LDCs out of the current 44 LDCs which have a firm timeline for graduation
- ❑ Bangladesh's Graduation review by CDP (2021):
  GNI Per capita: 1827.0 USD
  HAI: 75.4
  EVI: 27.0
- ❑ Graduation has positive implications for Bangladesh's branding and image (improved), economic benefits (e.g., an attractive destination for FDI) and favourable borrowing terms (e.g., better credit rating). But there will be formidable challenges as Bangladesh goes forward

Section 3: Challenges of LDC Graduation

The Benefits Originating from Being an LDC

- ❑ As an LDC Bangladesh enjoys preferential market access under autonomous initiatives operated by preference-providing WTO member countries. For example, as part of LDC-specific preferential market access schemes
  - ➢ These preferences are allowed and codified under the **WTO Enabling Clause** of 1979
  - ➢ These are offered: **Multilaterally** as part of various WTO Agreements (e.g. NAMA, AOA, TRIPS, SPS-TBT, TFA; GATS; 183 S&DTs in 16 Agreements, 25 exclusively for the LDCs). **Bilaterally** (e.g. EU-EBA, LDC- specific GSP Schemes). And also as part of RTAs (e.g. in SAFTA, India offers DF-QF marker access to all SAARC LDCs)
- ❑ Together the above constitutes **international support measures (ISMs)** for the LDCs
- ❑ On graduation, LDC-specific ISMs will no more be available to Bangladesh and other LDCs, with consequent impacts for both national and global spaces

Graduation and Loss of International Support Measures (ISMs)



Source: Rahman, M. (2021)

Implications of LDC Graduation

Four Areas of Impacts: Four Elements of Strategies

- It is reckoned that the impacts on Bangladesh- will be felt at both **Domestic Space and Global Space**, as depicted in Figure 2. These will likely concern four areas: (a) policy-making and policy flexibilities; (b) obligations, compliance and enforcement relating to various WTO Agreements; (c) terms of market access; and (d) degree of reciprocity in dealing with partners.

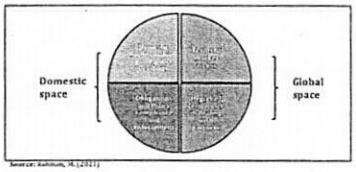


Figure 2: Impact of LDC graduation on policy space

Source: Rahman, M. (2021)

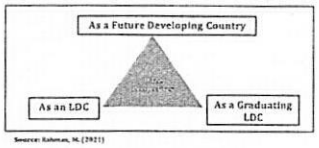
Implications of LDC Graduation: Loss of Preferential Market Access; TRIPS Waiver Benefits; Higher Obligations

- Bangladesh is the one country among the group of LDCs which has benefitted the most among the LDCs thanks to the LDC-specific ISMs. Many LDCs didn't have the supply-side capacities to take advantage of the market access preferences, TRIPS waiver for the pharmaceutical sector and other preferential treatment. 70% of Bangladesh's exports enjoy duty-free access as part of about 40 LDC-specific preferential schemes. Bangladesh meets 98 per cent of domestic demand for medicine on its own. And also exports to other countries.
- Consequently, Bangladesh has the most to lose when preferences will not be there
- A number of studies (CPD, WTO Secretariat and others) indicate that under the business as usual scenario, Bangladesh may lose between 8-12% in terms of export earnings consequent to loss of preferential treatment.
- Price of insulin and some other essential drugs such as Sofosbuvir tablet will go up exponentially when the TRIPS waiver for pharmaceuticals will no longer be there.
- Bangladesh will no longer be able to provide some of the direct supports it is currently extending to the export-oriented sectors (e.g. direct cash incentives) Bangladesh is yet to bind majority of its tariff lines in the WTO. This will need to be done. The para-tariffs will need to be removed to bring down total tax incidence (TTI) on imports. Notifications about fiscal measures will need to be submitted to the WTO on a regular basis.
- On a welcome note, the EU (extension of the EBA), UK (DCTS), Canada, Australia, China, and others have offered an extension of the DF-QF market access for three years (China for 2 years) beyond the graduation timeline for all graduating LDCs (in support of the cause of sustainable graduation).
- *GSP plus* is an option to get further extension of preferential treatment in the EU market beyond graduation. However, (a) the scheme does not include all items; (b) there is a ceiling on eligibility for preferential treatment in the proposed EU-GSP scheme that would exclude apparels; (c) the rules of origin for apparels is more stringent- not one stage, as of now, but two stage conversion will be required; (d) All 32 international labour conventions are not only to be ratified, but also implemented.

Section 4: Strategies Towards Smooth and Sustainable Graduation

Bangladesh's Triple Identity

- **Going Forward: Bangladesh will need to be guided by Three Identities**

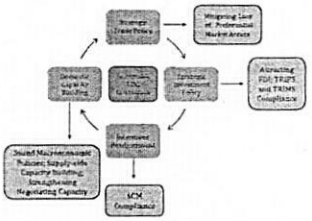


Source: Rahman, M. (2021)

- Bangladesh will need to (a) take advantage of its status as an LDC over the next four years; (b) strive to secure a new set of ISMs as a graduating LDC; and (c) most critically important of all, she must take adequate preparation towards Sustainable Graduation by undertaking the needed homework and by implementing the LDC graduation strategy.

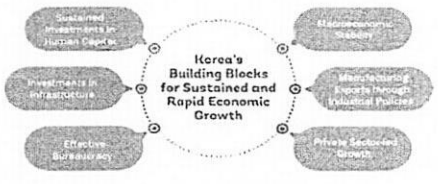
Realising the Strategies Towards Sustainable Graduation

Proposed Action Agendas in Going Forward



Learning From Republic of Korea: Lessons For Bangladesh

Foundations of Korea's Long Run Growth



Source: Innovative Korea: Learning Innovation and Technology for Development, 2023, World Bank Group. Edited by Hoon Sahib Suh, Imsoonm Suh, and Anwar Arsh.

Smooth Transition Strategy (STS)

- Bangladesh has prepared a **Sustainable Transition Strategy (STS)** in view of LDC graduation, with identification of impacts and implications, target-specific measures, responsible Ministries, institutions and agencies which are tasked to act upon and implement the measures, and concrete timelines.
- Bangladesh's Sustainable Transition Strategy (STS) is founded on Five Pillars
  - Ensuring Macroeconomic Stability
  - Exploring and Securing Trade Preferences and Transition Measures
  - Promoting Export Diversification and Competitiveness
  - Building Productive Capacities
  - Fostering Partnerships and International Cooperation
- The Action Plan for STS Implementation has 157 concrete Actions under the 5 pillars, encompassing and 39 Areas, with Responsible Agency and Supporting Agencies, Potential Role of Development Partners, Recommended Target Completion Date and Means of Verification.
- The Interim Government has set up a **High Level Expert Group (HLEG)** to monitor the implementation of the STS
- Five priority areas in view of the STS have been identified:
  - Implementation of the National Single Window
  - Finalisation and implementation of the National Tariff Policy 2023
  - Implementation of National Logistics Policy 2024 through concrete actions and projects
  - Full operationalisation of the ETP in Savar
  - Full operationalisation of the API park in Gazaria in Munshiganj

Addressing the Challenges of LDC Graduation

- Measures will need to be put in place to help entrepreneurs and businesses to retain their **export competitiveness in the face of preference erosion.** Bangladesh will need to, strengthen the country's compliance capacities in areas of intellectual property rights enforcement, standards and certification, labour and trade union rights, environment standards and carbon emission reduction requirement, gender rights, among others, both at the country level and at the enterprise level.
- Cost of doing business has to be brought down, business environment improved and lead time reduced through such measures as putting in place single window, implementation of the logistics policy, speedy customs clearance, better trade facilitation, reduced cost of doing business, business and environment-friendly environment, shorter turnaround time at ports and other measures.
- The ***One Stop Service Facility*** should be what it promises to be- One Stop Service in order to stimulate domestic investment and attract FDI.
- **Effective triangulation of investment, transport and trade connectivities** will be required to translate our comparative advantages into competitive advantages. Important to remember- Graduation or no graduation, global trading environment is changing. **Requirements of EU-GSP are becoming more stringent.** Bangladesh will be graduating at a time when multilateral trading system as represented by the WTO is weakening and the rule-based global trading system has come under threat: Protectionism is on the rise and Regionalism is on the ascendancy: Megaregionals (eg. RCEP; EU-India FTA; Vietnam has more than 20 FTAs including Vietnam-EU FTA); Trump Reciprocal tariffs; Non-tariffs measures by India
- **Bangladesh's export market base is very narrow**- South Asia, East Asia and ASEAN together account for only about 12.0 per cent of Bangladesh's exports. Market diversification through supply-side capacity building and product diversification will be crucial.
- **Product diversification and export diversification must go hand in hand.** Intra RMG diversification (favouring non-cotton, MMF-based RMG) and extra-RMG diversification (Leather and Footwear; Pharmaceuticals; Light Engineering, Agro-based industries; Assembling plants; Opportunities in Service Sector such as IT-enabled services. Support for Start Ups in services sector. The potential opportunities will need to be supported by conducive investment, fiscal and monetary policies.

Addressing the Challenges of LDC Graduation

- **IPR enforcement will need to be strengthened.** Capacity to both impose, and address, CVD (countervailing duty) and antidumping duty (ADD) measures will need to be strengthened. Bangladesh will need to strengthen its capacity to deal with WTO's dispute settlement body (WTO-DSB-related issues.
- Alignment between fiscal policy and monetary policy must be ensured.
- **Aggressively pursue Bilateral and Regional Trading Alliance:** These may be either on the basis of full reciprocity or less-than-full reciprocity. The trade liberalization plan will need to be carefully crafted (domestic industry interests; revenue loss implications), offensive interests and defensive interests, and also non-negotiables will have to be identified in an evidence-based manner and request list and offer lists will need to be carefully crafted.
- Some of Bangladesh's key competitors are most aggressively pursuing RTAs. Bangladesh, a latecomer in this regard, is currently negotiating FTAs/CEPAs with Japan, Singapore and a number of other countries. These will need to be pursued in all earnest.
- *The Green Agenda*: Greening of trade is emerging as an important task. Bangladesh will need to ensure compliance in this context. EU-CBAM envisages imposition of carbon tax on all imports to the EU by 2030. While Bangladesh does have some of world's frontier green-compliant apparels enterprises, soon this will need to emerge as the *new normal* in global trade because of country regulations (such as EU-CBAM) brands and buyer's requirements and customer and consumer pressure.
- Need to strengthen negotiating capacity. The government is taking some initiative in this regard. There is a need to set up a ***Negotiating Wing*** similar to the WTO Cell Strengthen BFTI and evidence-based analytical capacity.

Strategies in View of WTO: MC13 Decision and Graduating LDCs

- ❑ At MC12 and MC13, LDCs as a group fought hard to have some concrete measures (extension of ISMs for a time-bound period, extension of DF-QF MA by 6-9 years, extension of S&DT in fisheries subsidies for graduated LDCs by 7 years and others)
- ❑ However, there is no mention in the MC13 Decision as regards any concrete timeline for extension of ISMs for graduating LDCs
- ❑ There is merely a recognition about the challenges facing the graduating LDCs and the need to take supportive actions by WTO members to facilitate sustainable graduation.
- ❑ The concrete supportive measure agreed at MC13 was that graduating LDCs will not be taken to the DSB for three years.
- ❑ The likelihood of any concrete measures in support of graduating LDCs at MC14 (which will be held during March 26-29, 2026 in Cameroon) is rather slim.

Strategies to take advantage of built-in measures

- ❑ There is a number of support **measures in place within the ambit of the WTO** (EIF, Technology Bank) which extend support to LDCs following their graduation. These allow LDCs to enjoy benefits for additional periods (for an additional five years in both the aforesaid cases, following graduation). Bangladesh will need to take full advantage of these built-in measures

❑ Support for Graduating LDCs in Various Trade-related Areas

Programme	Area of support and its purpose	Extension of graduation transition period
EU's Everything but Arms scheme (EBA)	Trade related LDC-specific market access support by the European Union	3 years
Enhanced Integrated Framework (EIF)	Trade related capacity building multi-donor support managed by United Nations Office for Project Services (UNOPS)	5 years
UN Capital Development Fund (UNCDF)	Finance related support for the LDCs	3 years + 2 years on an equal cost sharing basis
Least Developed Countries Fund (LDCF)	Climate fund operated by Global Environment Facility (GEF)	Projects approved before graduation would be funded
UN Technology Bank for LDCs	ICT and knowledge sharing platform	5 years
International Development Law Organization (IDLO) pro-bono legal support	On-demand legal and professional assistance to LDC governments	5 years
UN travel support for GA sessions	Travel support fund extended by UN agencies	3 years

Source: UNOHRLLS, (n.d.)

Key Building Blocs of Graduation Strategy

Raising productivity and competitiveness through triangulation of trade, investment and transport connectivities

- ➢ Technological preparedness hierarchy (WEF): Leading; High potential; Legacy, Nascent —→ Implications for emerging demands in the job market and for the education sector
- ➢ More reliance on New economy as against Traditional economy
- ➢ Transition from factor-driven to productivity-driven economy
- ➢ Avoid jobless growth
- ➢ Undertake trade and investment reforms
- ➢ Triangulation of the various connectivities

Renewed emphasis on regional cooperation

- Regionalism versus Regionalisation
- Go for market and product diversification within and outside of RMG
- Integration with Southern Asian markets
- Deepen six connectivities to deepen regional cooperation
- Build regional production networks and RVCs
- Pursue regional integration as a strategy towards strengthened global integration

Build the Required Negotiating Capacity

- *In trade negotiations countries get not what they deserve but what they negotiate*
- Capacity to carry out tough negotiations to go for CEPA type of Agreement based on:
  - Reciprocity: Providing access to our own market
  - Preparedness to deal with complex issues: tariff and trade liberalisation; opening of sectors for foreign investment; labour compliance; environment compliance
- Bangladesh can go for negotiations bilaterally, or as a groups (SAFTA; BIMSTEC) with single country or with group of countries
- India and China, ASEAN and RCEP are possible regional countries and groupings with most potential benefits, but also most challenging
- Key strategy: Attracting investment to build value-chains and production networks to take advantage of preferential market access
- Approach to negotiation: Argue for Two-track liberalisation (similar to the ones for the CMLV in the ASEAN)
- Develop legal capacities to deal with cases in the WTO-DSB
- Needed ⟶ A Negotiation Cell (Like the WTO Cell in the Ministry of Commerce), which should be equipped with adequate human-analytical-technical-financial resources and capacities

Section 5: Is Deferment of LDC Graduation an option for Bangladesh?

- Inspite of concerns about data quality, Bangladesh is poised to graduate in terms of all the graduation thresholds.
- Request for Deferment has political and other implications
- It is unlikely that CDP will be favourable to such a submission
- Also to note, Bhutan, in South Asia has graduated in December 2023, and Nepal, which is set to graduate with Bangladesh in November 2026 is not considering deferment. The smart way for Bangladesh in going forward will be to prepare and get ready for smooth and sustainable graduation.
- The Smooth Transition Strategy (STS) should be pursued in all earnest.

Is Deferment of LDC Graduation an option for Bangladesh?

- That the ISMS and PoAs for the LDCs have not been very effective is borne out by the fact that only 8 LDCs have graduated since 1971. 27 developing countries joined the original list of 25 LDCs. Today the number of LDCs stands at 44.
- Two LDC Graduation Criteria were fixed at constant scores in 2012 (HAI at 66 and EVI at 32). This resulted in many LDCs being eligible for graduation at one go.
- Not that graduation has not been postponed in the past in case of a number of LDCs:
  - For example, graduation of pacific islands such as Vanuatu and Kiribati were postponed several times (climate vulnerability)
  - Maldives' graduation was deferred for six years (graduated in 2011, instead of 2005)
  - Nepal was supposed to graduate in 2001 but will be graduating in 2026 along with Bangladesh (deferred by 3 years because of earthquake in 2017)
  - Angola was slated to graduate in 2021 (however, its graduation has been postponed indefinitely) because of economic deterioration particularly because of falling oil prices)
  - Solomon Island was slated to graduate in 2023 (it was allowed additinnal three years in August 2023; graduation is to be effective in 2027)
  - Graduation of Timur Leste and Myanmar (although these countries were slated for LDC graduation) has been postponed indefinitely for various reasons.
- However, any such application will need to be justified to be considered seriously and favourably. It will be tough call since Bangladesh currently remains in comfortable zone in terms of all three graduation criteria (possible reasons for deferment of graduation: challenges of political transition; vulnerability to shocks; lack of preparedness and concerns as regards sustainability of the graduation).
- Bangladesh needs to take adequate preparation keeping the timeline of November 2026 in the perspective. It can decide as to whether to request CDP for deferment as the deadline approaches.

Is Deferment of LDC Graduation an option for Bangladesh?

- The CDP's next meeting will be held in February-March 2025. A request will have to be made by the government to the CDP, or at the UNGA for deferment of the country's LDC graduation. The submission must be backed by strong arrangements. It is to be noted that Bangladesh's LDC graduation is based on meeting all three graduation criteria, the fist time an LDC has been able to do this. Countries whose graduation has been deferred till now were mostly small island countries which graduated according to income only criteria (double the income threshold).
- Government will need to have strong justification for deferment of graduation. It is also to be noted that even if the CDP-ECOSOC recommends deferment, for a specific period, the final decision will rest on the UN General Assembly. Given the emergent global geo-political scenario, in all probability this is going to be rather difficult.

Final Words

- For Bangladesh, the best strategy will be to prepare for LDC graduation in all earnest. If the government goes for submission of a request for deferment to the CDP this it can do so. However, this should not be seen as a diversion from what needs to be done and an excuse for not doing the right things in view of making graduation smooth and sustainable.

Thank You

Module:10
Communication Competency

(6.1)

"The illiterate of the 21st century will not be those who cannot read and write but those who cannot learn, unlearn and relearn."

Alvin Toffler

1

PROCESS OF UNLEARNING

Language is a social and cultural code having a system or pattern. As a second language learner we generally try to learn English by Bangla method. What we learn may not be completely correct. We need to acquire proper patterns, expressions and structures and unlearn the improper ones.

THE ART OF SPEAKING

Dr. A.F.M. Amir Hussain, JS

Learning Outcome

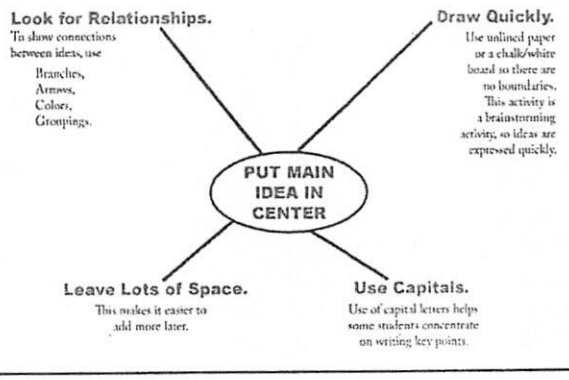
At the end of the session, the participants will be able to-

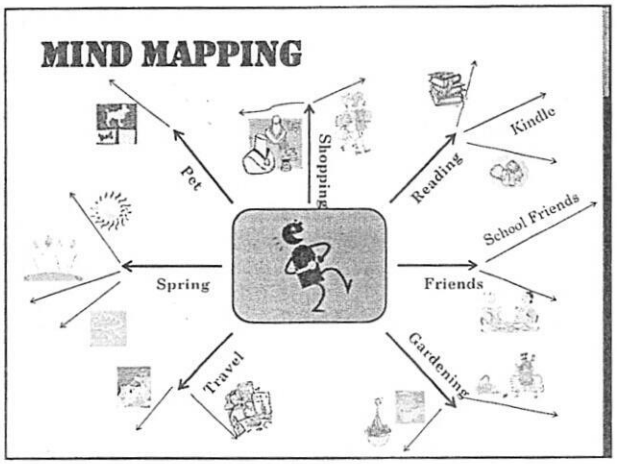
1. **Identify the basic qualities of a good speaker;**
2. **Identify how we can speak artistically and**
3. **Practise speaking publicly**

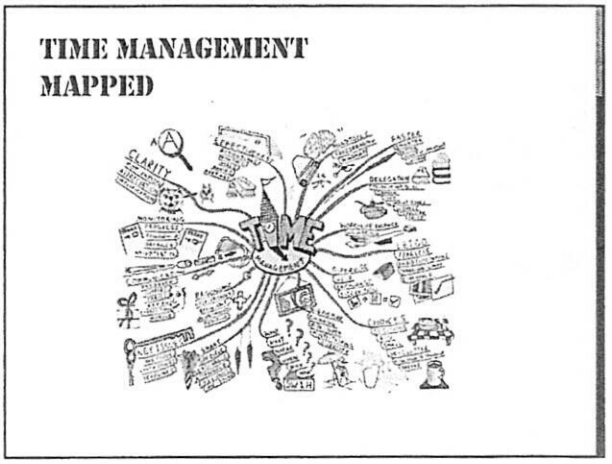
4

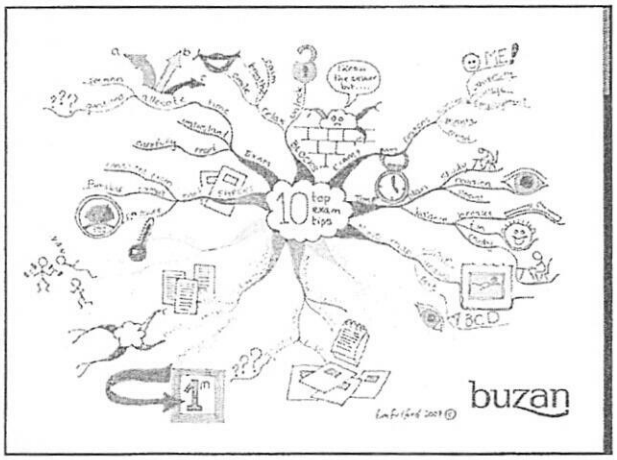
MIND MAPPING: HOW TO MAXIMIZE YOUR BRAIN'S POTENTIAL

How to Construct a Mind Map




MIND MAPPING
Pet
Shopping
Reading
Kindle
School Friends
Friends
Gardening
Travel
Spring


TIME MANAGEMENT
MAPPED
TIME
CLARITY


10 top exam tips
buzan


natural world
animals
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flowers
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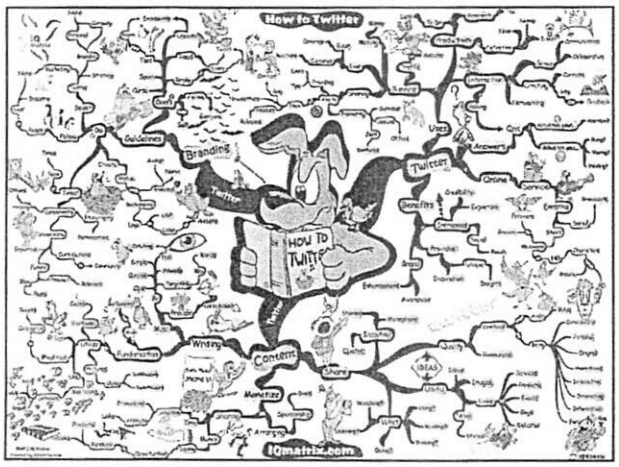
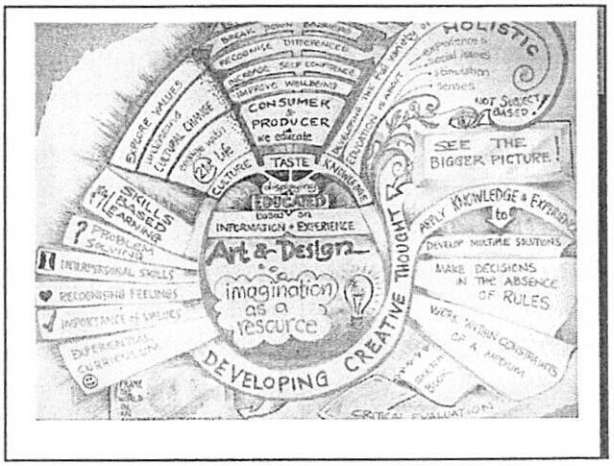
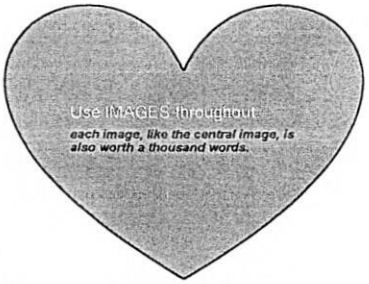
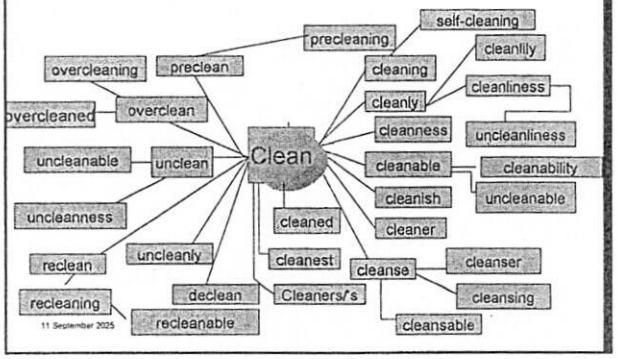

How to Twitter
HOW TO TWITTER
Branding
Twitter
Benefits
Content
Write
Monetize
Share
Ideas


HOLISTIC
SEE THE BIGGER PICTURE!
CONSUMER + PRODUCER
we educate
TASTE
EDUCATED
INFORMATION + EXPERIENCE
Art & Design
imagination as a resource
DEVELOPING CREATIVE THOUGHT
CRITICAL EVALUATION
MAKE DECISIONS IN THE ABSENCE OF RULES
DEVELOP MULTIPLE SOLUTIONS
SKILLS BASED LEARNING
EXPLORE VALUES



DERIVATIVES



CONE OF LEARNING

WE TEND TO REMEMBER OUR LEVEL OF INVOLVEMENT

COMMUNICATION

- ✓Intrapersonal Communication
- ✓Impersonal Communication
- ✓Interpersonal Communication
- ✓Small group Communication
- ✓Public Speaking
- ✓Mass Communication

COMMUNICATION

- ✓Intrapersonal Communication
- ✓Impersonal Communication
- ✓Interpersonal Communication
- ✓Small group Communication
- ✓Public Speaking
- ✓Mass Communication

PUBLIC COMMUNICATION

- ✓ Communication to audiences of more than ten people
- ✓ Formal presentation made by a speaker
- ✓ Giving oral presentations in the sessions
- ✓ Mass communication is communication produced and transmitted via media to large audiences.

DIFFERENCES BETWEEN PRESENTATION AND SPEECH

	PRESENTATION	SPEECH
1	Reliance on charts, graphs, power point slides and the like	The speaker strives to paint a picture in the mind of the audience.
2	More informal than speeches	More formal
3	Usually meant for smaller groups	Meant for larger crowds
4	Often require a deep, narrow focus	Require a broad vision
5	Main task is to inform, persuade and entertain	Mainly persuade or entertain but do not inform
6	Given on subjects that are special to the audiences	A speech can be on anything from victory to defeat

TYPES OF PRESENTER

CHARACTERISTICS OF A GOOD PRESENTER

Sl	Characteristics	Points
1	I thoroughly analyze my audience.	5 4 3 2 1
2	I determine some basic objectives before planning a presentation.	5 4 3 2 1
3	I write down some main ideas first, in order to build a presentation.	5 4 3 2 1
4	I incorporate both a preview and review of the main ideas as my presentation is organized.	5 4 3 2 1
5	I develop an introduction that will catch the attention of an audience	5 4 3 2 1

CHARACTERISTICS OF A GOOD PRESENTER

Sl	Characteristics	Points
6	My conclusion refers back to the introduction.	5 4 3 2 1
7	The visual and graphics I use are carefully prepared, simple and easy to read, and have impact	5 4 3 2 1
8	The number of visuals I use will enhance, and not detract, from my attention.	5 4 3 2 1
9	I use both energy and composure in delivering a presentation.	5 4 3 2 1
10	I ensure the benefits suggested to my audience are clear and compelling.	5 4 3 2 1
11	There is a minimum focus on notes and maximum attention on my audience.	5 4 3 2 1

CHARACTERISTICS OF A GOOD PRESENTER

Sl	Characteristics	Points
12	I communicate ideas with enthusiasm	5 4 3 2 1
13	My notes contain only key words	5 4 3 2 1
14	My presentations are carefully rehearsed	5 4 3 2 1
15	I prepare answer to anticipated questions, and practice responding to them.	5 4 3 2 1
16	I check audio-visual equipment in advance of the presentation.	5 4 3 2 1
17	I maintain good eye-contact with the audience at all times.	5 4 3 2 1
18	My gestures are natural and not constrained by anxiety.	5 4 3 2 1
19	My voice is strong and clear and is not a monotone.	5 4 3 2 1

80-95 An accomplished speaker

60-80 Have the potential to be a highly effective presenter

40-60 This session can help you significantly

30-40 Need dramatic improvement

Below 30

The Importance of Pause

Can we speak?

Let's eat, Harry.

Let's eat Harry.

CAN WE SPEAK?

John, the milkman is standing at the door.

John, the milkman, is standing at the door.

CAN WE SPEAK?

Panda eats shoots and leaves.

Panda eats, shoots and leaves.

CAN WE SPEAK?

- A woman without her man is nothing.

CAN WE SPEAK?

A woman, without her man, is nothing.

A woman: without her, man is nothing.

CAN WE SPEAK?

The teacher, said the student, is stupid.

The teacher said, the student is stupid.

CAN WE SPEAK?

Everyone, I know, has a problem.

Everyone I know has a problem.

CAN WE SPEAK?

- She ate a half-fried chicken.
- She ate a half fried chicken.

CAN WE SPEAK?

- I left him convinced he was a fool.
- I left him, convinced he was a fool.

CAN WE SPEAK?

- The play ended, happily.
- The play ended happily.

CAN WE SPEAK?

- A clever dog knows it's master.
- A clever dog knows its master.

The Importance of Stress

STRESS

John hasn't come.

John hasn't come.

John hasn't come.

STRESS

Two types of stress

Primary stress

E.g.-Co,mmunication

Secondary stress

E.g.-Communi'cation

STRESS

Content words are usually stressed and the structure words are not usually stressed.

Some words are strongly stressed and some are weekly stressed.

Words like conduct, present, import, convert

'Present=Noun,

Pre'sent=Verb

STRESS

Loudness

Length

Pitch

Quality

HOW TO PRONOUNCE WORD STRESS?

When a syllable is stressed, it is pronounced

longer in duration

higher in pitch

louder in volume

HOW DO YOU SAY *TEACHER*?

Longer	teeeeeeeeeeee cher		
Higher	tea		
		cher	
Louder	TEA cher		
All three combined	TEEEEEEEEEE		
			cher

WORD STRESS

A word stress means a prominent syllable

word	pattern
tea.cher	• .
beau.ti.ful	• . .
un.der.stand	. . •
con.ti.nue	. • .

The Importance of Intonation

INTONATION

Express speaker's feeling, e.g.-
Feeling of certainty
Hesitance,
Anger,
Happiness
Gratefulness
Kindness,
Firmness &
Directness etc.

INTONATION

The grammatical function of intonation

I) Those who sold | quickly made a profit.

Ii) Those who sold quickly | made a profit.

Yes. ↘

Yes. ↗

PRONUNCIATION

Do we mispronounce words?

If so, then why?

UTTER THE SENTENCE

Though the rough cough and hiccough plough me through, I ought to cross the lough.

MISMATCH BETWEEN SPELLING AND PRONUNCIATION

(World English Spelling)

Seven yeerz agoe our faathers brraut forthh on this kontinent a nue naeshon, konseevd in liberti, and dedikated to the propozishon that aul men ar kreeaeted eekwal.

MISMATCH BETWEEN SPELLING AND PRONUNCIATION

(New Spelling Association)

Seven yeerz agoe our faadherz braut forth on dhis kontinent a nue naeshon konseevd in liberti, and dedikaeted to the propozishon dhat aul men ar kreeaeted eekwal.

MISMATCH BETWEEN SPELLING AND PRONUNCIATION (SPELLING ASSOCIATION)

Sevn yerz ego our fadherz braut forth on dhis kontinent a nue naeshon konseevd in liberti, and dedikaeted to the propozishon dhat aul men ar kreeaeted eekwal

Phonetic symbol

ENGLISH PURE VOWELS

1. /iː/ as in bee /biː/
2. /ɪ/ as in sit /sɪt/
3. /e/ as in hen /hen/
4. /æ/ as in fan /fæn/
5. /ɑː/ as in cart /kɑːt/
6. /ɒ/ as in hot /hɒt/
7. /ɔː/ as in ball /bɔːl/
8. /ʊ/ as in book /bʊk/
9. /uː/ as in soon /suːn/
10. /ʌ/ as in but /bʌt/
11. /ɜː/ as in girl /gɜːl/
12. /ə/ as in ago /əgəʊ/

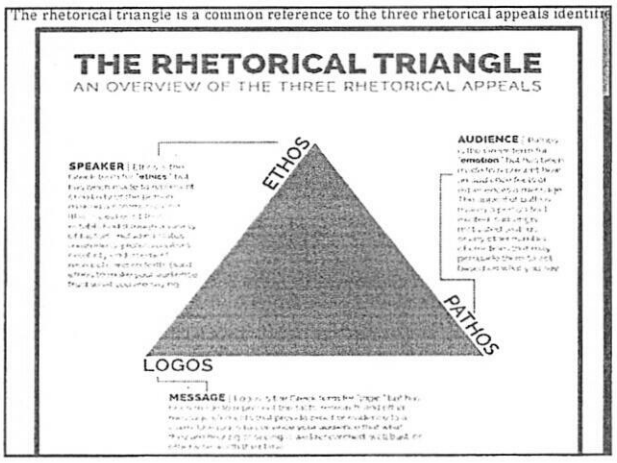
ENGLISH DIPHTHONGS

13. /eɪ/ as in day /deɪ/
14. /əʊ/ as in nose /nəʊz/
15. /aɪ/ as in line /laɪn/
16. /aʊ/ as in cow /kaʊ/
17. /ɔɪ/ as in boy /bɔɪ/
18. /ɪə/ as in here /hɪə(r)/
19. /eə/ as in there /ðeə(r)/
20. /ʊə/ as in poor /pʊə(r)/

ENGLISH CONSONANTS

/p/ as in pen /pen/
/b/ as in bat /bæt/
/t/ as in ten /ten/
/d/ as in desk /desk/
/k/ as in cat /kæt/
/g/ as in go /gəʊ/
/f/ as in fan /fæn/
/v/ as in van /væn/
/θ/ as in thin /θɪn/
/ð/ as in then /ðen/
/s/ as in so /səʊ/
/z/ as in zoo /zuː/
/ʃ/ as in she /ʃiː/
/ʒ/ as in pleasure /pleʒə(r)/
/h/ as in hate /heɪt/
/tʃ/ as in chain /tʃeɪn/
/dʒ/ as in judge /dʒʌdʒ/
/m/ as in may /meɪ/
/n/ as in no /nəʊ/
/ŋ/ as in sing /sɪŋ/
/l/ as in lake /leɪk/
/r/ as in red /red/
/w/ as in we /wiː/
/j/ as in yes /jes/

The rhetorical triangle is a common reference to the three rhetorical appeals identifie



PAUL GRICE'S CP AND MAXIMS

Key Takeaways

Grice expanded his cooperative principle with the four following maxims, which he believed anyone wishing to engage in meaningful, powerful presentation must follow:

Maxim of Quantity
Maxim of Quality
Maxim of Manner
Maxim of Relation

GRICE'S MAXIM

MAXIM OF QUALITY
SUPERMAXIM
TRY TO MAKE YOUR CONTRIBUTION ONE THAT IS TRUE.
SUBMAXIMS
DO NOT SAY WHAT YOU BELIEVE IS FALSE.
DO NOT SAY THAT FOR WHICH YOU LACK ADEQUATE EVIDENCE.
MAXIM OF QUANTITY
MAKE YOUR CONTRIBUTION AS INFORMATIVE AS IS REQUIRED (FOR THE CURRENT PURPOSES OF THE EXCHANGE).
DO NOT MAKE YOUR CONTRIBUTION MORE INFORMATIVE THAN IS REQUIRED.
MAXIM OF RELATION
BE RELEVANT.
MAXIM OF MANNER
SUPERMAXIM
BE PERSPICUOUS.
SUBMAXIMS
AVOID OBSCURITY OF EXPRESSION.

QUALITIES OF A GOOD SPEAKER

Addressing the audience
A dramatic beginning
Confident voice, smiling occasionally
Keeping to the point
Logical sequence
Moderate speed
Stress, intonation
Time management

QUALITIES OF A GOOD SPEAKER

The two most essential qualities of a good speaker-

1. Accuracy and
2. Fluency

QUALITIES OF A GOOD SPEAKER

Accuracy without fluency is of little use.

Fluency without accuracy is of no use.

THE IMPORTANCE OF ACCURACY IN LANGUAGE

If language is not correct then what is said is not what is meant, if what is said is not what is meant then what ought to be done remains undone.-

Confucious

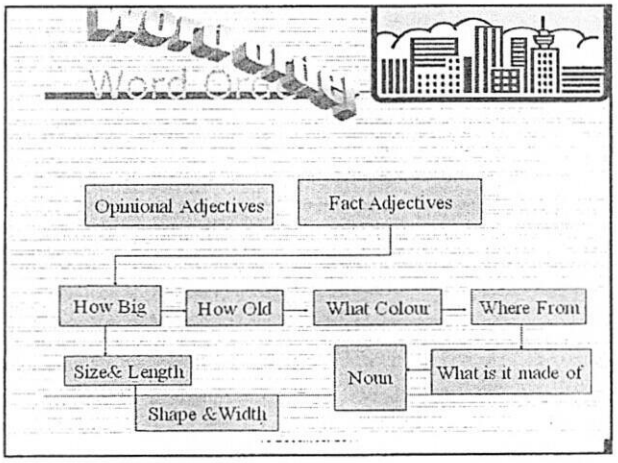
Accuracy: Word Order

- Only he promised to read the first chapter of the book.
- He only promised to read the first chapter of the book.
- He promised only to read the first chapter of the book.
- He promised to read only the first chapter of the book.
- He promised to read the first chapter of the book only.

RULE OF PROXIMITY

Look at the sentence below. What does it mean?

I went to my village home to sell a piece of land along with my wife .



	Pleasant impression	Close to ideal	Worthy of love	Suggest smallness	Suggest femininity	Arouse Interest	Causing Pleasure	Suggest lightness	Sexual Attraction	Well proportioned	Good quality	Suggest strength	Suggest dignity	Great Generosity
Beautiful	+	+												
Lovely	+		+											
Charming	+					+	+	+						
Pretty	+			+	+									
Attractive	+					+			+					
Good Looking	+									+				
Handsome	+									+	+	+		

	Woman	Man	Child	Dog	Bird	Flower	Weather	View	Day	Village	House	Furniture	PICTURE	DRESS	Present	Proposal
Beautiful	+		+	+		+	+	+	+	+	+		+	+	+	
Lovely	+		+	+		+	+	+	+	+	+		+	+	+	
Pretty	+		+		+	+		+		+	+			+	+	
Charming	+	+	+							+	+					
Attractive	+	+								+	+				+	+
Good-looking	+	+	+	+												
Handsome		+													+	

Grammar- Necessary or not?

IF THE SINGULAR IS THIS
AND THE PLURAL IS THESE
WHY NOT THE PLURAL OF KISS
SHOULD BE WRITTEN KESE
-anonymous

SPEAKING ARTISTICALLY

ALLITERATION

Definition

It is a figure in which the same sound, letter or syllable is repeated in a sequence of nearby words.

FEATURES

1. There is a repetition.
2. It is either about a sound, or a letter, or a syllable used in words.
3. This recurrence takes place in a sequence of nearby words.

EXAMPLES
দি ক ইফেক্ট

KwjKvZvi KvjxNv‡Ui KvjxPib Kg©Kv‡ii Kwbô Kন্যা KvKwj Kg©Kvi Kcvj Kzনিচ Z Kwiqv Kwnj, 'Kvjy KvKv, Kvjy KvKv, KvK †Kb Kv Kv K‡i?'

EXAMPLES

‰eদ্য evUxi eveyivg evey e‡ov ‰elwqK wQ‡jb|

Avjv‡ji N‡ii `yjvj-শ্যা‡xPv` wgG

EXAMPLES

Alone, alone, all, all alone
Alone on a wide, wide sea.

She sells seashells on the seashore
The shells she sells are seashells, I am sure
For if she sells seashells on the seashore
Then I am sure she sells seashore shells.

EXAMPLES

- A tiny tiger tied a tie to tighten the tie.
- The fair breeze blew,
  The white foam flew,
  The furrow followed free.

- Our products range from pens to pencils to compasses and clips.
- To satisfy our purpose, all we need are more customers, more cash, more turnover, more competitiveness, more profits- a more visible governance.

EXAMPLES

- To whom I respect always, all ways.
- I am ready already.
- From that time to this time...
- Think again, think ahead, think across
- Those teachers had character, charisma, commitment and courage. Those who are criticizing them have got greed, gesticulations, grievances and grudges.

EXAMPLES

- hale and hearty
- kith and kin
- safe and sound
- rhyme or reason
- weal and woe

EXAMPLES

- An Austrian army awfully arrayed
- Full fathom five thy father lies
- For I have neither wit, nor words, nor worth

EXAMPLES

- G c„w_ex‡Z `yÕwU me‡P‡q `yj©f wRwbm-

gvby‡li gb

g‡bi gvbyl

OXYMORON

Definition

It is a figure in which contradictory words are set side by side for raising a striking effect in the language.

EXAMPLES

- He is regularly irregular.
- They have a plentiful lack of wit.
- Hasten slowly.

EXAMPLES

- Deafening silence
- Cruel kindness
- Strenuous idleness
- Pointedly foolish
- Frightfully amused

EXAMPLES

- Shakespeare didn't pass M.A in English, but nobody can pass M.A. in English without reading Shakespeare.

PUN

This is a figure which 'rests on a duplicity of sense under unity of sound.'

EXAMPLES

✓Singapore is a fine city.

✓If a woman loses her husband, she pines for a second.

✓Although he is a scientist, his knowledge on sound is not sound.

✓In a game of cards a good deal depends on good playing, and good playing depends on a good deal.

EXAMPLES

- Is life worth living?

  It depends on the liver.

EXAMPLES

✓bvgRv`v †jL‡Kil eB evRv‡i Kg Kv‡U, Kv‡U †ewk †cvKvq|

CHIASMUS

✓*Definition*

- It is a figure in which generally a contrast between ideas is expressed through the inversion of the order of words or phrases when they are repeated or subsequently referred to in a sentence.

ILLUSTRATIONS

- Fair is foul and foul is fair.
- Beauty is truth, truth beauty.

EXAMPLES

Silent/Listen

Star/Rats

Teacher/Cheater

Madam

EXAMPLES

Love is a flame.

A flame is a love.

EXAMPLES

WHO

HOW

A smart woman knows how to love but an intelligent woman knows who to love.

(0.2

Enhancing Professional English

Hasan Murtaza Masum
Director (Deputy Secretary)
BPATC

What are we going to discuss

- Formal vs. Informal English
- Formal Writing Style
- Techniques of Paragraph Writing
- Summary writing
- Professional email writing

Social Media Addiction and Mental Health

- Mental health problems have turned into a huge issue in the U.S., with a lot of people struggling. The National Institute of Mental Health says nearly one in five adults is living with some kind of mental illness, and the numbers for young people are even scarier (NIMH, 2023). Many believe that social media is playing a big role in this growing mental health crisis, especially for teens and young adults. Lots of studies have pointed out that spending too much time on social networking sites is linked to more depression, anxiety, and stress (Keles et al., 2020). While this doesn't necessarily prove that social media causes these problems, it's definitely something to worry about. Research also shows that this connection is even stronger for teenagers than for younger kids (Twenge & Campbell, 2018).

Social Media Addiction and Mental Health

Mental health problems have become a major public health issue in the United States, affecting a significant portion of the population. According to the National Institute of Mental Health (NIMH), nearly one in five U.S. adults is living with a mental illness, and the prevalence of mental health problems among youth is even more alarming (NIMH, 2023). The widespread use of social networking sites has been identified as a contributing factor to the growing mental health crisis, especially among younger generations. The link between social media and mental health issues has been well documented in numerous studies and research papers. A systematic review found that the use of social networking sites is associated with an increased risk of depression, anxiety, and psychological distress (Keles, et al., 2020). The associations, though not by itself proof of causation, at least some reason for concern. Additionally, this association is particularly strong in adolescents compared to younger children (Twenge & Campbell, 2018).

Formal vs. Informal English

What differences between formal and informal styles could you identify?

Formal Writing - YouTube

Differences Between Formal and Informal Styles

- Word Choice and Vocabulary
- Sentence Structure
- Tone
- Contractions and Style Choices
- Citations and Evidence
- Purpose and Audience

Paragraph: the building block of an essay

Paragraph Structure

Mental health issues have become a critical public health concern in the United States, affecting a substantial portion of the population. According to the National Institute of Mental Health (NIMH), nearly one in five U.S. adults lives with a mental illness, and the prevalence of mental health challenges among young people is even more alarming (NIMH, 2023). Research has increasingly linked the widespread use of social networking platforms to this mental health crisis, particularly among adolescents and young adults. A systematic review by Keles et al. (2020) found that excessive engagement with social media is associated with higher risks of depression, anxiety, and psychological distress, although these findings do not confirm causation. Furthermore, Twenge and Campbell (2018) observed that adolescents experience stronger negative effects from social media use compared to younger children. These findings highlight the urgent need for continued research and targeted interventions to mitigate the mental health risks associated with online engagement.

Write in right order

1. A review by Keles et al. (2020) shows that heavy use of social networking sites is linked to higher rates of depression, anxiety, and emotional distress, although this does not prove a direct cause.
2. Mental health challenges among American youth are especially worrying, with research showing their vulnerability to online pressures (NIMH, 2023).
3. Experts emphasize that more focused studies and policies are needed to reduce the mental health risks associated with social media use.
4. Recent findings from Twenge and Campbell (2018) indicate that teenagers, more than younger children, are affected by prolonged social media engagement.
5. The United States faces a major public health problem as mental health issues impact millions of people nationwide.

Unity in English Academic Writing

Corrected Paragraph

- The United States faces a major public health problem as mental health issues impact millions of people nationwide.
- Mental health challenges among American youth are especially worrying, with research showing their vulnerability to online pressures (NIMH, 2023).
- A review by Keles et al. (2020) shows that heavy use of social networking sites is linked to higher rates of depression, anxiety, and emotional distress, although this does not prove a direct cause.
- Recent findings from Twenge and Campbell (2018) indicate that teenagers, more than younger children, are affected by prolonged social media engagement.
- Experts emphasize that more focused studies and policies are needed to reduce the mental health risks associated with social media use.

Summary writing

- A **summary is a brief and concise version of a text** that captures only the **main ideas** or essential points. It **omits details, examples, and personal opinions**, giving the reader a clear understanding of the original content in a much shorter form.

Example:

Original: *Teenagers spend more time on social media than younger children, which may increase anxiety, depression, and emotional distress. Experts suggest that focused studies and policies are needed to reduce these risks.*

Summary: Heavy social media use can increase mental health risks for teenagers, and experts recommend targeted studies and policies to address this issue.

Features of a summary

1. **Concise:** Shorter than the original text.
2. **Accurate:** Reflects the main ideas without changing meaning.
3. **Objective:** No personal opinions or interpretations.
4. **Coherent:** Maintains the logical flow of ideas.

How to Write a Summary

exercise

- When you think of the word 'green', what comes to mind? Thriving ecosystems, renewable energy, or perhaps a planet that breathes a little easier. Now consider the word 'colonialism'. The image quickly reverses to a shade of control and conquest; land stripped away from its people. Two words that seem to portray utterly contrasting ideas, an ideal world versus the one we live in. But what happens when you place them side by side? Green colonialism — a term that sounds like it shouldn't exist. And yet, it quietly shapes the way the world claims to fight the climate crisis today.
- In today's world, 'going green' is a phrase that catches everyone's attention. From billion-dollar climate conferences to large-scale afforestation projects, environmentalism has become a global buzzword. However, what is framed as ecological progress, in practice, often intends to conceal acts of mass dispossession and social exclusion. Green colonialism refers to the implementation of environmental policies and projects structured around ways that justify the appropriation of land and resources belonging to local populations and communities.

Green colonialism: Explained | The Daily Star

Summary

- Green colonialism refers to the practice of pursuing environmental goals in ways that can lead to the dispossession and marginalization of local communities. While global initiatives like climate conferences and afforestation projects are often presented as ecological progress, they can mask social injustices and the ongoing control of land and resources.

Module:11
Fitness and Well-being

Occupational Health Hazard and Its Management

Ratan Kumar Das
Physiotherapist
BSc PT (CRP - DU), MSc PT (CRP - DU), MPH
D-ortho (Cyriax) , PGD in sports Science (BKSP)
Physiotherapist - BPATC
Email: physio.ratandas@gmail Mobile: 01911-574514

Objectives

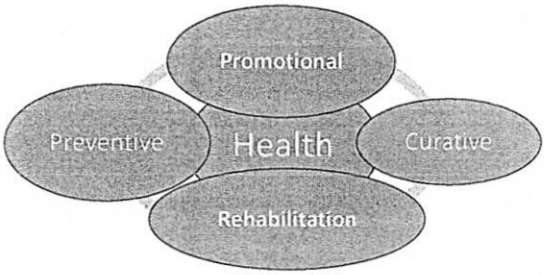
- Basic understanding about Occupational Health Hazard & Pain that related to Work.
- Basic understanding about Back Pain and it's Prevention & Treatment.
- Basic understanding about Office Ergonomics.
- Basic understanding about other related musculoskeletal problems & treatment.
- Basic understanding about Physiotherapy

Health Hazards Among Executives

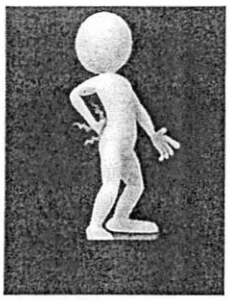
Risk of NCDs like HD, HTN, CVD, Obesity, Mental Stress & Pain etc.

Occupational pain are a group of painful disorders of muscles, tendons, and nerves. Work activities which are frequent and repetitive which may be painful during work or at rest.

Modern Health Care System



Low Back Pain



Prevalence

- 70 to 80% of the world's population at least one time in life suffer from Back pain.
- Most episodes of LBP resolve in 2-3 months (80-90%)
- Recurrence rates are about 50%
- 5-10% of people with LBP develop chronic LBP (>3 months)

About Our Back

Spine

Intervertebral disc

Core muscles

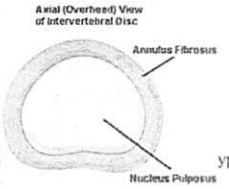
Larger muscles- Gluteus and hamstrings

It Consists of three curves

- Cervical
- Thoracic
- Lumbar

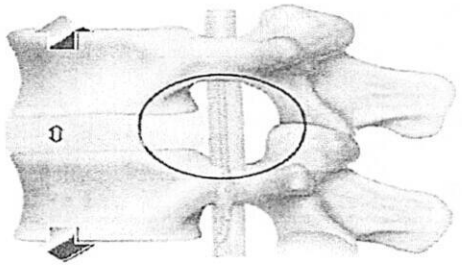
IV Discs

Load through the spine is further absorbed by the intervertebral discs.



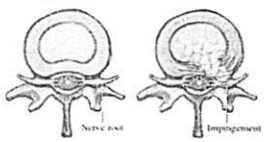
Each disc is a fluid fi ype and direction of the load.

Mechanism

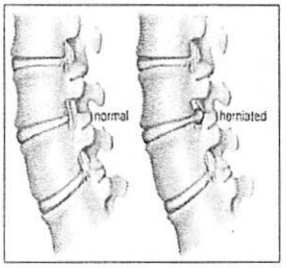


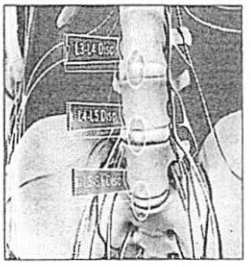
Disc herniated cont…

Disc herniated



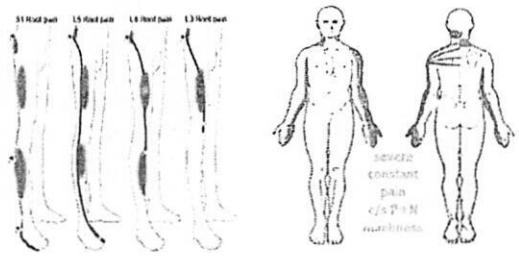
Common sites





Lumbar disc herniation (LDH), where the most common site is toward the bottom of the spine at L4–L5 or L5–S1 (95%) (Pouriesa et al. 2013).

Referred pain

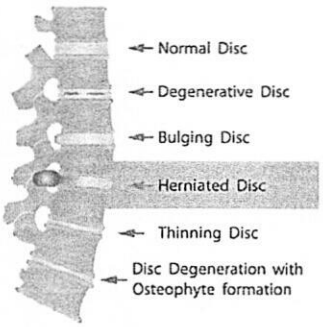


Back Pain

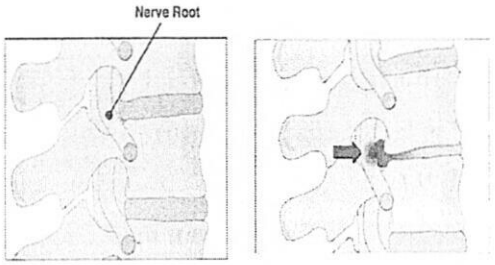
Sign and symptom:

- Pain on neck or lower back
- Pain may be central or radiate to limbs
- Parasthesia may present
- Increase pain by movement
- Decrease sensation and muscle power of affected limbs.

Kind of normal and abnormal disc



Herniated / Bulging Disc or PLID



Continue.....

Sciatic nerve impingement, also called sciatica, is common for people who sit for prolonged periods of time.

The sciatic nerve runs from your lower back down the back of your leg and into to your feet.

Swelling in certain muscles in the buttocks can put pressure on the sciatic nerve, causing pain down the leg.

Common Occupational Injuries of the Back

Strains and sprains are damage to the tendons and ligaments caused by one time exertions such as lifting or carrying heavy objects.

These can lead to very noticeable back pain, but the pain usually begins to subside within a few days

Risk factors

- Patient-Related Risk Factors
  - Age
  - Sex
  - Physical Fitness
  - Posture
  - Spine Mobility
  - Muscle Strength

Risk factors cont..

- Occupational Risk Factors
  - Lifting
  - Pulling and Pushing
  - Twisting
  - Slipping
  - Prolong Sitting, standing
  - Vibration

Treatment: Physiotherapy

LBP Prevention

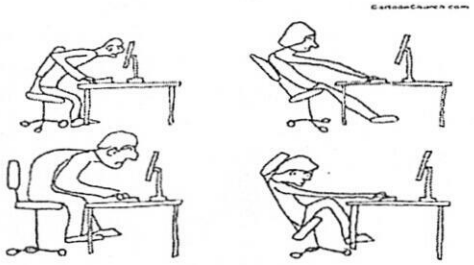
Posture And Lifting

Posture

Lifting

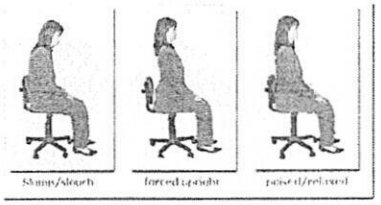
Maintain good posture

Avoid bad posture



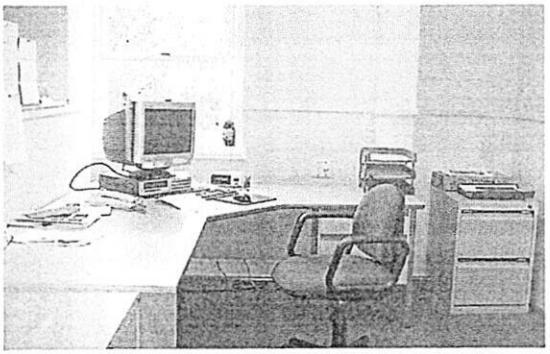
BAD POSTURE (EXAMPLES OF)

Appropriate sitting in the chair

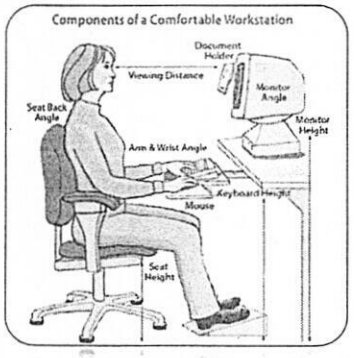


Poor Workstation Layout

Good Workstation Layout



Safe desk work



- Eye level straight
- Neck upright
- Backrest of the chair to support the back
- Elbows are bent at approximately 90°
- Hip slightly forward tilted
- Knees are bent at approximately 90°
- Legs are bent at approximately 90°
- Feet flat to the surface

Prevention of back pain

- Do Intermittent Work – every 30 min change postural position for 3-5 min.
- Use Lumber roll and back rest.
- Modify office desk

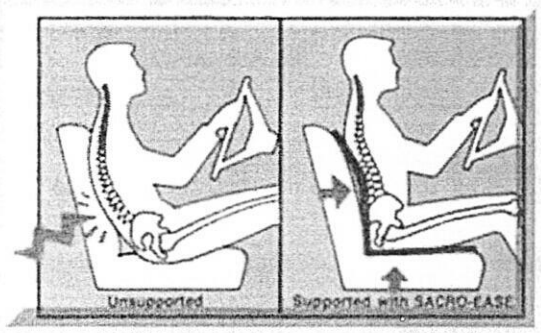
Back care supportive equipment

A good chair

Lumbar-roll

Back Rest

Car Sitting



Otherwise...

You will suffer on back pain!!!

The Core

X

Y

Others Musculoskeletal Problems

- Neck Pain
- Osteoarthritis of knee
- Frozen Shoulder
- Tennis Elbow
- Calcanium Spar
- Ankle Sprain
- Muscle Cramp
- Brain Stroke
- Parkinson Disease
- Diabetic Neuropathy
- Heart Disease
- Spinal Cord Injury
- Joint replacement
- Post Fracture Complications

Neck Pain

Sign and symptom:

- ➢Pain on neck
- ➢Pain may be central radiate to limbs
- ➢Parasthesia may present
- ➢Increase pain by movement
- ➢Decrease sensation and muscle power affected limbs.

Treatment: Physiotherapy

Ankle sprain

Treatment:

PRICE principle for 07 days

P- Protection

R- Rest

I- Ice

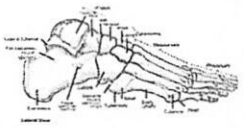
C- Compression

E- Elevation

Rehabilitation program:

Strengthening exercise, cycling, swimming, walking, staring etc.

Foot pain



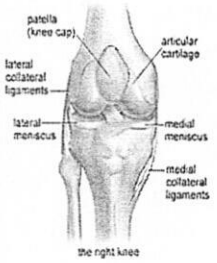
Calcanium spar or Planter fasciitis:

- Pain complain first few steps after rest.
- Morning pain

Treatment: Physiotherapy

Advice: Use heel cushion, insole & comfortable soft shoe.

Osteoarthritis of Knee Joint



the right knee

Sign and symptom of osteoarthritis :

- Pain increase by walking, stair up and down, low level sitting, sit to stand.
- Pain decrease by rest
- May have swelling in knee joint.

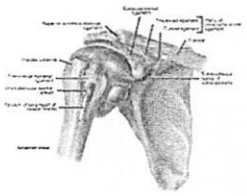
Treatment: Physiotherapy

Advice: Cycling & swimming not walking.

Other conditions:

Anterior Cruciate ligament injury(ACL), Posterior Cruciate ligament injury(PCL), Medial Colateral ligament Injury & Miniscus injuries etc.

Frozen Shoulder



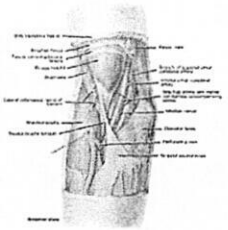
Sign and symptom:

- Pain increase by over head activities like combing hair, dressing.
- Stiffness as like frozen
- Age above 40 years

Treatment: Physiotherapy (Manual & Electrotherapy)

Advice: Pulley, pendulum & wall climbing exercise

Tennis Elbow



- Pain & swelling on elbow joint.
- History of repeated use of hand.
- Tenderness present
- Stretching painful.

Treatment: Soft tissue mobilization, PNF & Electrotherapy

Advice: Use elbow bend

Ice Therapy

- Rapping ice by thick cotton cloth
- Ice never directly use on skin, it causes skin burn.
- Duration: 10 min x 2 times daily for 3 days.

General Advice

Change Food Pattern:

- ❑In the morning comparatively taken heavy diet
- ❑ In lunch time take less food
- ❑ Night time try to eat very light food. Within 7.30 pm.
- ❑Use Good shoe- its act as body shock absorber.
- ❑ For foot pain – use heel cushion
- ❑ For Diabetic patient – Walking , cycling, Swimming etc

Physiotherapy?

Physiotherapy is an **effective treatment** for injury and illness.

Physiotherapists are **skilled** in the hands-on management of medical & surgical conditions.

Physiotherapy is a **science and evidence based profession** which is clinically and scientifically proven to **heal conditions affecting body.**

Physiotherapists?

First-contact autonomous practitioner in health care services

Physiotherapists?

- The course is affiliated by the Medicine Faculty of Dhaka University.
- 5 years Bachelor Degree which is followed by 1 year Mandatory Internship.

Course curriculum of physiotherapy

General Medical Subjects	Year	Professional Subjects	Year
Anatomy	2 Years	Electrotherapy	2 Years
Physiology	2 Years	Kinesiology & Biomechanics	2 Years
Pharmacology	2 Years	Therapeutic Exercise	2 Years
Pathology & microbiology	2 Years	Orthopedic Medicine	2 Years
Community medicine	1 Year	Neurological Physiotherapy	1 Year
Biochemistry	1 Year	Cardiopulmonary PT	1 Year
Cardiopulmonary	1 Year	Pediatric Physiotherapy	1 Year
Neurology	1 Year	Sports Physiotherapy	1 Year
Radiology & imaging	1 Year	Rehabilitation Medicine	1 Year
Orthopedics & Rheumatology	1 Year		
Pediatrics	1 Year		
Surgery, Gyne. & Obstetrics	1 Year		
Psychiatry	1 Year		

Role of physiotherapist in health services

Health Promotion- awareness program, seminar, workshop etc.

Injury Prevention- Patient education, career education etc.

872

Role of physiotherapist in health services

Treatment & Rehabilitation- Stretching, strengthening etc.

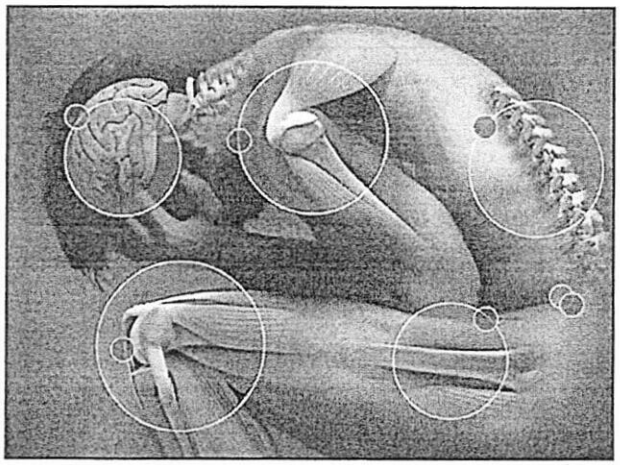
Environment Modification- Home modification, job environment modification etc.

Professional Autonomy

Individual physical therapists should have the **freedom to practice their professional judgment**, whether they are working in health promotion, prevention or in the management, treatment/intervention and rehabilitation of patients/clients (WCPT).

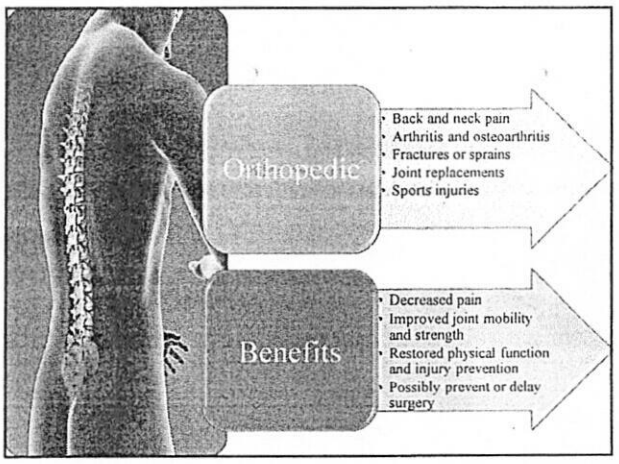
Physiotherapists act as **first-contact practitioners** in UK since 1978. (CSP)

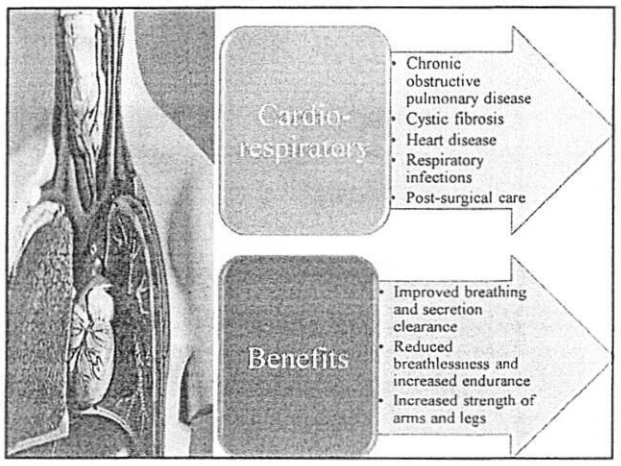
Since 1979 Physiotherapists in Australia are working as first contact Practitioner and can see patient without referral from other health care professionals. (APA)

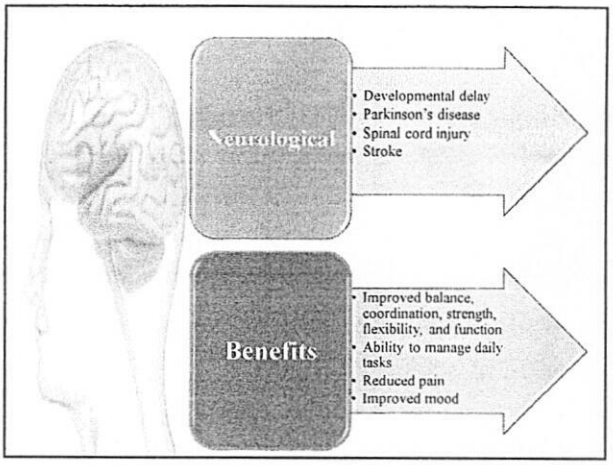


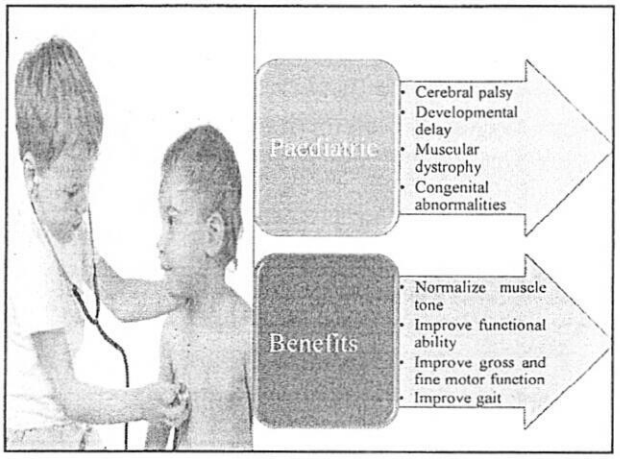
- Hospital and clinics
- Rehabilitation centers
- Sports centers
- Community Based Rehabilitation
- Academic institutions
- Research
- Management
- Special needs school

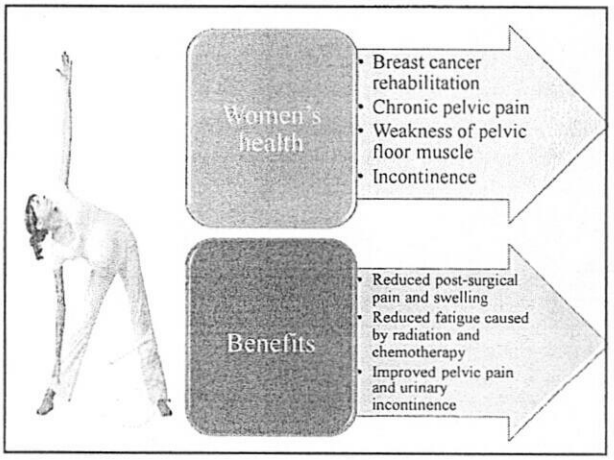
Conditions treated by Physiotherapists

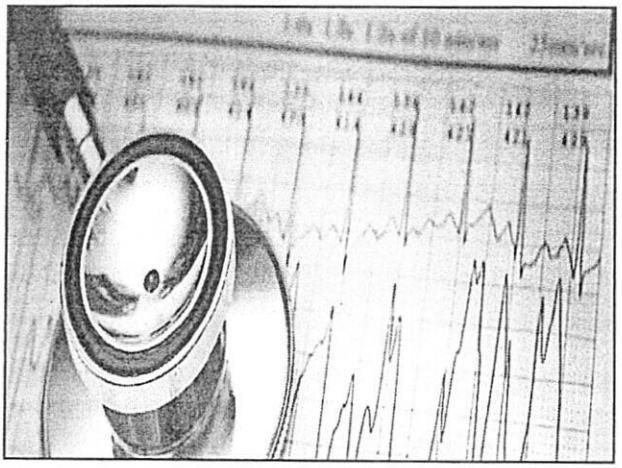


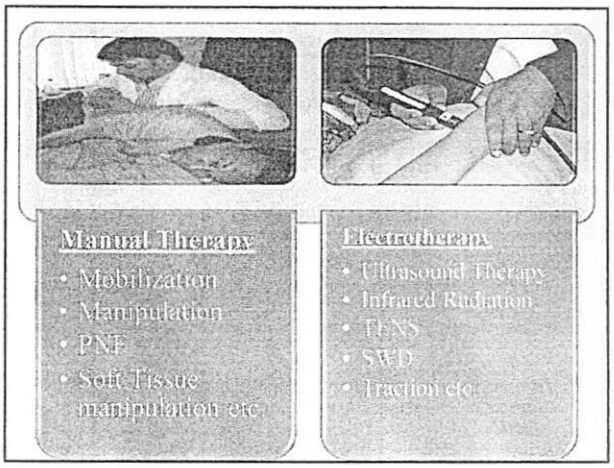

Cardio-respiratory
Chronic obstructive pulmonary disease
Cystic fibrosis
Heart disease
Respiratory infections
Post-surgical care
Benefits
Improved breathing and secretion clearance
Reduced breathlessness and increased endurance
Increased strength of arms and legs

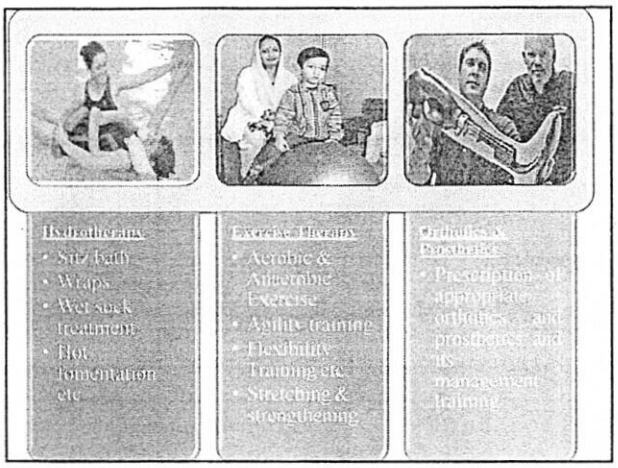

Neurological
Developmental delay
Parkinson's disease
Spinal cord injury
Stroke
Benefits
Improved balance, coordination, strength, flexibility, and function
Ability to manage daily tasks
Reduced pain
Improved mood

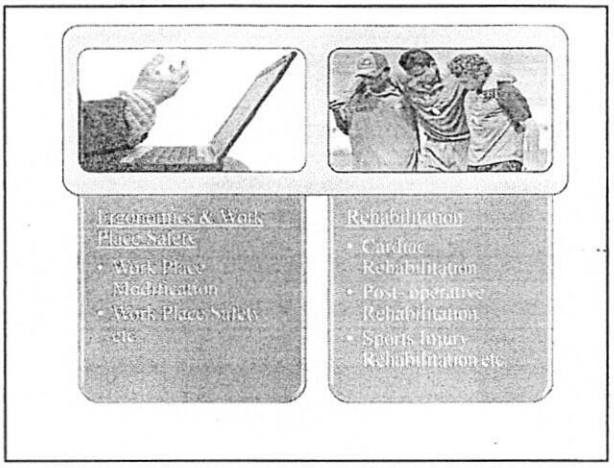

Paediatric
Cerebral palsy
Developmental delay
Muscular dystrophy
Congenital abnormalities
Benefits
Normalize muscle tone
Improve functional ability
Improve gross and fine motor function
Improve gait

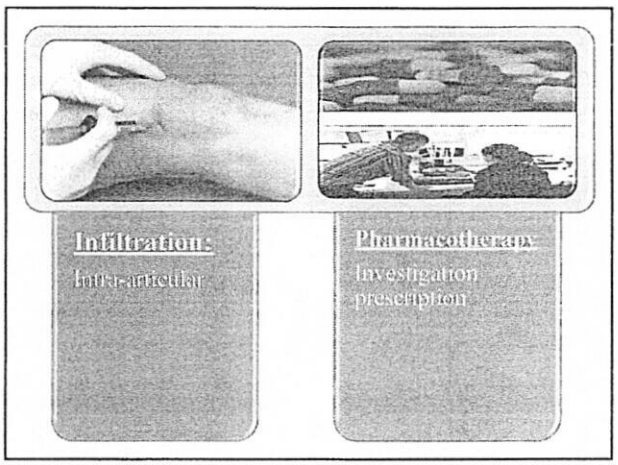

Women's health
Breast cancer rehabilitation
Chronic pelvic pain
Weakness of pelvic floor muscle
Incontinence
Benefits
Reduced post-surgical pain and swelling
Reduced fatigue caused by radiation and chemotherapy
Improved pelvic pain and urinary incontinence




Manual Therapy
Mobilization
Manipulation
PNF
Soft Tissue manipulation etc.
Electrotherapy
Ultrasound Therapy
Infrared Radiation
TENS
SWD
Traction etc.

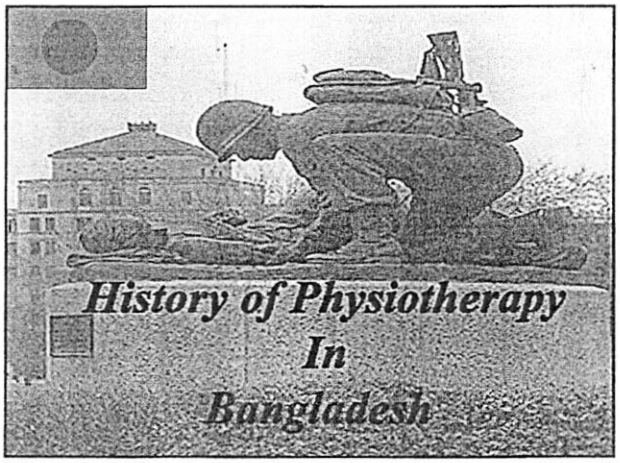


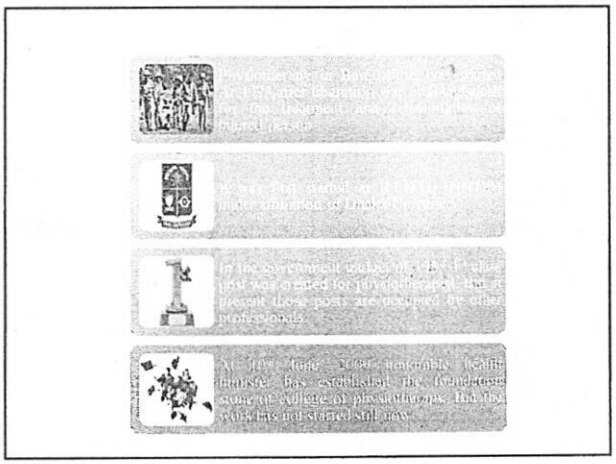




Physiotherapy Is An Ancient Profession

Hippocrates and Hector are believed to have been the first practitioners of a primitive physical therapy, advocating soft tissue mobilization and hydrotherapy to treat people in 460 B.C.



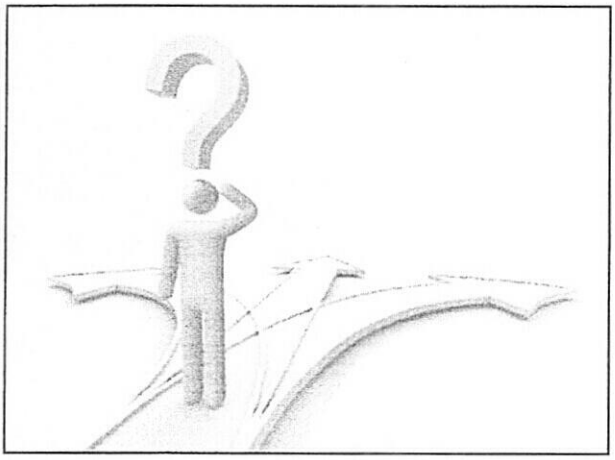


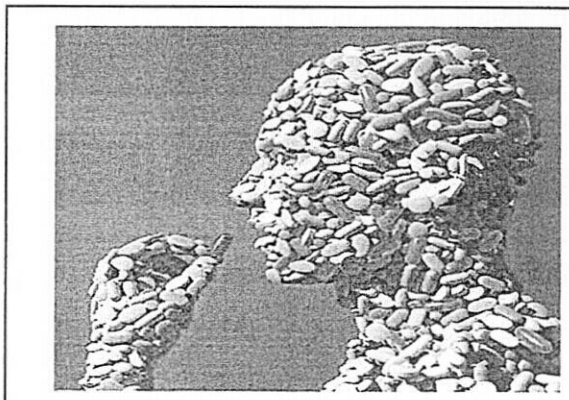
The controlling organization of Physiotherapy is Bangladesh Rehabilitation Council Act - 2018.

Bangladesh Physiotherapy Association (BPA) is our Professional Organization

Recommendations

- Pain & Therapy related class also include others academic training institutes.
- Create job for Physiotherapist in health sectors





11.3

Stress Management & Strategies for Work-Life Balance

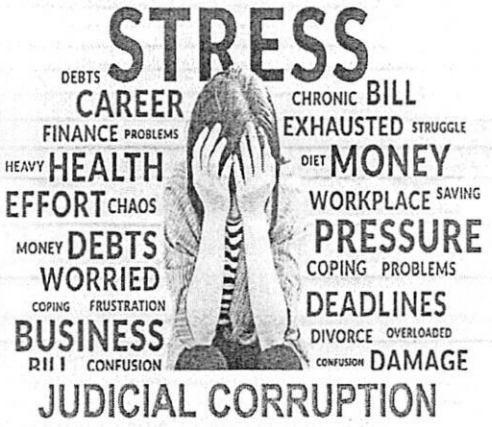
BM BENOJIR AHMED
DIRECTOR, BPATC

Objectives of the session

- Understanding stress and its implications.
- Exploring stress management strategies.
- Emphasizing work-life balance techniques.

SESSION OUTLINE

1. Understanding Stress
2. Types of stress
3. Stress: Triggers
4. Early Warning Signs of Stress
5. Responses to Stress on different level
6. Health: body-mind relationship
7. Benefits of Stress Management
8. Stress Management Techniques
9. Time management
10. Mindfulness
11. Work-Life Balance
12. WELL Concept
13. Stress Management in Professional Life
14. Q&A



What is Stress?

Stress is our mind or body's response or reaction to a real or imagined threat or event or change. It is a physical and psychological response to demands or pressures.

The threat, event or change are commonly called stressors. Stressors can be both internal (thoughts, beliefs, attitude) or external (loss, tragedy, change)

Importance of addressing stress in professional life: High-stress levels can lead to burnout, reduced productivity, and health issues.
Examples: Civil servants may experience stress due to high workloads, policy changes, or public scrutiny.

When are we Stressed?

It's when we –

1. Feel under pressure
2. Don't feel in control
3. Struggle to cope with things

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Major TYPES OF STRESS

Acute Stress	Episodic Stress	Eustress	Distress (Negative Stress)
Short-term stress that arises in reaction to an immediate challenge. Example: A last-minute deadline.	Long-term stress resulting from ongoing challenges. Example: Continuous workload pressure.	Motivational stress that enhances performance. Example: Preparing for a promotion interview. Creativity, problem solving, change, birth of child, a marriage, buying first home or car, moving to a new place or job, perform something challenging Healthy Stress	Overwhelming stress leading to dysfunction. Example: Excessive workload leading to burnout. over physical-mental stimulation /exhaustion, ineffective problem solving, prolonged & life-threatening illness, low self-esteem, death of loved one, losing job, serious injury, divorce, being abused Unhealthy Stress, Unexpected

Responses of Stress on Different Levels

Physical	Cognitive/Emotional	Behavior
1. Muscle tension 2. Headaches 3. Fatigue 4. Digestive issues 5. Heart-related symptoms 6. Changes in appetite 7. Sleep disturbances 8. Sweating 9. Weakened immunity 10. Breathing issues	1. Feeling overwhelmed or helpless 2. Increased irritability or mood swings 3. Anxiety or excessive worrying 4. Difficulty concentrating or making decisions 5. Persistent sadness or feelings of depression 6. Low self-esteem or feelings of inadequacy 7. Forgetfulness	1. Changes in sleeping patterns (insomnia or oversleeping). 2. Eating too much or too little. 3. Social withdrawal or avoiding responsibilities. 4. Increased use of substances like alcohol or tobacco. 5. Procrastination or neglecting work and deadlines. 6. Nail-biting, restlessness, or other nervous habits.

STRESS: TRIGGERS

External Triggers:	Internal Triggers:
1. Workload Pressure	1. Perfectionism
2. Financial Struggles	2. Self-Doubt
3. Relationship Conflicts	3. Negative Thinking
4. Unstable Environment	4. Fear of Failure
5. Noise Pollution	5. Need for Control
6. Health Crises	6. Low Self-Esteem
7. Lack of Support	7. Overthinking
8. Traffic Congestion	8. Unrealistic Expectations
9. Unexpected Events	9. Guilt or Regret
10. Workplace Politics	10. Lack of Resilience

Severity of symptoms (hierarchy)

Mental	Emotional	Physical
Complete Mental Confusion	Suicidal Depression	Brain ailments
Destructive Delirium	Apathy	Heart ailments
Paranoid Ideas	Sadness	Endocrine ailments
Delusions	Anguish	Liver ailments
Lethargy	Phobias	Lung ailments
Dullness	Anxiety	Kidney ailments
Lack of concentration	Irritability	Bone ailments
Forgetfulness	Dissatisfaction	Muscle ailments
Absent-mindedness	-	Skin ailments

Body-mind connection

- **Physical Health Impact:** Cardiovascular diseases, weakened immunity, hypertension.
- **Psychological Effects:** Burnout, anxiety, depression.
- **Example:** Long-term stress can lead to chronic illnesses and reduced efficiency.

Mind-Body Connection

Stress Leads to the automatic release of 3-Key hormones: adrenalin, nonadrenalin, cortisol

Increases	Decreases
➢ Mental activity ➢ Respiration ➢ Heart Rate ➢ Blood Pressure	➢ Libido ➢ Digestive System ➢ Excretory System (Kidneys/ Ureturs/ Bladder/ Urethra) ➢ Pain perception

The Four Main Feel-Good Hormones

Hormone	Nickname	Key Effects
Dopamine	Reward hormone	Pleasure, motivation, focus, learning, memory
Serotonin	Mood stabilizer	Emotional balance, sleep, appetite, digestion, memory
Oxytocin	Love hormone	Bonding, trust, empathy, intimacy, childbirth, breastfeeding
Endorphins	Natural painkiller	Euphoria, pain relief, stress reduction, sense of well-being

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How to Naturally Boost These Hormones?

Dopamine

- Set and achieve small goals (checklists work wonders!)
- Eat tyrosine-rich foods: eggs, dairy, soy, legumes
- Get quality sleep
- Practice meditation or mindfulness
- Listen to music that uplifts you

Serotonin

- Spend time in sunlight (15–30 minutes daily)
- Exercise regularly (especially aerobic workouts)
- Eat foods rich in tryptophan: nuts, seeds, tofu, turkey
- Practice gratitude and journaling
- Engage in acts of kindness

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How to Naturally Boost These Hormones?

Oxytocin

- Hug, cuddle, or hold hands
- Engage in meaningful conversations
- Practice empathy and active listening
- Spend time with loved ones or pets
- Engage in spiritual or communal rituals

Endorphins

- Engage in enjoyable physical activities like running or yoga,
- Practice mindfulness with deep breathing or meditation,
- Foster social connections through positive interactions and laughter

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Impact on Body and Mind

- **Mental Health**: These hormones help reduce anxiety, depression, and stress. They promote emotional resilience and a sense of purpose.
- **Physical Health**: Improved immunity, better sleep, reduced pain, and enhanced energy levels.
- **Social Connection**: Strengthened relationships, increased trust, and deeper emotional bonds.
- **Productivity & Focus**: Enhanced motivation, creativity, and cognitive performance.

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Benefits of Stress Management

1. Improved Decision-Making
2. Enhanced Productivity
3. Better Health
4. Stronger Emotional Resilience
5. Positive Workplace Relationships
6. Increased Adaptability
7. Greater Job Satisfaction
8. Work-Life Balance
9. Improved Public Service Delivery
10. Prevention of Burnout (physical/mental collapse)

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STRESS MANAGEMENT STRATEGIES

Mind-Body Practices

1. Engage in **meditation** to center your mind
2. Practice **deep breathing** for immediate relaxation
3. Explore **progressive muscle relaxation** for full-body relief
4. Immerse yourself in the flow of **yoga**
5. Embrace **mindfulness** to stay present in the moment

Movement and Activity

1. Incorporate regular **exercise** into your routine.
2. Reconnect with peace by spending time in **nature**
3. Try **stretching** or gentle movements to stay active.

Tips:

- Consistency is the key
- Find what works for you
- Be patient

Lifestyle Modification/Adjustment

1. **Lifestyle Adjustments**
2. Nourish your body with a **balanced diet**.
3. Prioritize **quality sleep** to recharge.
4. Foster meaningful connections with those around you.
5. **Set boundaries** and create space for yourself.
6. Cultivate a mindset of **gratitude**.
7. Master the art of saying **"No"** when needed.
8. Consider seeking **professional counseling** for guidance.
9. Maintain a healthy **work-life balance** to avoid burnout.
10. Focus on **time management** and building discipline.
11. Enroll in a **stress management program** if possible.
12. Commit to an overall **healthy lifestyle** for long-term benefits.

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TIME MANAGEMENT

Causes of wasted time

- ✓ Inability to set priorities
- ✓ Inability to say NO
- ✓ Inability to delegate responsibility
- ✓ Inability to accept anything less than perfect

Steps of GOOD time management

- ✓ Prioritization and delegation
- ✓ Focus on essential tasks
- ✓ Monitor current time use
- ✓ Analyze time use
- ✓ Make a schedule

MINDFULNESS

Mindfulness is being fully present and aware of the moment. It can be done through meditation, gratitude and journaling.

5-Ways to Practice Mindfulness

1. Stop what you're doing and take a breath
2. Take a moment to notice the sensation of your breath
3. Putting down phone
4. Doing one thing at a time
5. Find full moments in everyday task
6. Notice the moves you already made

Mindfulness: PEACE NOT PIECES!

BE AT PEACE,
NOT IN PIECES

WORK-LIFE BALANCE

Work-Life Balance: Practical Ways

1. Set Clear Boundaries
2. Allocate Quality Time for Family
3. Adopt a No-Work-at-Home Policy
4. Pursue Hobbies and Interests
5. Take Paid Vacations
6. Plan and Manage Time Effectively
7. Take Short Breaks During Work
8. Maintain a Healthy Lifestyle
9. Advocate for Flexible Work Schedules
10. Create a Holistic Routine

STRESS MANAGEMENT IN PROFESSIONAL LIFE

Prepare a Plan of Action

1. Define Goals and Priorities
2. Identify Stress Triggers
3. Develop Alternative Strategies
4. Seek Support from Your Network
5. Master Time Management
6. Maintain Work-Life Balance
7. Practice Mindfulness Techniques
8. Advocate for a Flexible Schedule
9. Encourage Open Communication
10. Collaborate with Supportive Leadership

STRESS MANAGEMENT IN PROFESSIONAL LIFE

Please note:

1. Effective Stress Management Helps
2. Break the hold Stress has on life
3. Proper Management can help to be happier, healthier and more productive
4. The Ultimate goal is a balanced life (work, relationship, health)
5. WELL Concept helps manage stress

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THE WELL CONCEPT

W - Worship
E - Energy
L - Love
L - Legacy

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MASTER STRESS

M - Maintain healthy eating	S - Start Journalling
A - Avoid social isolation	T - Take deep breaths
S - Stay informed	R - Rest and sleep well
T - Talk to others	E - Engage in gratitude
E - Engage in mindfulness	S - Step outside into nature
R - Relax, play, exercise	S - Seek support from friends, family, professionals

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Definition of HEALTH by WHO

Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.

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6-DIMENSIONS OF HEALTH

MENTAL	EMOTIONAL	SOCIAL
1. Knowing our interests 2. Learning new things 3. Taking responsibility 4. Making good decisions 5. Setting & achieving goals	1. Expressing feelings positively 2. Dealing with stress, anger & other emotions healthily 3. Respecting yourself	1. Respecting others 2. Accepting differences 3. Mutual support 4. Listening & bettering communication
SPIRITUAL	**PHYSICAL**	**ENVIRONMENTAL**
1. Connected w/Self & world 2. Sense of peace 3. Awareness of purpose 4. Unconditional love 5. Making a difference	1. Eating healthy 2. Exercising 3. Getting enough sleep 4. Caring for our bodies 5. Avoiding 'risky' behaviors	1. Our relationship with surroundings...Air, water, land, scenery, noise, etc. 2. Taking care of our world

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Negative Attitude

A negative attitude will NEVER give us a positive life

Do any of the following "symptoms" apply to us?

1. Finding something wrong in every situation
2. Being pessimistic about outcomes
3. Being unhappy because our expectations were not met
4. Believing that things will go wrong
5. Being easily distracted by irritations
6. Being unpleasant to be around
7. Complaining and finding fault

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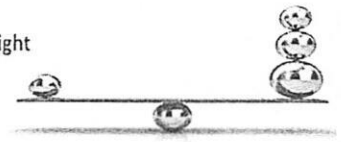
Steps to building A positive attitude

1. Change focus, look for the positive
2. Make a habit of doing it now
3. Developing an attitude of gratitude
4. Get into a continuous education program
5. Build positive self-esteem
6. Stay away from negative influences
7. Learn to like the things that need to be done
8. Start day with a positive activity

Getting the Balance Right

Do things right

Do the right thing



Effects of Sedentary Lifestyle And Its Management

Dr. Md. Mostafizur Rahman

MBBS (Dhaka Medical College)
MPH (Nutrition), (Dhaka University)
CCD (BIRDEM)
Medical Officer
BPATC Savar Dhaka.

Session Plan

- What is Sedentary lifestyle?
- Effects of sedentary lifestyle
- Brief discussion on noncommunicable diseases.
- Preventive management of NCD
- Definition of nutrition and measurement of nutritional status.
- How to maintain body weight
- Daily calorie management.

What is Sedentary Lifestyle ?

Effect of Sedentary Lifestyle

- Anxiety
- Cardiovascular disease
- Mortality in elderly men by 30% and double the risk in elderly women
- Deep vein thrombosis
- Depression
- Diabetes
- Colon cancer
- High blood pressure
- Obesity
- Osteoporosis
- Lipid disorders
- Kidney stones
- Spinal disc herniation (Low back pain)

The Age 40

- The age 40— it's a milestone for sure, signaling a time of transition from young adulthood to middle-age.
- This is an important decade for **preventing health problems** such as diabetes, heart disease and many types of cancer later in life.
- Among CVDs, ischemic heart disease (IHD) is the leading cause of death in the country.

Health risks of 40+

- After the age of forty body's degeneration starts.
- At this age people are prone to suffer from many non-communicable diseases which are the major causes of death

Old Age

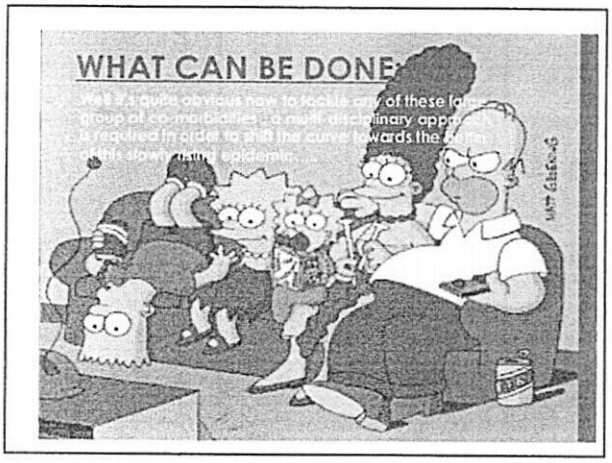
- Old age" occurs because we take into our bodies, mainly in food, harmful substances which for one reason or another, the excretory organs fail to eliminate.
- Some of these substances serve no purpose at all in the body and are best avoided if possible, and some are perfectly normal by products of normal body processes.

Degeneration process

- We have so many cells and every day we loss more and more. Our bodies completely regenerate every year and a half. That is the oldest cell in our body is 1 year and 6 months old.
- The fact is, as we grow older we have less and less proper nutrition and we are far more affected by free radicals (stress). Our cells have less and less fuel to work with and when the do multiply they are reborn with a poorer structure.

Degeneration starts at the age of 40

Depending on the diet and other lifestyle factors, the process of degeneration can be rapid, terminating life in youth or middle age, or deferred, to finally terminate life by what is known as old age.



Physical Inactivity

•Physical inactivity is a termed used to identify people who do not get the recommended level of regular physical activity.

•The American heart association recommends 30 to 60 minutes of aerobic exercise three to four times per week to promote cardiovascular fitness.

Prevention of heart diseases

everyone can become more heart healthy by following a few key steps, such as :

- Eating a healthy diet.
- Exercising.
- Quitting smoking.
- Maintaining a healthy body weight.

What is Non Communicable Diseases ?

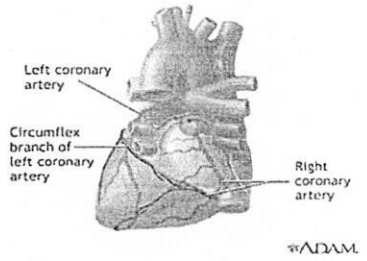
A non-communicable disease, or NCD, is a medical condition or diseases which by definition is non-infectious and non-transmissible among people. NCDs may be chronic diseases of long duration and slow progression.

• Major Non Communicable diseases (NCD) :

- Cardiovascular diseases (CVD)
- Diabetes Mellitus
- Hypertension
- Obesityl
- Cancer
- Osteoarthritis
- Mental health problem

Controllable Risk Factors of Heart Disease :

Cigarette smoking.
Obesity
Hypertension.
Diabetes mellitus.
High cholesterol level.
Stressful life.
Physical inactivity.



Today's Lifestyles are tomorrows risk factors

Today's risk factors are tomorrows diseases

Risky behaviors → Risk factors → NCDs

Healthy Lifestyle

⇩

A way to prevent NCD

What is Healthy Lifestyle ?

A healthy lifestyle is defined by four basic criteria:

- Not smoking
- Holding weight down
- Eating right
- Exercising

Increase Activity

Just adding a little movement to our life can:

- Reduce the risk of heart disease, stroke and diabetes
- Improve joint stability
- Increase and improve range of movement
- Help maintain flexibility as you age
- Maintain bone mass
- Prevent osteoporosis and fractures
- Improve mood and reduce symptoms of anxiety and depression

Hyperlipidaemia

Hyperlipidaemia is the term used to denote raised serum levels of fatty substances called lipids. These are

-Cholesterol

-Triglycerides

These fatty substances travel in the blood attached to proteins known as lipoproteins

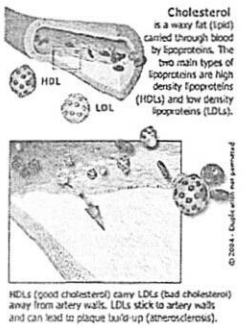
Lipoproteins:

Chylomicrons

LDL (low density lipoprotein)

HDL (high density lipoprotein)

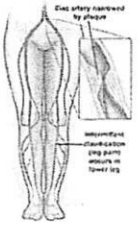
VLDL

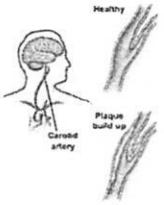


Cholesterol is a waxy fat (lipid) carried through blood by lipoproteins. The two main types of lipoproteins are high density lipoproteins (HDLs) and low density lipoproteins (LDLs).

HDLs (good cholesterol) carry LDLs (bad cholesterol) away from artery walls. LDLs stick to artery walls and can lead to plaque build-up (atherosclerosis).

Hyperlipidaemia



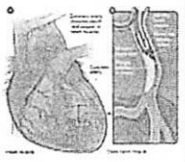


What is HDL Cholesterol?

- High-density lipoprotien (HDL)
  - "Good" cholesterol
  - Carries cholesterol away from the arteries and back to the liver
  - High levels of HDL appear to protect against heart attack
  - Low HDL indicates a greater risk for heart attack

Why it becomes a Silent Killer ?

- Cholesterol is intimately related to the development of **atherosclerosis**, which is a leading cause of **heart attack** and death.
- During the atherosclerotic process, cholesterol is carried into the inner lining of arteries causing an injury to the artery wall and inflammation.
- Inside the artery, the cholesterol combines with white blood cells and other materials to create a *lipid foam*.
- This lipid foam provides the building material for plaque deposits on the inner wall of arteries, including the **coronary arteries** in the heart and the **carotid arteries** in the brain



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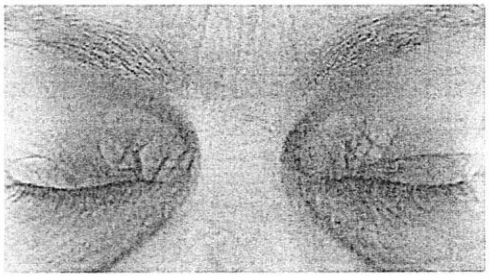
Why it becomes a Silent Killer ?

•Coronary Artery Block.

Ways to Raise HDL Cholesterol

- Get active. Physical activity can boost your HDL level. ...
- Lose extra weight. If you're overweight, losing extra pounds can help raise your HDL levels, as well as cut your LDL ("bad") cholesterol levels.
- Choose better fats. ...
- Alcohol in moderation. ...
- Stop smoking.

Xenthelasma



5 Ways to Raise Your HDL Cholesterol

- Get active. Physical activity can boost your HDL level. ...
- Lose extra weight. If you're overweight, losing extra pounds can help raise your HDL levels, as well as cut your LDL ("bad") cholesterol levels.
- Choose better fats. ...
- Alcohol in moderation. ...
- Stop smoking.
-

How to prevent Hypertension?

➢Do not take extra salt
- avoid table salt
- use less salt during cooking
- avoid foods with extra salt e.g. cheese

➢Increase intake vegetables, citrus fruits and fibers
➢Stop smoking, taking tobacco and alcohol
➢Proper rest and mental pleasure

How to prevent Hypertension?

- ➢ Reduce weight
- ➢ Reduce taking extra salt, sugar
- ➢ Decrease animal fat, cholesterol e.g. beef, mutton, brain, liver, butter, prawn, chicken skin, egg yolk, coconut

Diabetes Mellitus

How to prevent Diabetes?

- Diet control
- Prevention of over weight/ obesity
- Discipline
- Regular exercise

How to prevent Diabetes?

Diet :

- ✓ Take your meal regularly
- ✓ Avoid extra sugar, sweet and honey
- ✓ Take proteins from fish, chicken & nuts
- ✓ Control beef & mutton
- ✓ Underweight people should gain weight and overweight people should reduce wt.
- ✓ Eat more salad, vegetables and sour fruits

How to prevent Diabetes?

Discipline:

Take a balanced diet

- Take medicines timely
- Keep yourself neat & clean
- Monitor weight and blood glucose level

How to prevent Diabetes?

- **Exercise:**

- Exercise or walking 45 minutes a day is helpful for controlling diabetes
- Helps to control weight

**Be careful about infections

**Try to reduce mental stress

Inference of OGTT

Inference	0 min glucose level	120 min glucose level
Diabetes Mellitus	≥ 7.0 m. mol/ L	≥ 11.1 m. mol/ L
Impaired Gl. Toller	< 7.0 m. mol/ L	≥ 7.8 – 11.1 m. mol/ L
Imp. Fasting Glyc	≥ 6.1 - < 7.0 m. mol/ L	< 7.8 m. mol/ L
Normal	< 6.1m. mol/ L	< 7.8 m. mol/ L

Target to Control DM

Fasting Blood Sugar	-- less than 5 m.mol/L
Random Blood Sugar	-- Less than 7.8 m.mol/L
HbA1C	-- Less than 7%

How to avoid Cancer?

- Take fresh food, vegetables and fiber containing diet
- Take adequate amount of food from plant origin
- Avoid taking too much food of animal origin e.g. beef, mutton, red meat

How to avoid Cancer?

- Too much canned food and food using preservatives should be avoided
- Tobacco and smoking should be ceased
- Avoid taking extra salt
- Avoid using artificial color in food
- Stop using harmful pesticide

What is Nutrition ?

Nutrition is the biochemical and physiological process by which an organism uses food to support its life. It includes ingestion, absorption, assimilation, biosynthesis, catabolism and excretion.

Good nutrition aims to achieve and maintain a desirable body composition, optimal health, prevention of diseases and high potential for physical or mental works.

Introduction to Nutrition

Nutrition = The study of food.

Food = Any substance that contains nutrients.

Nutrients = Any substance which can be digested and used by the body.

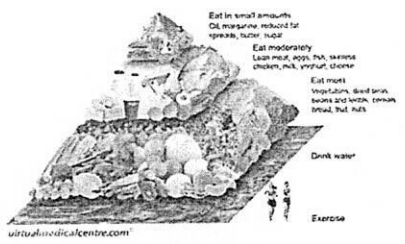
There are six nutrients:

- Protein
- Fat
- Carbohydrates
- Vitamin
- Minerals
- Water

Some tips to maintain nutrition

- Keep your daily calorie intake to a reasonable amount.
- Enjoy your food but eat less. Mindful eating.
- Keep portion sizes of food to a reasonable and recommended amount.
- Try to eat more of these foods: vegetables, fruits, whole grains, lean proteins, and some low-fat dairy products.
- Dedicate half your plate at meals to fruits and vegetables. Fruits, vegetables.
- Try to make at least half (or preferably all) your daily grains whole grains.

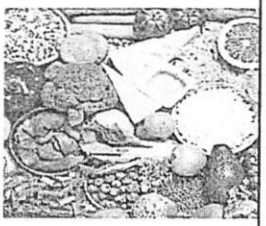
Food Pyramid



Why Nutritional Management is important ?

Good nutrition can help to reduce the risk of some disease, including heart disease, diabetes, stroke, some cancers and osteoporosis. Also help to

- Reduce high blood pressure
- Hyperlipidaemia.



Nutrition and Nutrients

Nutrition is the biochemical and physiological process by which an organism uses food to support its life.

Nutrients are chemical compounds in food that are used by the body to function properly and maintain health.

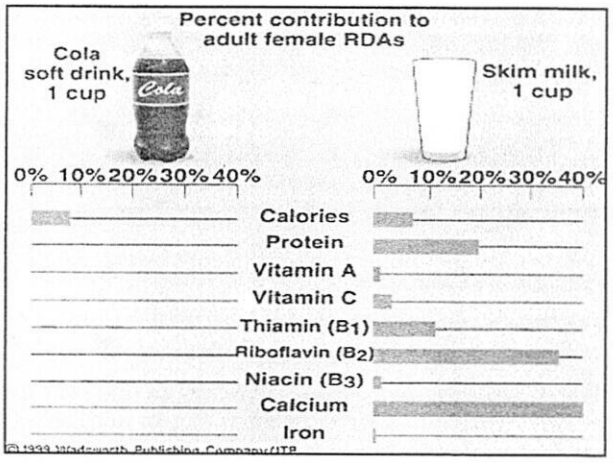
Macronutrients: Protein, Fat, Carbohydrate.

Micronutrient : Vitamin, Minerals and Water

Nutrient Density

A food that supplies large amount of nutrients relative to the number of calories it contains is nutrient dense.

The higher the level of nutrients and the fewer of calories, the more nutrient dense the food is.



Benefits of good nutrition:

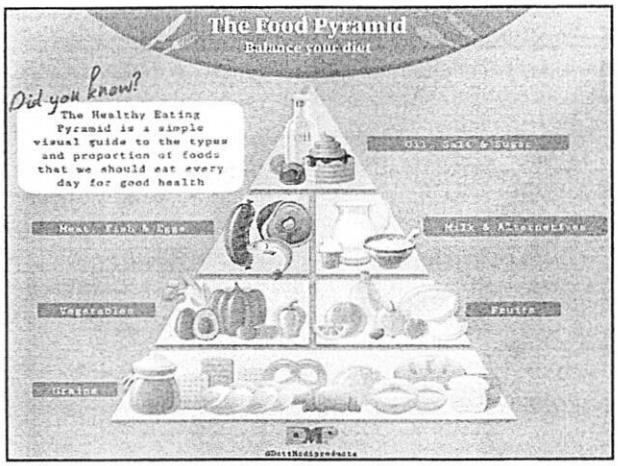
Benefits of good nutrition or eating healthy are

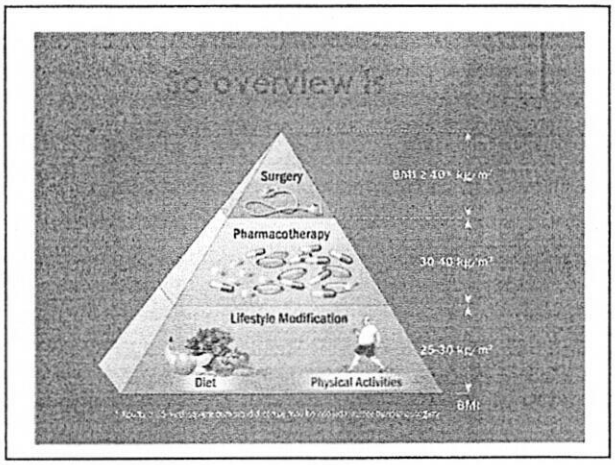
- Heart health
- Weight loss
- Diabetes
- Hypertension
- Immunity
- Reduced cancer risk
- Gut health
- Memory

Diet and nutrition

Diet refers to all the food that we consume through the day on a regular basis.

On the other hand, nutrition refers to the fuel that our body requires to function optimally and maintain good health. It refers to the right mix of nutrients.





How to prevent Over-weight and Obesity?

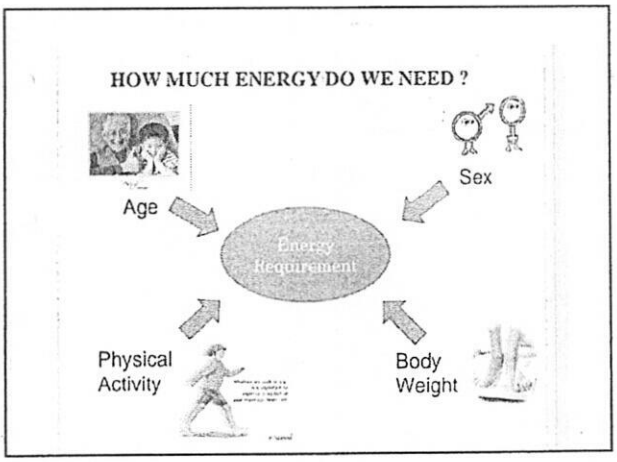
- **Diet:**
  - Low intake of rice and wheat products
  - Restriction of high calorie diet
  - Increase intake of low calorie diet
  - Increase fiber containing diet intake
  - Prepare foods with little or no oil.
  - Avoid sugary foods : Candy, Jelly, Jam etc.
  - Limit beverage drinks.

How to prevent Over-weight and Obesity?

- Eat balanced diet.
- Do not read or watch TV while you eat.
- Take 1-2 glasses of water before meal.
- On the occasion or party may go off your plan. Don't be too hard on yourself and don't quit. Get back on track on next day.

•Prevention of obesity:

Keep your BMI under 25



How to calculate BMI ?

Body Mass Index (BMI) = Wt. in Kg/Ht. in meter^2

Ideal Body Wt. (kg) = Ht. in cm – 100 (Roughly)

Losing even 10% of your total body weight can significantly lower your risk.

Interpretation of BMI According to WHO:

Classification	BMI Principle cut-off points
Overweight	≥ 25.00
Pre-obese	25.00-29.99
Obese	≥ 30.00

Mode of Activity

Sedentary : Sitting and standing activities, Driving, Typing, Lab. Works etc.

Light Activity : Walking on plain, House cleaning, Child care, Walking @ 2.5 – 4.0 km/hr. etc.

Moderate Activity : Walking @ 6.0 – 7.0 km/hour, Cycling, Dancing, Weeding etc.

Heavy Activity : Climbing, Walking up hill with load, Digging, Football, Basketball etc.

Mode of Activity	Action	Calorie Increment
Sedentary	Sitting and standing activities, Driving, Typing, Lab. Works etc.	No Increment
Light Activity	Walking on plain, House cleaning, Child care, Walking @ 2.5 – 4.0 km/hr. etc.	30% of DCA
Moderate Activity	Walking @ 6.0 – 7.0 km/hour, Cycling, Dancing, Weeding etc.	50% of DCA
Heavy Activity	Climbing, Walking up hill with load, Digging, Football, Basketball etc.	100% of DCA

How to prevent Over-weight and Obesity?

- Physical exercise:
- Regular exercise and walking
- Daily household works and daily activities
- Try to be active
- Try to maintain desirable nutrition status

** Regular monitoring of Wt/BMI

Energy Expenditure on Various Physical Activities

Activity	K.cal/hour
Watching TV	86
Cleaning/Mopping	210
Gardening	300
Cycling (15 km/hr.)	360
Running(12 km/hr.)	750
Running(10 km/hr.)	650
Running(08 km/hr.)	522
Walking (04 km/hr.)	160
Walking (06 km/hr.)	350

Energy Expenditure on Various Physical Activities

Activity	K.cal/hour
Table Tennis	245
Lawn Tennis	392
Dancing	372
Typing	108
Sleeping	57
Standing	132
Sitting	86

Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcl.)
Rice	1 cup	170
Bread	2 slice	80
Paratha	1 no.	150
Khichri	1 cup	200
Plain Dal	½ cup	100
Boiled egg	1 no.	90
Fried egg	1 no.	160

Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcl.)
Mutton curry	1 cup	325
Chicken curry	1 cup	300
Samosa	1 no.	200
Fruit cake	1 no.	270
Sweet	1 no. (Med.)	140
Custard	1 cup	320
Ice-cream	1 cup.	400

Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcl.)
Tea (2 tsp sugar +50 ml milk)	1 cup	75
Cow's milk (2 tsp Sugar)	1 cup	110
Soft drinks	200 ml	150
Cashew nut	10 Nos.	95
Pea nut	50 Nos.	90

Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcl.)
Apple	1 Med.	65
Banana	1 Med.	90
Guava	1 Med.	50
Mango	1 Med.	180
Orange	1 Med.	40
Carrot	1 Med.	30

Nutrition Facts
Serving Size 1 oz (28g/about 15 chips)
Servings Per Container 1

Amount Per Serving	
Calories 150	Calories from Fat 90
	% Daily Value*
Total Fat 10g	15%
Saturated Fat 1g	5%
Trans Fat 0g	0%
Cholesterol 0mg	0%
Sodium 170mg	7%
Total Carbohydrate 15g	5%
Fiber 1g	5%
Sugars less than 1g	
Protein 2g	

Vitamin A	0%	Vitamin C	10%
Calcium	0%	Iron	2%
Potassium	10%	Vitamin E	6%
Thiamin	4%	Niacin	6%
Vitamin B_6	10%	Magnesium	4%

* Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs.

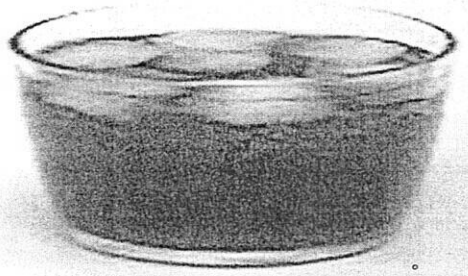
	Calories	2,000	2,500
Total Fat	Less than	65g	80g
Sat Fat	Less than	20g	25g
Cholesterol	Less than	300mg	300mg
Sodium	Less than	2,400mg	2,400mg
Total Carbohydrate		300g	375g
Dietary Fiber		25g	30g

Lay's Classic Potato Chips (1 oz)

INGREDIENTS: POTATOES, VEGETABLE OIL (SUNFLOWER, CORN, AND/OR CANOLA OIL), AND SALT

NO PRESERVATIVES

250 ml of Coca cola contain about 100 calorie



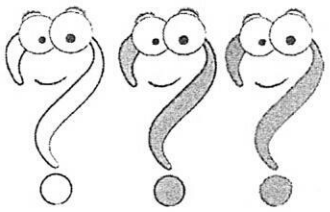
Population advice to prevent NCD

- Do not smoke.
- Take regular exercise.
- Maintain ideal body weight.
- Avoid using to much sodium intake (2.5gm/day).
- Add fiber to your diet.
- Eat a mixed diet rich in fresh fruit and vegetables.
- Limit alcohol use.
- Aim to get no more than 30% of energy intake from fat.
- Learn to check your blood pressure at home.

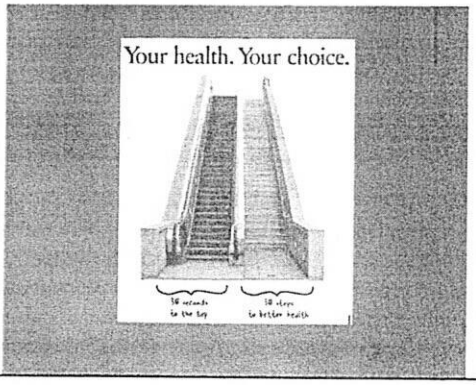
How to cut down fat in food

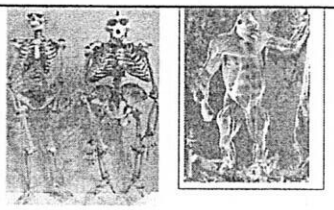
- Adopt cooking methods other than frying.
- Trim any visible fat from meat.
- Choose poultry and fish
- Avoid high fat containing foods.

Query ?



THANK YOU





You probably noticed that many animals have considerably more muscle mass than humans. This is not only limited to gorillas, but you can also see it in bears, cows, bulls, horses, big cats, bears, just to list some you may know. This is mainly due to genetics.

Every animal is built for a different purpose. A human is built for endurance and fine movements, a gorilla is built for raw power. It must be strong enough to climb trees easily, despite its weight. An average sized male gorilla, who has the same height as a man, can easily outweigh the man three times. Remember, both being average and not extraordinary.

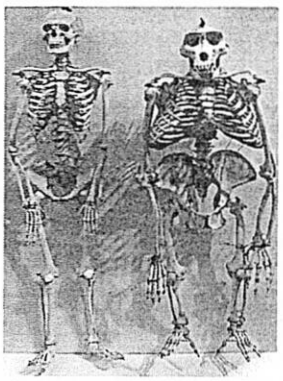
A 500 pound gorilla has enough strength to climb a tree with the ease of a ballet dancer. Just as you have enough strength to carry bags home from the grocery store. Or enough stamina to walk 50 miles in ultra training.

The gorilla doesn't need to work out to get strong. It must be strong, therefore it is strong. It does calisthenics on a daily basis. It has more fast twitch muscle fibers and they are stronger than yours. The gorilla bone density is much higher, the bones are thicker, the heart and lungs bigger.

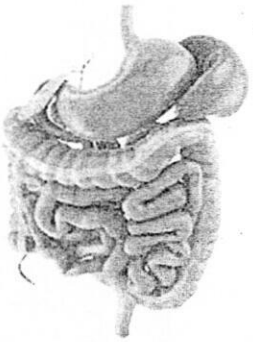
You (a human) don't need to be physically strong to survive. You need to be smart. Know muscle is a waste of resources, especially if you don't need it. If you stop working out, you will lose much of your hard earned muscle. The gorilla will not.

To put things better in perspective compare the frames of a man and a gorilla.

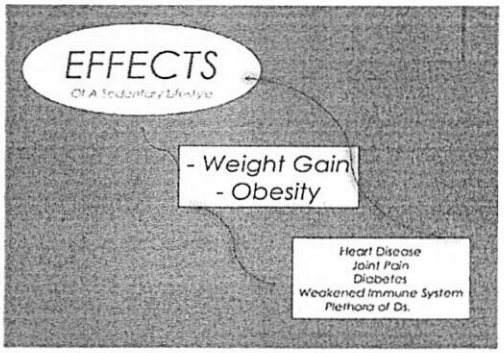
Skeleton of Human And Gorila



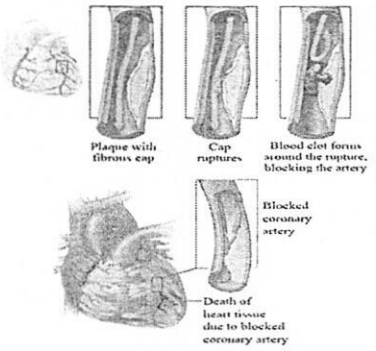
Digestive System



Effects of Sedentary Lifestyles

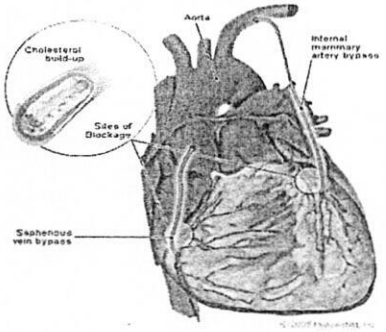


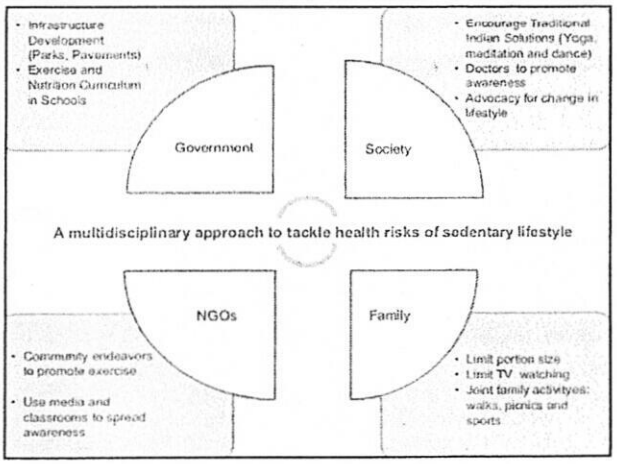
Heart Attack



Bypass Surgery

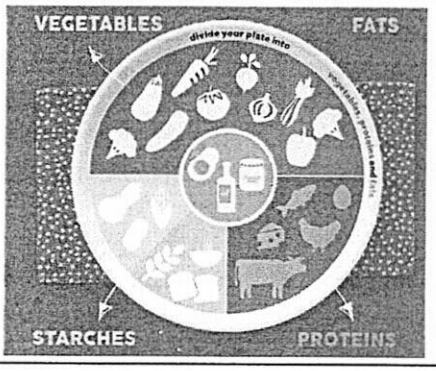
Coronary Artery Bypass





Healthy Plate Model

Healthy Plate Model



Module: 12
Contemporary Issues

Improving Tax Compliance in Bangladesh: The Role of Civil servants

Nasiruddin Ahmed, PhD (Sydney)
Senior Policy Advisor, IGC, London School of Economics
(Former Chairman, National Board of Revenue)

Bangladesh Public Administration Training Centre
August 2025

Contents

1. Introduction

- There are three sources of government revenue: (1) NBR taxes, (2) Non-NBR taxes, and (3) Non-tax revenue. In this presentation the focus is on the mobilization of tax revenue by the National Board of Revenue (NBR). This is because NBR collects about 85 percent of all government revenue.

  The tax-to-GDP ratio in Bangladesh for FY 2024-2 is only 6.68 per cent of GDP, which is low compared to other countries in the region. Income tax contributes about 34 percent of the NBR revenue while the remaining revenue (66 percent) comes from indirect taxes (VAT and Customs).

  The Medium and Long-Term Revenue Strategy (MLTRS) projects that tax revenue would be 10.50 percent of GDP in FY 2034-35.

- NBR was set up in 1972 under the Presidential Order No. 76 of 1972. Since inception, NBR has been performing the dual task of formulating tax policies and collecting revenue for the government.

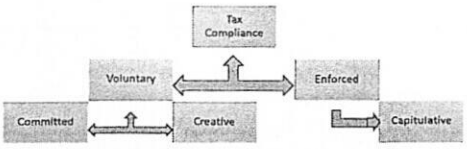
- NBR comprises 1 Chairman and 16 members. The NBR reports to the Internal Resources Division (IRD) of the Ministry of Finance.

2. Tax Compliance: Definition and Dimensions

- Tax compliance refers to the extent to which a taxpayer meets the following four obligations:

  1. Registration in the system
  2. Timely filing of tax returns
  3. Reporting on complete and accurate information and
  4. Payment of tax obligations on time

Figure 1: Dimensions of Tax Compliance



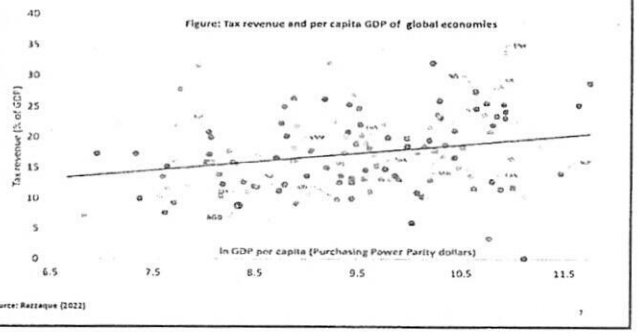
3. Poor Tax Compliance in Bangladesh

- Tax-GDP ratio hovers below 7%, which is much below the average of South Asian countries (16.4%). This is mainly because of poor tax compliance rate in both income tax and value added tax (VAT). Moreover, the size of the informal economy constitutes 35% of GDP (Schneider, 2012).

- Out of 10.10 million people registered in the tax system, only 4.5 million people file tax returns along with tax. Therefore, the personal income tax compliance rate is 45 percent of the registered taxpayers. If we take the potential income taxpayers, the compliance rate will be much lower.

- On the other hand, only 39,659 registered companies file returns out of 170,000 registered companies. The compliance rate of corporate income tax is 23.33 percent. The compliance rate of VAT registered firms is 11.6 percent.

Figure 02



Source: Razzaque (2022)

4. Research Questions

- Why is tax compliance so poor in Bangladesh?
- What can civil servants do to improve tax compliance in Bangladesh?
- In order to respond to the above two research questions, civil servants will need to understand the tax system: tax policy and tax administration, including taxpayer services.

5. Laws Governing Taxation

- Income Tax Act, 2023
  - Personal income tax (PIT, which constitutes about 40 percent of total income tax)
  - Corporate income tax (CIT, which accounts for about 60 percent of total income tax)
- Value Added Tax and Supplementary Duty Act, 2012 (amended in 2019)
  - Value added tax
  - Supplementary duty
- Customs Act, 2023
  - Customs duty
  - Regulatory duty

Table 1: Key Features of Income Tax Act, 2023

Serial	Item	ITA, 2023	ITO, 1984	Reference
	Deregistration of taxpayers	Yes	No	Sec 262 (ITA, 2023)
	Thin capitalization to prevent tax evasion	Yes	No	Sec 53 (ITA, 2023)
	Audit procedure	3 layers	1 layer	Sec 182 (ITA 2023)
	Number of heads of income	6	6	Reclassified in ITA 2023
	Number of transactions on which tax withholding will apply	86	57	Sec 86-139 (ITA, 2023)
	Salary computation provisions	Act	Rule	Sec 32-33 (ITA, 2023)
	Exemption on recognized PF/superannuation/pension/ gratuity fund, cooperative societies	No	Yes	
	Tax incentive for startup sandbox	Yes	No	Schedule 8 (Part 2)
	Number of ITRs	12	29	Sec 177(3) (ITA, 2023)
	Online business process	Wide	Limited	Sec 328 (ITA, 2023)

Exhaustive interpretations of law in some places	Yes	No	
Amortization rules	General	Limited	Schedule 3 (Part 2)
Amortization of costs incurred in pre-operation stages	Yes	No	Schedule 3 (Part 2)
Rules for merger	Yes	Yes	Schedule 8 (Part 1, Para 8(3))
Rules for demerger	Yes	No	Schedule 8 (Part 1, Para 8(6))
Tax computation using algebraic formula	Yes	No	Many places including Part 5
Organization of sections	Similar sections are aggregated in one chapter	Sections are scattered	
International best practices	Wide	Limited	
Environmental surcharge	Yes	No	Finance Act, 2023
Minimum tax	Wide	Limited	Sec 163 (ITA, 2023)

Table 2: Structure of Personal Income Tax

[illegible]	[illegible]
[illegible]	Nil
[illegible]	5
[illegible]	10
[illegible]	15
[illegible]	20
[illegible]	25
[illegible]	30

Table 3: Complex Structure of Corporate Income Tax

Items	Rate (%)	Applicable tax rate if taxpayer company fails to meet specified conditions* (%)
Publicly traded companies that issue shares worth more than 10% of its paid up capital through IPO	20	22.5*
Publicly traded companies that issue shares worth 10% or less than 10% of its paid up capital through IPO	22.5	25*
Non- publicly traded company	25	27.5*
One person company	20	22.5*
Publicly traded banks, insurance and financial institutions (except merchant banks)	37.5	37.5
Non-publicly traded banks, insurance and financial institutions	40	40
Merchant banks	37.5	37.5
Companies producing all tobacco products (listed or not)	45+2.5 (surcharge)	45+2.5 (surcharge)
Publicly traded mobile operator company	40	40
Non-publicly traded mobile operator company	45	45

Conditions: All receipts and income must be transacted through bank transfers.
All individual transactions exceeding BDT 5 lakh must be made through bank transfer, and where annual aggregate of expense and investment exceeds BDT 36 lakh, all expenses and investments must be made through bank transfer.

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Table 4: Stratified Structure of Value Added Tax

Sl.	Items	Rate (%)
1	Turnover up to BDT 50 lakh	0
2	Turnover above BDT 50 lakh and up to BDT 3 crore	4% Turnover tax rate
3	Turnover above BDT 3 crore	VAT rates
4	Petroleum products at trading stage, and sale of apartments up to 1600 sft.	2%
5	Medicine at trading stage collected at manufacturing	2.4%
6	Sale of apartments above 1600 sft.	4.5%
7	Table 1 of the Third Schedule of the Act	5%
8	Table 2 of the Third Schedule of the Act	7.5%
9	Table 3 of the Third Schedule of the Act	10%
10	Table 4 of the Third Schedule of the Act	Specific VAT
11	Items not mentioned in the Third Schedule and not exempted by the First Schedule of the Act	15%

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6. Comparative Tax Performance Indicators in South Asia

Table 5: Tax Effort In South Asia

Country	Tax effort
Bangladesh	0.26
Bhutan	0.36
India	0.48
Maldives	0.46
Nepal	0.54
Pakistan	0.36

Source: USAID (2021)

Note: Tax effort is the ratio of actual tax revenue collected and the predicted tax capacity, expressed as a percentage of GDP. The higher the tax effort measure is, the more effectively that country utilizes its tax base

Table 6: Comparative Tax Indicators in South Asia

Tax indicators	Bangladesh	Sri Lanka (Average)
Tax revenue (% of GDP)	6.68	16.4
VAT revenue (% of GDP)	3.7	4.1
Customs revenue (% of GDP)	2.6	na
PIT (% of GDP)	1.6	1.0
VAT rate (%)	15	12
VAT productivity	0.24	0.34
Trade openness (%)	0.07	0.13

Source: USAID (2020)

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7. Major Challenges of Tax Compliance

- Challenges of operationalizing Income Tax Act, 2023
- Multiple VAT rates make poor VAT compliance
- Dual functions of tax policymaking and tax administration
- Outdated tax administration based on geographical basis (circles)
- Narrow tax base mainly due to the existence of large informal sector
- Low tax effort
- High tax expenditure (About 7 percent of GDP in FY 2022-2023)
- Heavy reliance on manual system
- Persistent tax avoidance and tax evasion
- Allegations of corruption against tax officials

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8. Strategy for Tax Reform

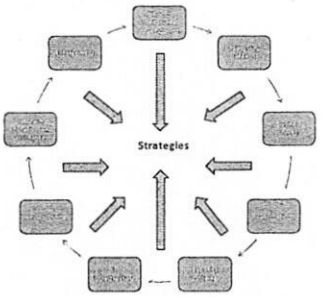

Figure 3: Innovative Approach to Tax Reform

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8.1 Separating Tax Policy from Tax Administration

- The dual functions of tax policy and tax administration performed by the NBR gave rise to conflict of interest resulting in low tax compliance and low revenue collection.
- In order to address the above issue, the Government separated tax policy from tax administration by a recent Ordinance. Two Divisions have been created within the Ministry of Finance, namely Revenue Policy Division and Revenue Management Division.

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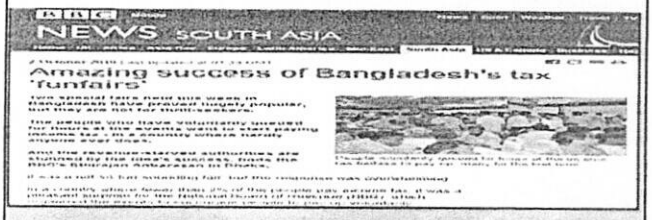
8.2 Holding Income Tax Fairs



Introduction of 'tax fair' (2010), aims at enhanced outreach to potential taxpayers. NBR organizes 'tax fair' to offer taxpayers an opportunity of instant assessment of their tax liability and payment of the same with active assistance of dedicated tax officials. Such tax fairs have proved very popular drawing huge crowds. For instance, in 2019, an amount of BDT 3,000 crore in taxes was collected through 120 tax fairs held in different parts of the country.

8.3 Taxpayer Recognition Program

- Under the taxpayer recognition policy of 2008, 3 highest, 2 longest paying taxpayers, 1 young male taxpayer (below 40 years) and a woman taxpayer from each of 64 districts and 11 city corporations are given social recognition at a state function.
- Under the national tax card policy of 2010 (revised), the highest 76 persons, 53 corporate income taxpayers and 12 others at the national level are recognized.
- They are accorded the status of commercially important persons (CIPs) every year.
- NBR in collaboration with Harvard University made an experiment using RCT method to enhance tax compliance through social recognition program. The study suggests that exposing information about all firms' payment behavior to their peers can increase tax compliance.

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8.4 Dispute Resolution Through Alternative Dispute Resolution (ADR)

- Introduced in 2011, alternative dispute resolution (ADR) was incorporated for dispute resolution in income tax, VAT and customs.
- By ADR mechanism, the NBR and taxpayers would be able to iron out their differences with the help and guidance of a referee called facilitator.
- The parties would retain their right to due court process where they do not agree.
- The ADR mechanism has been gaining popularity.

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9. SMART Recommendations

Recommendations	Modality of implementation
1. Amending and then Operationalizing the Income Tax Act, 2023	1.1 NBR should amend the Act, and then take measures to adopt SOP, reengineer the business process, generate reports and returns, and embrace technology.
2. Return to the original VAT Act to the extent possible	2.1 NBR should take the initiative in accordance with the original VAT and SD Act, 2012 by adopting a single rate and least tax exemptions.
3. Redefining the status, role, and regulatory framework of the NBR	3.1 Separating tax policy from tax administration by assigning tax policy by creating a specialized Division, Ministry of Finance.
4. Restructuring of NBR and its transformation by functions and size	4.1 Tax administration by size: LTU, MTU and STU 4.2 Function-based tax administration

23

Recommendations	Modality of implementation
5. Integrated revenue management: TIN and BIN	5.1 Harmonization and sharing taxpayer data across different taxes 5.2 Online registration, filing and payment system of income tax, VAT and Customs together with an interface with IBASS++ of Finance Division. 5.3 Strengthening the withholding of income tax and VAT by linking different services with the NBR. 5.4 Effective coordination with RJSC and Firms, Bangladesh Election Commission, ICAB and other relevant organizations for widening tax net.

24

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Recommendations	Modality of implementation
6. Reducing tax expenditure	6.1 NBR needs to review tax expenditures given in income tax, VAT and Customs, and reduce tax expenditures significantly by amending laws
7. Institutional development for enforcement improvement	7.1 Strengthening capacity of NBR staff and taxpayers
	7.2 Improving tax effort
	7.3 Effective intelligence for combating tax avoidance and evasion
	7.4 Replicating the social recognition program in VAT throughout the country.
	7.5 Integrity management
	7.6 Research and development

25

10. A Political Economy Perspective

- The persistent weakness of the existing tax system is the product of well-established informal rules, norms, and networks that have served the broader interests of several politicians, business persons and bureaucratic elites (**political settlement**). The political settlement has ensured predictably low tax rates and the strategic distribution of economic rents.
- The seven-year delay in the implementation of VAT and SD Act, 2012 with amendments pertaining to multiple VAT rates and numerous VAT exemptions is a classic example of political settlement.
- Reform in tax policy and tax administration is the key to improving tax compliance. Strong political commitment is essential for undertaking reform measures.

26

Let me conclude with the following sentences written by the great **American poet Robert Frost**:

Two roads diverged in a wood, and I
I took the one less traveled by,
And that has made all the difference.

. . . .

The woods are lovely, dark and deep,
But I have promises to keep,
And miles to go before I sleep,
And miles to go before I sleep.

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Thank you

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Challenges of Climate Change: United Nations Framework Convention on Climate Change CCC (1992), Kyoto Protocol (1997), Paris Agreement (2015), progress up to COP 29 and Beyond

Ainun Nishat Ph.D.
Professor Emeritus,
Centre for Climate Change and Environmental Research,
BRAC University, Dhaka, Bangladesh

About Climate Change

2

Is there any doubt that Climate Change real ?

- Climate change and climate variability are now real. A stable situation is not likely to be achieved soon.
- Now, who will take responsibility for abetment of ***(Mitigation)*** of Green House gases (GHGs) and management of resulting adverse impacts ***(Adaptation).***
- The IPCC-FAR(2007) concluded, and IPCC-V (2014) reconfirmed that global warming is unequivocally the result of human activities. IPCC Six has issued Red Alert. IPCC7 is due in 2030.
- Scientific consensus is clear; now the whole world collectively needs to urgently focus on what to do about it.
- Climate change is on the top of international policy agenda.

Concerns at Global Level

Major Global concerns

- Threat of Food Shortage at Global Level
- Threat of Migration; Livelihood Security at global, Regional and national levels
- Increase in intensity and frequency of natural disasters, Erratic behavior and associated uncertainties at national Level.
- Loss of biodiversity and ecosystem;
- Health security threatened
- Process of sustainable development affected
- Coping capacity of LDCs, SIDS and countries in Africa is not adequate

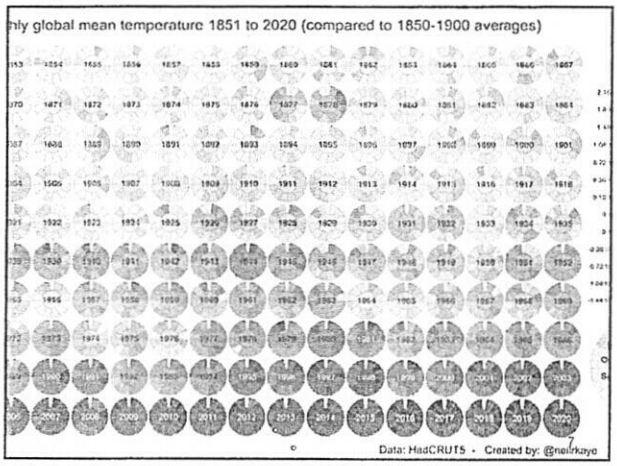
Some Definitions.....

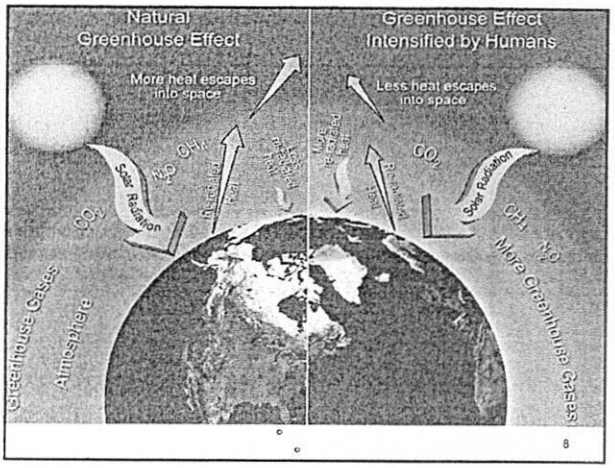
- Climate Change: any change in climate over time.
- Climate variability: variations in the mean state and other statistics (such as occurrence of extremes, etc.) of the climate on all temporal and spatial scales.
- Adaptation is a process to cope with the changing environment..
- Mitigation is interventions to reduce the sources or enhance the sinks of greenhouse gases.

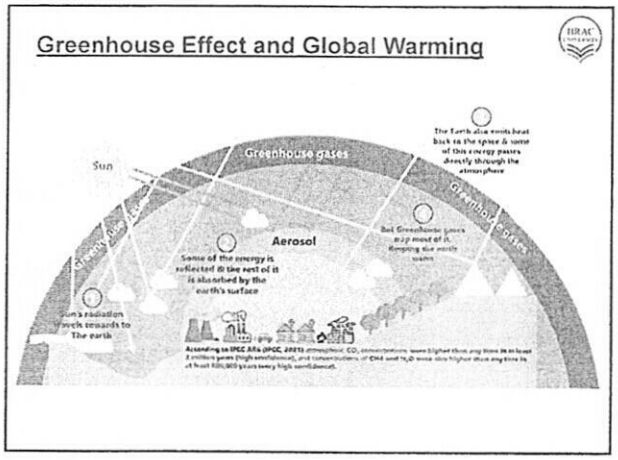
These are facts and are not in dispute.

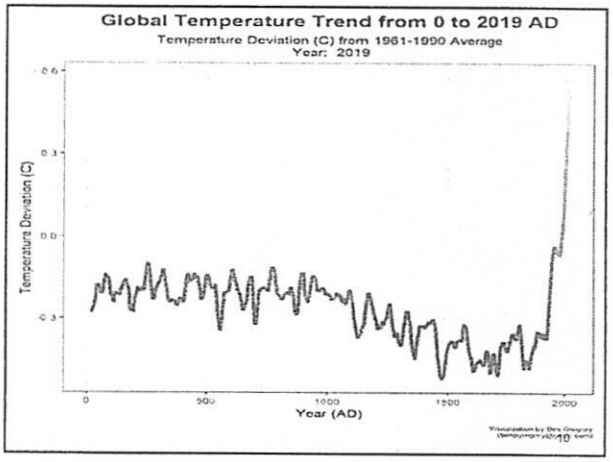
1. The earth is warming
2. The climate has always changed - but never this rapidly in human history .... what happened in 2017 in Bangladesh....
3. Today's warming is due to emissions from fossil fuels
4. The arctic is melting
5. Sea levels are rising (SLR);
6. The oceans are becoming more acidic
7. Weather events are becoming more intense and erratic;
8. Seemingly small changes in temperature have immense consequences
9. Climate change presents national security threats
10. The effects of climate change will make life difficult for people in various ways.

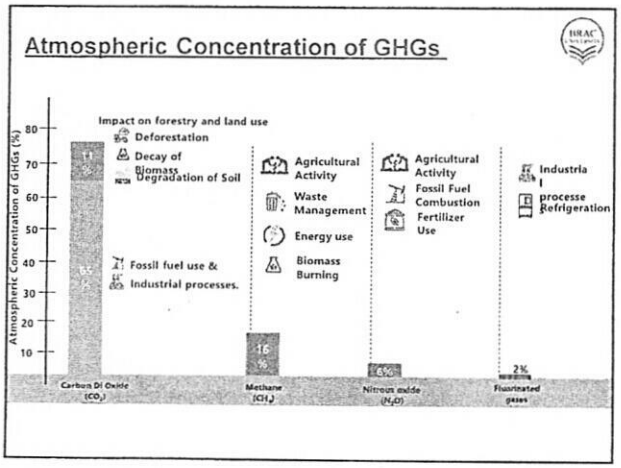
6

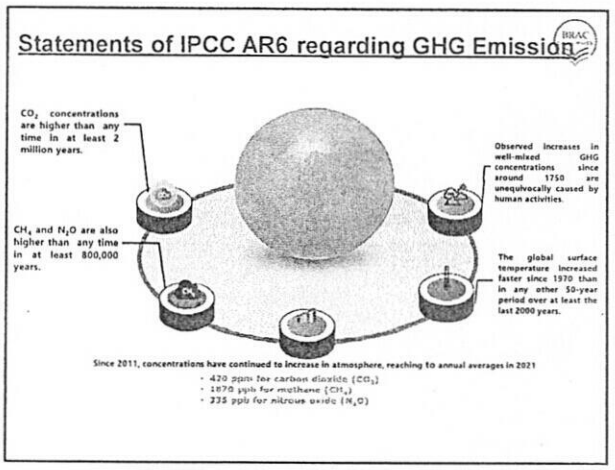

hly global mean temperature 1851 to 2020 (compared to 1850-1900 averages)
Data: HadCRUT5 • Created by: @neilrkaye


Natural Greenhouse Effect
Greenhouse Effect Intensified by Humans
More heat escapes into space
Less heat escapes into space
Solar Radiation
Greenhouse Gases
Atmosphere
More Greenhouse Gases
8

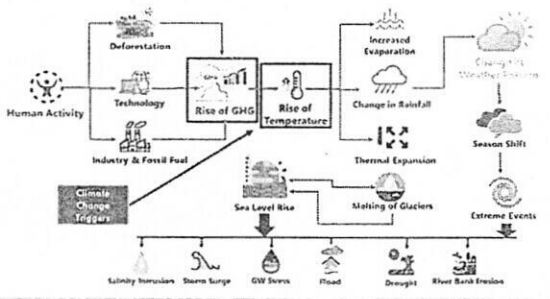

Greenhouse Effect and Global Warming
Sun
Greenhouse gases
Aerosol


Global Temperature Trend from 0 to 2019 AD
Temperature Deviation (C) from 1961-1990 Average
Year: 2019
Temperature Deviation (C)
Year (AD)
10


Atmospheric Concentration of GHGs
Atmospheric Concentration of GHGs (%)
Impact on forestry and land use
Deforestation
Decay of Biomass
Degradation of Soil
Fossil fuel use &
Industrial processes.
Agricultural Activity
Waste Management
Energy use
Biomass Burning
Agricultural Activity
Fossil Fuel Combustion
Fertilizer Use
Industria l
processe
Refrigeration
Carbon Di Oxide
Methane
Nitrous oxide
Fluorinated gases


Statements of IPCC AR6 regarding GHG Emission
CO_2 concentrations are higher than any time in at least 2 million years.
CH_4 and N_2O are also higher than any time in at least 800,000 years.
Observed increases in well-mixed GHG concentrations since around 1750 are unequivocally caused by human activities.
The global surface temperature increased faster since 1970 than in any other 50-year period over at least the last 2000 years.
Since 2011, concentrations have continued to increase in atmosphere, reaching to annual averages in 2021
• 420 ppm for carbon dioxide (CO_2)
• 1870 ppb for methane (CH_4)
• 333 ppb for nitrous oxide (N_2O)

Overall Climate Change Process and Impacts



Trends of Global Climate Change (IPCC AR6)

CO_2 emission increased **320 ppm in 1960 to 420 ppm** in 2020 i.e. **in last 60 years almost 100 ppm increased.**

Human-caused global surface temperature **increase from 1850–1900 to 2010–2019 is 0.8°C to 1.3°C, with a best estimate of 1.09°C.**

The global MSL increased by **0.20 [0.15 to 0.25] m between 1901 & 2018**
1901-1971: 1.33mm/yr
1971-2006: 1.90mm/yr
2006-2018: 3.70mm/yr

Global proportion of major **(Category 3–5) tropical cyclone occurrence has increased.**

CO2 Emission | Increase in Surface Temperature | Global Sea Level Rise | Increase in Occurrence of Tropical Cyclone

Major GHG Gases

- The targets for the first commitment period of the *Kyoto Protocol* cover emissions of the six main greenhouse gases, namely:
  - Carbon dioxide (CO2);
  - Methane (CH4);
  - Nitrous oxide (N2O);
  - Hydrofluorocarbons (HFCs);
  - Perfluorocarbons (PFCs); and
  - Sulphur hexafluoride (SF6)
- CO_2 is considered to be the *most significant* contributor to climate change issues.
- Each above-mentioned gas has its own *global warming potential (GWP)* compared to CO_2.
- *Methane* and *nitrous oxide* are the next most important gases, contributing considerably to the issue of global warming.

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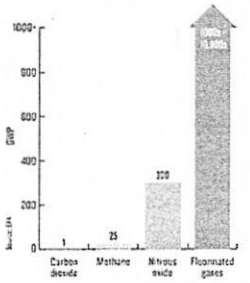
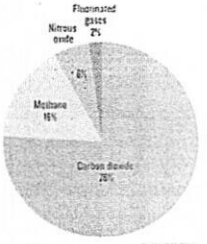
HOW GREENHOUSE GASES WARM OUR PLANET



The global warming potential (GWP) of human-generated greenhouse gases is a measure of how much heat each gas traps in the atmosphere, relative to carbon dioxide.



How much each human-caused greenhouse gas contributes to total emissions around the globe.

16

Greenhouse Gas (GHG)	Atmospheric Lifetime (yrs)	Global Warming Potential (GWP)	Primary Current Sources
Carbon dioxide (CO_2)	50-200	1	Fossil fuel use, land use, cement
Methane (CH_4)	12±3	21	Fossil fuel use, agriculture
Nitrous oxide (N_2O)	120	310	Mostly agriculture, ~1/3 are anthropogenic
Hydrofluorocarbons (HFCs)	1.5 to 209	150 to 11,700	Alternative to ozone depleting substances
Perfluorocarbons (PFCs)	2,600 to 50,000	6,500 to 9,200	Primary aluminum production; semiconductor manufacturing
Sulfur Hexafluoride (SF_6)	3,200	23,900	Used in electric power transmission, magnesium and semiconductor industries

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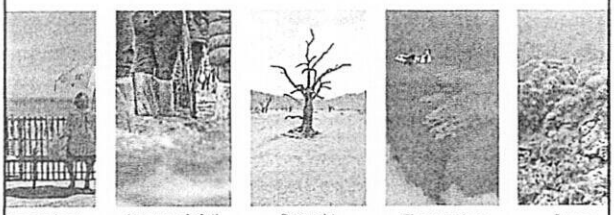
Evidence of Climate Change Impacts



	Heavy rainfall	Drought	Fire weather	Ocean
ktreme heat	Heavy rainfall	Drought	Fire weather	Ocean
ore frequent	More frequent	Increase in some regions	More frequent	Warming
fore intense	More intense			Acidifying
				Losing oxyg

C-AR6

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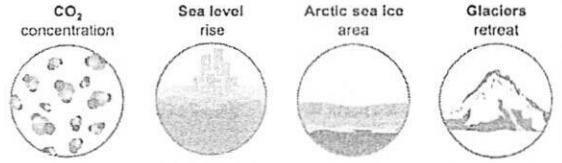
Evidence of Climate Change Impacts



Highest	Fastest rates	Lowest level	Unprecedented
in at least	in at least	in at least	in at least
2 million years	3000 years	1000 years	2000 years

C-AR6

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Global Concern and Response

20

Global Responses.....

- **Scientific process (Intergovernmental Panel for Climate Change, IPCC)**
- **Political Process**
  - **United Nation Framework Convention on Climate Change, UNFCCC, 1992**
  - **Kyoto Protocol, KP, 1997**
  - **Paris agreement, PA, 2015**
- **Meetings of political masters at global and regional level; and, actions at regional and national level**

Goals set out through UNFCCC (1992) and Paris agreement (2015)

- Objective of the UNFCCC (1992) is stabilization of the GHG concentrations at a level that would prevent dangerous anthropogenic interference with the climatic system. Such a level should be achieved within a time frame sufficient to:
  - allow ecosystems to adapt naturally to climate change.
  - ensure that food production is not threatened, and
  - enable economic development to proceed in a sustainable manner.
- Kyoto Protocol (KP, signed in 1997 valid till 2012) focuses on Mitigation; a legally binding ambition of limiting and reducing the greenhouse gas emissions. KP-2 was agreed in 2012 (valid for 2013-2020).
- Objective of the Paris Agreement (2015) is to ensure Food Security at global level,

Global Processes for climate change

- Scientific process
  - Inter-governmental Panel for climate change
    - Assessment Reports
    - 4th Assessment report , 2007
    - 5th Assessment Report , 2014
    - 6th assessment report 2023
    - 7th Assessment report due in 2030,
- Political process
  - UN Framework Convention on Climate Change (UNFCCC)
  - Kyoto protocol (KP)
  - Conference of parties (COP) : Cop-1 Berlin (1996), CoP 13 Bali (2007), COP 15 Copenhagen (2009), COP 16 Cancun (2010), COP 18 Doha (2012), COP 19 Warsaw (2013), CoP 21 (2015) Paris, CoP 26 in Glasgow, COP 27 in Egypt; COP 28 was held in Dubai, next COP to be held in Baku, Azarbaijan (and next in Brazil).
- Meetings of political masters are held at global and regional level; and, actions be taken at regional and national level.

Goals set out through UNFCCC (1992) and paris agreement (2015)

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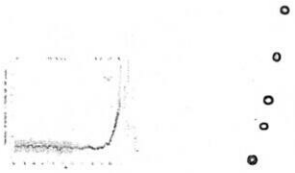
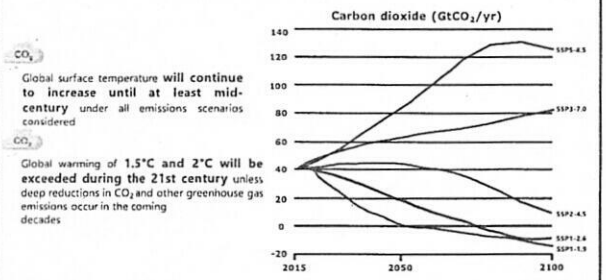
Projection of Climate Change

25

Past is not the Future!!!!



Projected Global GHG Emissions (IPCC AR6)



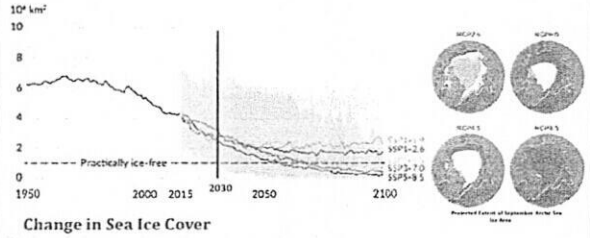
CO_2

Global surface temperature **will continue to increase until at least mid-century** under all emissions scenarios considered

CO_2

Global warming of **1.5°C and 2°C will be exceeded during the 21st century** unless deep reductions in CO_2 and other greenhouse gas emissions occur in the coming decades

Projected Change in Sea Ice Cover of Arctic



Change in Sea Ice Cover

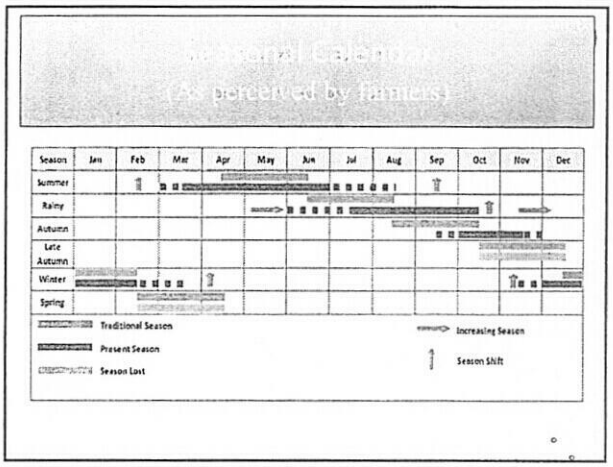
The Arctic is projected to be practically ice-free near mid-century under intermediate and high GHG emissions scenarios.

Situation in Bangladesh on Climate Change

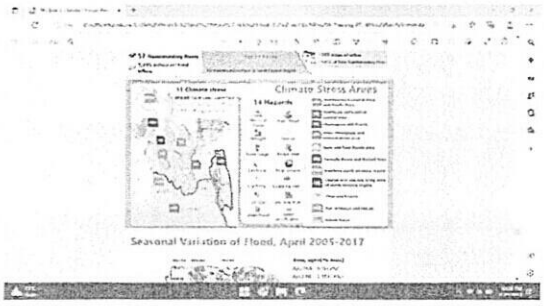
Vulnerability to Climate related hazards

Climate induced hazards

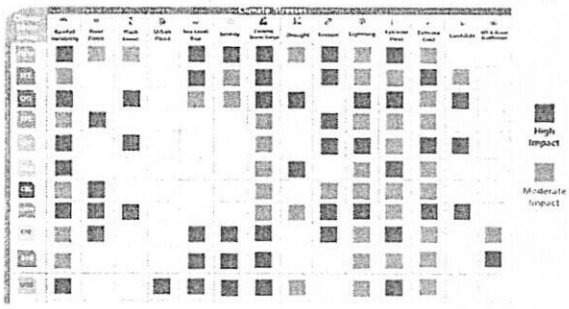
- Recognized globally as one of the most vulnerable (possibly the most vulnerable country) to adverse impacts of Climate Change
- Bangladesh is experiencing the increased frequencies and intensities of natural disasters.
  - Erratic rainfall
    - untimely rainfall
    - short duration heavy rainfall
  - Floods
  - Drought-like phenomenon
  - Cyclones and Tornadoes
  - Sea Level Rise
  - Salinity intrusion
  - Tidal surges
  - River bank erosion
  - Coastal erosion
  - Lightening
  - Health hazards
  - Impact on ecosystem and flowering pattern

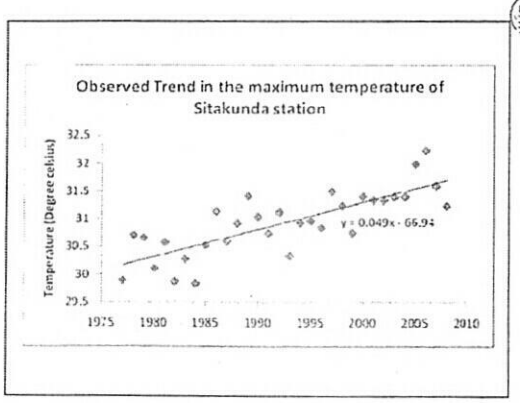


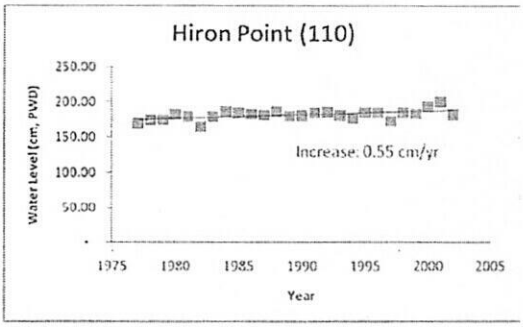
Climate Stress Areas according to NAP

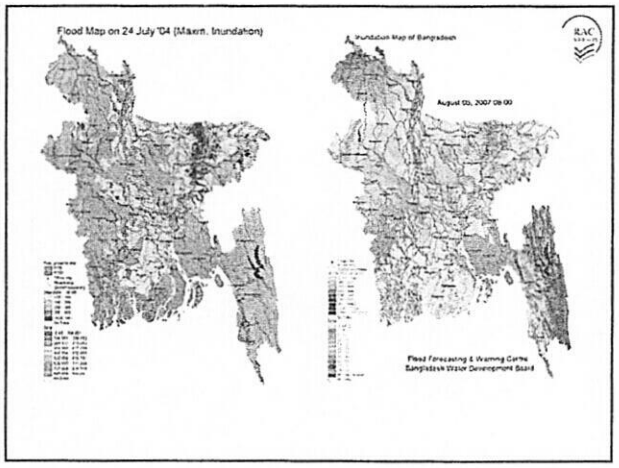


Climate Stress Areas according to









Coastal zone vulnerability

- More frequent rough seas - Fishermen unable to go to sea, livelihood under threat.
- Salinity increase
- Sundarbans: largest mangrove in Asia under severe threat

Observed Climate Change Impact

- Erratic rainfall
  - 333 mm rainfall in Dhaka on 28 July 2009 (290 mm in six hours, a record six-hour rainfall for the capital in 60 years) resulted in serious drainage congestion
  - 408 mm rainfall in Chittagong (measured on 11 June until 9 pm, the heaviest in 25 years) resulted in a landslide killing at least 124 people.
  - 455mm rainfall in Rangpur in 2020
  - Drought 2009, 21% less rain in Monsoon period (June-August)

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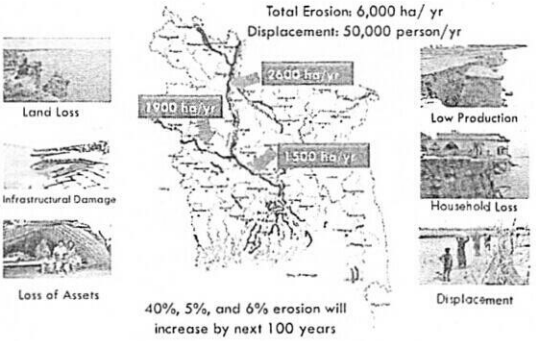
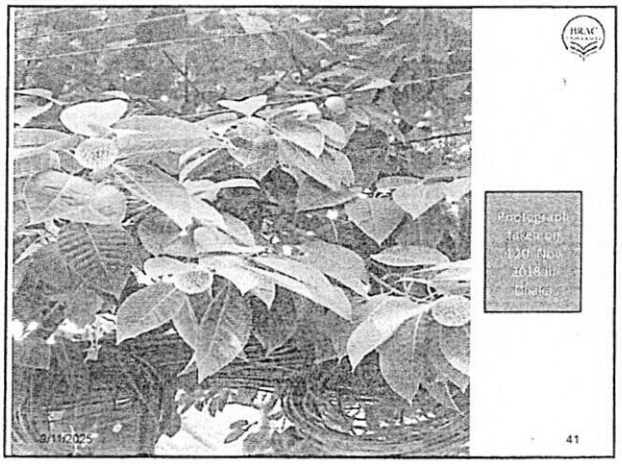
River Bank Erosion & Consequences

Total Erosion: 6,000 ha/ yr
Displacement: 50,000 person/yr



40%, 5%, and 6% erosion will increase by next 100 years



Photograph taken on 12th Nov 2018 in Dhaka

9/11/2025

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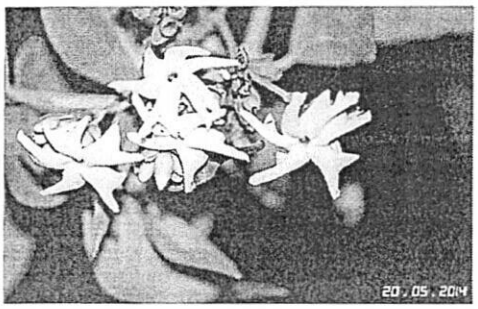
Shefali in bloom in Summer



Seasonal Variations of Flood, April 2005-2017

Area, sqkm(% Area)
Apr,2005 - 636 (3%)
Apr,2006 - 1,557 (8%)
Apr,2007 – 1488 (8%)
Apr,2008 - 383 (2%)
Apr,2009 - 1092 (6%)
Apr,2010 - 2400 (12%)
Apr,2014 - 810 (4%)
Apr,2015 - 698 (4%)
Apr,2017 - 5758 (29%)

Open water flood extent

Flood, Drought, and Strom Surge Severity in Bangladesh due to Climate Change. Source. NAP

Overall Impacts in Bangladesh due to Climate Change

20°C temperature rise and **10% rainfall reduction** will reduce runoff by **32%, 25% and 17%** respectively for Ganges, Brahmaputra and Meghna Rivers

Production of pre-monsoon rice, wheat and dry season rice will decrease by **27%, 61% and 55-62% under 60% moisture stress**

By 2050, and extreme urban flood would damage **USD 178.1 million in Dhaka City which is 8 times than 2004 flood**

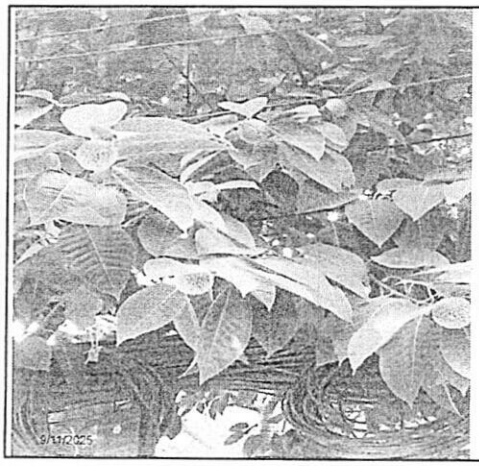
By 2050, 1 PPT Salinity will increase affected areas **by 7.5% and 5 PPT will increase by 9%**

Extreme cyclones will be more intense by **2050 affecting 17% more areas**

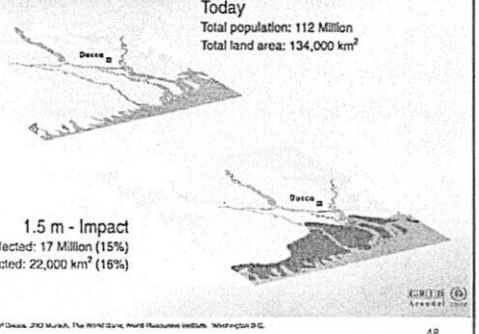
Increase migration of poor people to urban areas

More saline water intrusion **in aquifers and drinking water crisis**

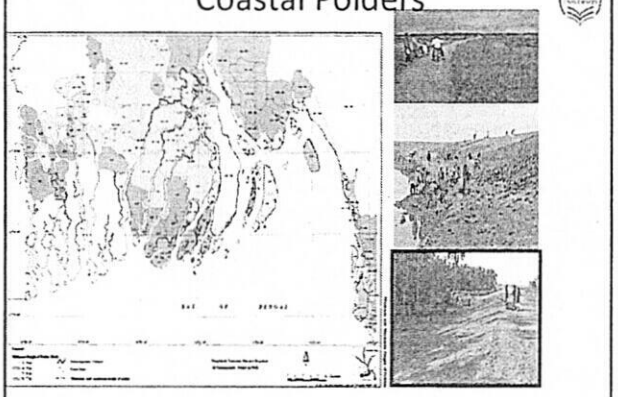
Urban economies will be disrupted



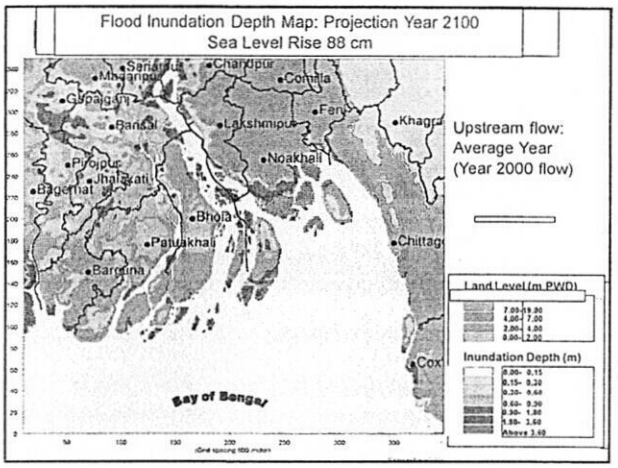
Potential impact of sea-level rise on Bangladesh



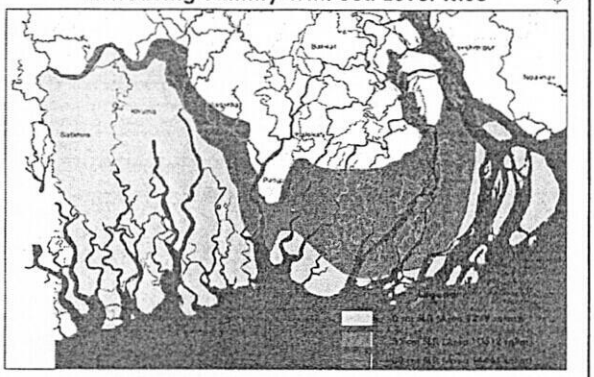
Coastal Polders

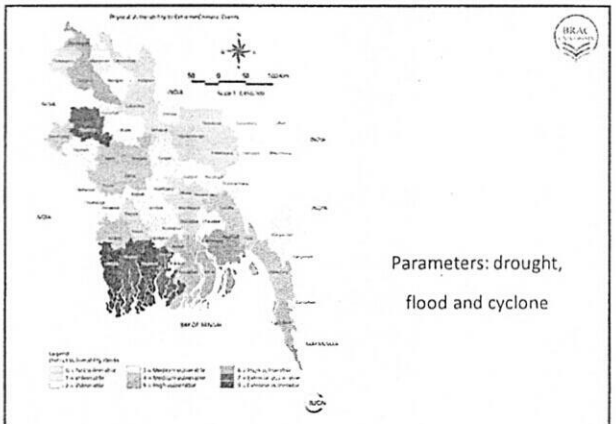


Flood Inundation Depth Map: Projection Year 2100 Sea Level Rise 88 cm



Increasing Salinity with Sea Level Rise





Building Blocks in Climate Change Negotiation process

- Global negotiation process is built around Eight building blocks:
  - Mitigation
  - Adaptation
  - Finance
  - *Capacity building*
  - *Technology Transfer*
  - Global target in Mitigation and Adaptation
  - Transparency mechanism
  - *Loss and Damage*

Emerging approaches

- Ecosystem based adaptation
- Locally Led Adaptation
- Nature based Solution
- Focus on Gender issues
- Focus on Youth
- Focus on displacement
- Finance and accountability
- Carbon capture and storage
- Role of private sector

- Post Cop 28 situation and position leading to COP 29

Leading to COP 29

- Negotiations will be held on all 8 building blocks: Bangladesh must cover all aspects and pay special attention on Adaptation Target setting, Disbursement of funds and Financial management, and details of Transparency Mechanism,
- Work on Loss and Damage
  - Defining Loss and Damage (L&D)
  - Special fund for L&D and Scope of payment under L&D
    - Compensation, Insurance mechanism, displacement, and Reparation
    - Will Annex-1 countries agree with demand of non-Annex-1 countries;
  - Will it have conflict with funds for Adaptation.
- Work of SBI and SBSTA are important; negotiations both in the Intersessional meetings held in June in Bonn and the Conference of Parties (COP) held in a selected country on November/ December must be closely monitored and participated.

Bangladesh may focus on ----

- Implementation of NAP
- Implementation of NDC
- Accessing funds from GCF, GEF and other bilateral agencies
- Building capacity on transparency mechanism.

Thank You

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12.15

Demographic Transformation: Growth and Development of Bangladesh

Dr. Md. Mohoshin Ali
MDS (Joint Secretary), BPATC

Bangladesh Public Administration Training Center
Savar, Dhaka

Discussion Outlines

- Demography and Population Dynamics
- Global Population and Aging
- Demographic Dividend and Situation of Bangladesh
- Challenges
- Policy actions to realize demographic dividend and Opportunities

Demography and Population Dynamics

Demography: Demography is the statistical study of populations, especially human beings. Demography encompasses the study of the size, structure, and distribution of these populations, and spatial or temporal changes in them in response to birth, migration, aging, and death

Population: Population is the totality of persons inhabiting to a giving location. The estimated population of Bangladesh is 175,937,790 as on August 13, 2025 (Worldometer) with the density of 1333 persons per sq km with a growth rate of 1.22./ As per census 2022, 16,98,28,911/1.22/1119

World population (824,4415,657 as on August 13, 2025) crosses 8 billion Milestone on 15 November 2022 (UN)

Population Dynamics: Population dynamics can be defined as the analysis of the factors that affect the increase, stability, and decrease of populations over time. On the other hand, it means the total situation of the components which are responsible for the changes of population size.

Determinants of Population Dynamics

Fertility: Fertility helps to increase the population size. Fertility rate can be represent in many ways, such as Crude Birth Rate (CBR), Total Fertility Rate (TFR), Net Reproduction Rate (NRR), Age Specific Fertility Rate (ASFR) etc. In Bangladesh most usual way is TFR.

Mortality: Mortality helps to decrease the population size. Mortality rate is factored by the IMR (infant mortality rate), MMR (maternal mortality rate) NMR (neonatal mortality rate) and life expectancy rate.

What other determinants transforms the population for any country?

Determinants of Population Dynamics

- Population distribution
- Industrialization and economic growth
- Food and nutrition
- Urbanization
- Education
- Family formation
- Women's empowerment
- Labor force and occupation
- Family structure, role and functions
- Sex and age structure

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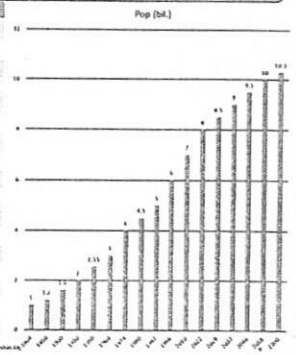
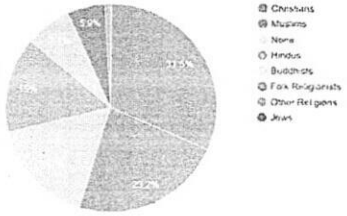
Determinants of Population Dynamics

Resources and environment
Contraceptive revolution
Religion, ethnicity, culture, beliefs, practices
Policy/Politics, political ideologies and social and political reforms
Rising levels of living and aspiration
Cost, Benefit and tastes for children
Improvements in housing, working Conditions and sanitation
Discovery of preventive medicine
Development of hospitals and diagnostic and treatment facilities

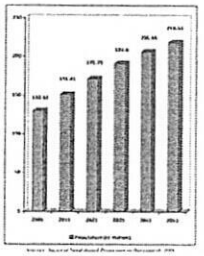
Time	Pop (bil.)
1-1804	1
1850	1.2
1900	1.6
1930-127	2
1950	2.55
1960	3
1975-45	4
1980	4.5
1987-13	5
1998-12	6
2011-13	7
2022-11	8
2029	8.5
2037-15	9
2046	9.5
2058-21	10
2100	10.3



World Population by Religion (Worldometer 2020)



Projected Population in Bangladesh

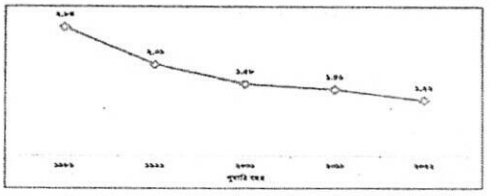


Total Population Census wise

Census Year	Total Population
1974	71.48
1981	87.12
1991	106.31
2001	124.36
2011	144.04
2022	169.98

Population Growth Rate Census wise

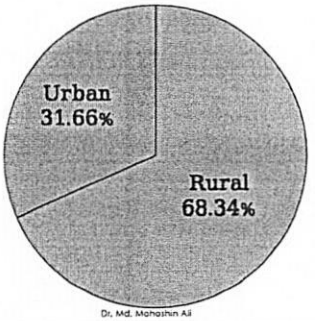
1981	1991	2001	2011	2022
2.48	1.99	1.57	1.34	1.12



Division wise Pop Growth rate 2022

বিভাগ	শুমারি বছর		
	২০০১	২০১১	২০২২
	%	%	%
জাতীয়	১.৪৮	১.৩৭	১.২২
বরিশাল	০.৯১	০.১৮	০.৭২
চট্টগ্রাম	১.৯৯	১.৫৭	১.১১
ঢাকা	১.৭৮	১.৯৪	১.৭৫
খুলনা	১.৪৮	০.৬৫	০.১৩
ময়মনসিংহ*	-	-	-
রাজশাহী	১.৮৭	০.৭৯	০.৮৬
রংপুর	১.৮৮	০.৮৬	০.১৮
সিলেট	১.৬০	২.১১	০.১৬

Rural Urban Population 2022



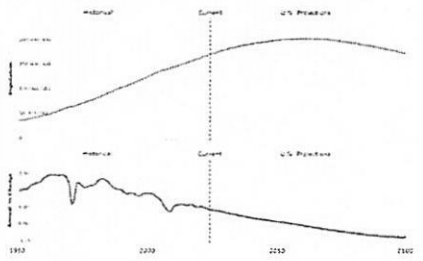
Density of Population 2022

বিভাগ	শুমারি বছর					
	১৯৭৪	১৯৮১	১৯৯১	২০০১	২০১১	২০২২
	%	%	%	%	%	%
জাতীয়	৪৮৩	৫৯০	৭২০	৮৪৩	৯৭৬	১,১১৯
বরিশাল	৪০৮	৪৯০	৫৬১	৬১৫	৬৫০	৬৮৮
চট্টগ্রাম	৪০২	৪৮৭	৫৮২	৭১১	৮৫৮	৯৭২
ঢাকা	৬৮৫	৮৪০	১,০৫০	১,২৫৫	১,৫২১	১,৫৫৬
খুলনা	৩৯৪	৪৭৮	৫৭০	৬৬০	৭০৪	৭৮২
ময়মনসিংহ*	-	-	-	-	-	১,১৪৬
রাজশাহী	৫০২	৬১২	৭৫২	৮৭৫	১,০১৮	১,১২১
রংপুর**	-	-	-	-	৭৮৪	১,০৮৮
সিলেট***	-	৪৪২	৫০৭	৬৩০	৯৭৪	৮৭৫

Division Wise Population

বিভাগ	জনসংখ্যা	শতাংশ (%)
বরিশাল	৯৩,২৫,৮১৮	৫.৪৯
চট্টগ্রাম	৩,৪১,৭৮,৫৮১	২০.১৩
ঢাকা	**৪,৫৬,৪৩,৯১৫**	**২৬.৮৮**
খুলনা	১,৭৮,১৩,৯৫৭	১০.৪৯
ময়মনসিংহ	১,২৬,৩৭,৫২৪	৭.৪৪
রাজশাহী	২,০৭,৯৪,০২৩	১২.২৪
রংপুর	১,৮০,২০,০৭৩	১০.৬১
সিলেট	১,১৪,১৫,০২১	৬.৭২
মোট	**১৬,৯৮,২৮,৯১২**	**১০০**

Projected Population Growth rate Bangladesh (Medium variants – Source UN-2024)



Projected Population Growth rate Bangladesh (Medium variants – Source UN-2024)

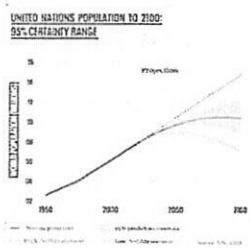
Year	Annual Growth Rate
2061	+0.01%
2062	-0.02%
2065	-0.10%
2070	-0.21%
2075	-0.32%
2080	-0.42%
2085	-0.51%
2090	-0.59%
2100	-0.67

Selected Countries Projected Population 2054 and 2104
World Population prospects 2024 (UN)

Selected Countries Projected Population 2100
INED 2022 (France) Medium projection

Rank	Country	2050	2075	2100
1	India	1 639 176	1 609 041	1 450 421
2	China	1 402 405	1 221 580	1 064 993
3	Nigeria	401 315	586 203	732 942
4	United States of America	379 419	409 993	433 854
5	Pakistan	338 013	394 265	403 103
6	Indonesia	330 905	336 349	320 782
7	Brazil	228 980	210 433	180 683
8	Ethiopia	205 411	266 190	294 393
9	Democratic Republic of the Congo	194 489	291 256	362 031
10	Bangladesh	192 568	181 282	151 393

Projected World Population (UN Population prospects 2022)



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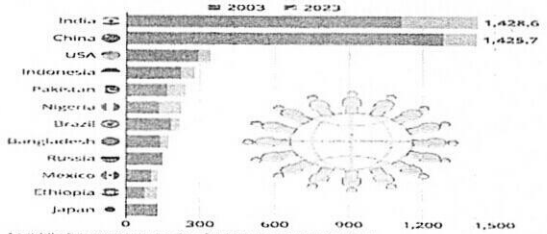
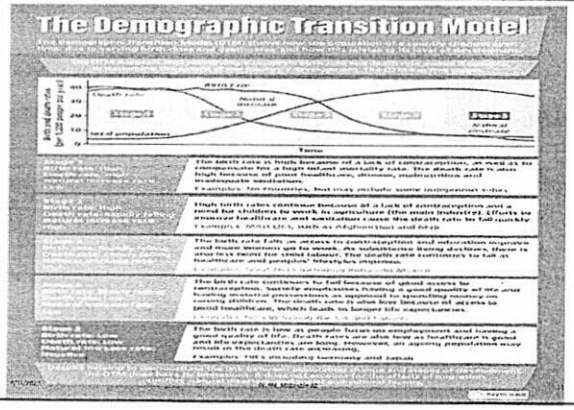
The Most Populous Nations on Earth

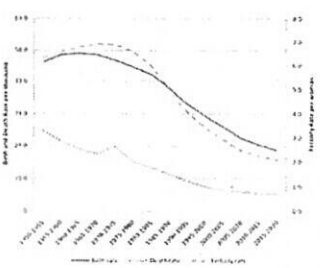
Estimated population by country (in million people) in 2003 and 2023*



The Demographic Transition Model



Demographic Transition in Bangladesh



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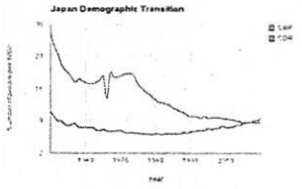
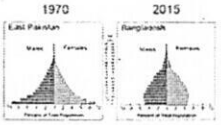
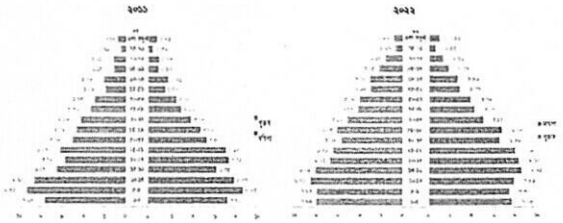
Demographic Transition in Japan



Population Age Structure in Bangladesh



Age-Sex Pyramid (Million) in Bangladesh 2022



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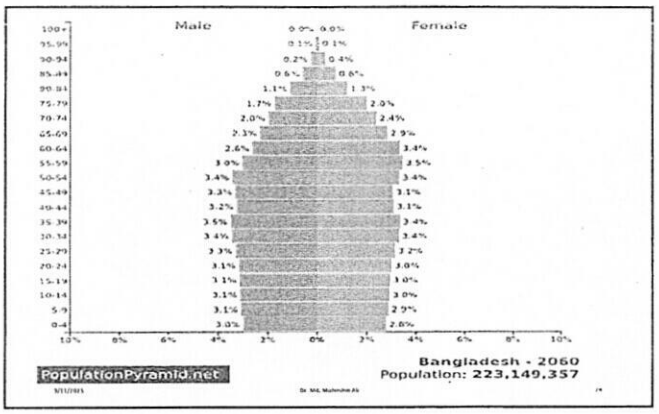
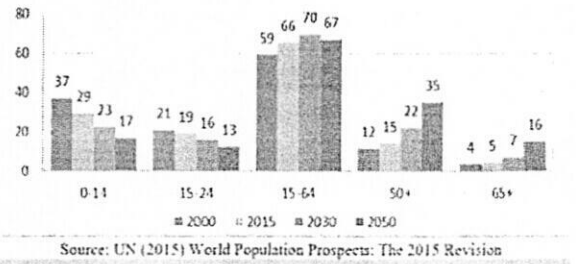
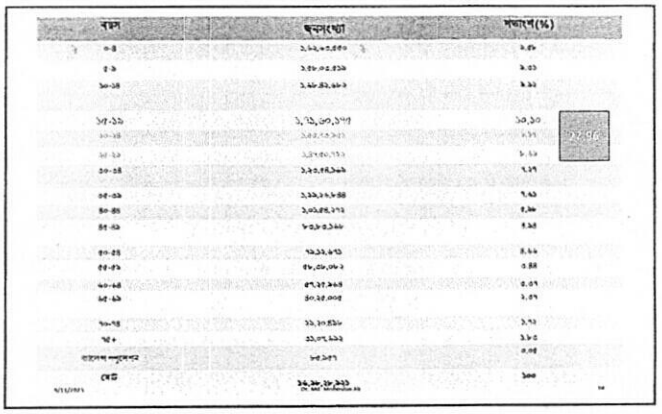


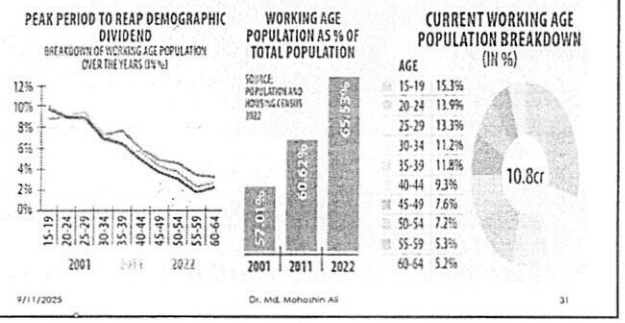
Population Age Structure in Bangladesh



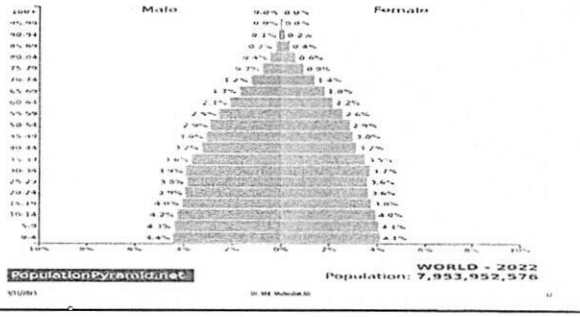
Source: UN (2015) World Population Prospects: The 2015 Revision

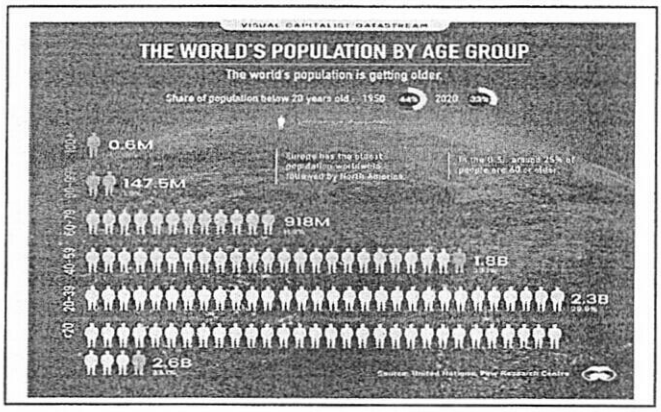


Working age Population (BBS 2022)

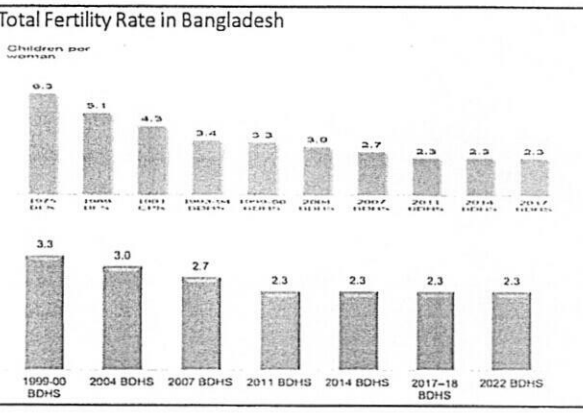


Population Age Structure in the World

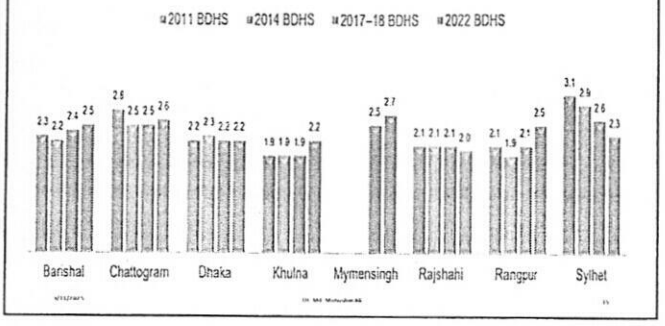




Total Fertility Rate in Bangladesh



Total Fertility Rate by Division



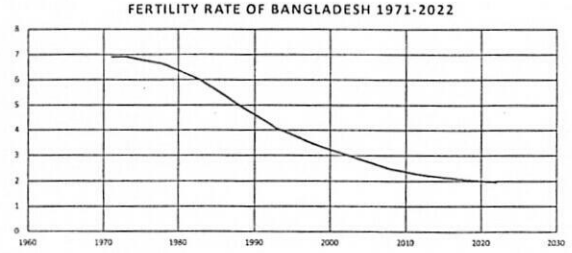
Current fertility by division and wealth quintile

Total fertility rates for the 3 years preceding the survey, by division and wealth quintile, Bangladesh DHS 2022

Indicator	TFR (15–49)
Division	
Barishal	2.5
Chattogram	2.6
Dhaka	2.2
Khulna	2.2
Mymensingh	2.7
Rajshahi	2.0
Rangpur	2.5
Sylhet	2.3
Wealth quintile	
Lowest	2.6
Second	2.4
Middle	2.3
Fourth	2.1
Highest	2.0
Total	2.3

TFR: Total fertility rate, expressed per woman

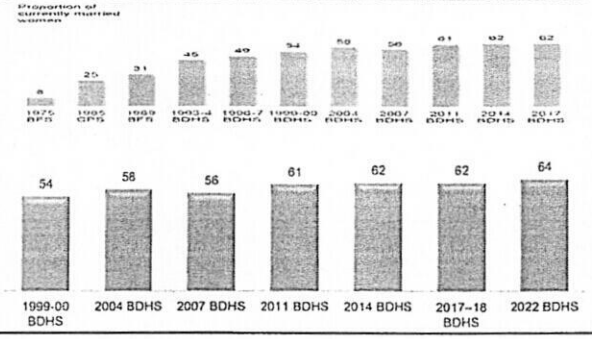
Total Fertility Rate in Bangladesh (Macrotrends Source UN)



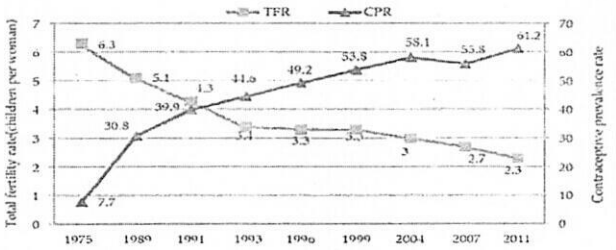
TFR of Selected Countries –UN-2022

South Korea	0.81
USA	1.78
Japan	1.36
Spain	1.2
Italy	1.3
India	2.0
Norway	1.5
China	1.3/1.15
Switzerland	1.51
Sweden	1.57
Niger	6.68
Global Average	2.3
OECD Average	1.61

Contraceptive prevalence rates



Trends in total fertility and contraceptive prevalence rates, 1975-2011



Source: Bangladesh Demographic and Health Survey, 2011 and 2013.

Dependency Ratio

- The dependency ratio is an age-population ratio of those typically not in the labour force (the dependent part ages 0 to 14 and 65+) and those typically in the labor force (the productive part ages 15 to 64).
- It is used to measure the pressure on productive population and is shown as a percentage %.
- The old-age dependency ratio (OADR) is defined as the number of old-age dependents (persons aged 65 years or over) per 100 persons of working age (aged 15 to 64 years)

Formula for Dependency Ratio

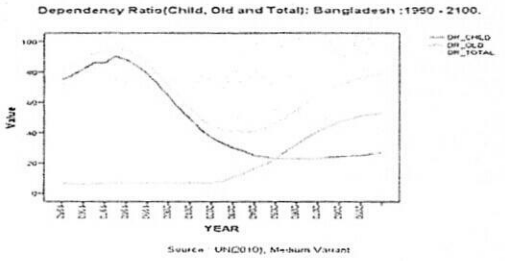
$$\text{Total (Age) Dependency Ratio} = \frac{(\text{Population 0-14} + \text{Population 64>})}{\text{Working age population 15-64}} \times 100$$

$$\text{Child Dependency Ratio} = \frac{\text{Population 0-14}}{\text{Working age population 15-64}} \times 100$$

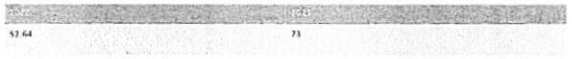
$$\text{Old-Age Dependency Ratio} = \frac{\text{Population 64>}}{\text{Working age population 15-64}} \times 100$$

Why Bangladesh set to attain developed country status?

Dependency ratio in Bangladesh



Dependency Ratio (census 2022)

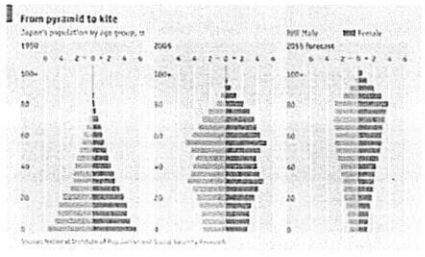


Ten countries or areas with the highest old-age dependency ratio (65+/15-64), 2019 and 2050

EFFECTS OF A HIGH OLD-AGE DEPENDENCY RATIO

- Lower Tax Revenues
- Higher Government Spending
- Higher tax rates
- Lower pension funds
- Pressure to raise retirement age
- Inequality
- Social and Economic Development
- Changes in ratio hits in development

JAPAN'S AGEING, DEPENDENT POPULATION



Ageing in Bangladesh

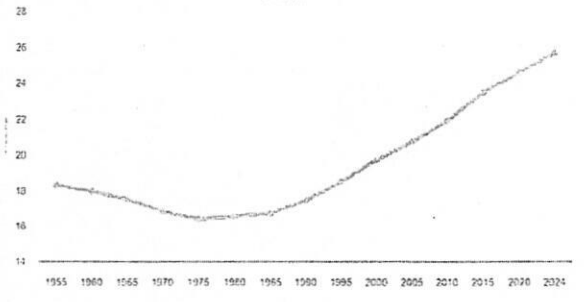
Indicators	2022	2050
Population age 60 and above (%)	9.29	21.9
Population age 60 and above (Total)	1,57,79,159	36,871,000
Life Expectancy Bangladesh Sample Vital Statistics 2021 (BBS 2023)	Male 70.6, female 74.1 72.30 years	78.11

Aging situation in Bangladesh

Percentage of women out of the population aged 60+ 52.6

Percentage of women out of the population aged 80+ 56.1

Median Age in Bangladesh



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Median Age of Selected Countries

Bangladesh	25.7 years in 2024---40.0 years in 2050
China	37.4 years in 2023---47.6 years in 2050
Japan	47.3 years in 2023---54.7 years in 2050
Korea, South	41.8 years in 2023---56.5 years in 2050
India	27.9 years in 2023---38.1 years in 2050
Thailand	37.7 years in 2023---49.7 years in 2050
Vietnam	30.5 years in 2023---41.2 years in 2050
Pakistan	23.8 years in 2023---30.0 years in 2050
Indonesia	30.2 years in 2023---37.4 years in 2050
Germany	47.1 years in 2023---49.2 years in 2050
United States	38.1 years in 2023---42.7 years in 2050

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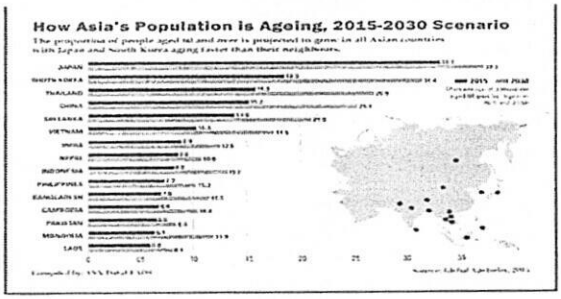
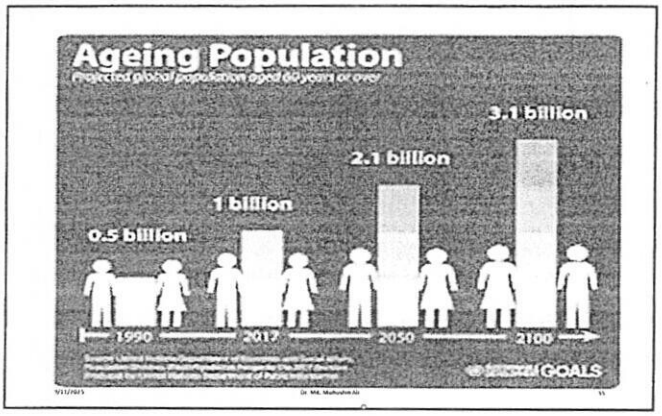
Median Age World Average

- Median Age World Average 30.63

How Asia's Population is Ageing





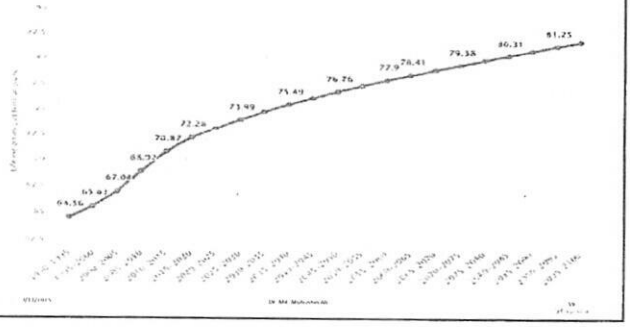
International Day of Older Persons

- In a landmark decision in December 1990, the United Nations declared October 1 as the International Day of Older Persons, and later in 2002, adopted the Madrid International Plan of Action on Ageing (MIPAA).

Japan's older population hits record high

- The estimated number of people aged 65 or older in Japan stood at a record high of 36.4 million
- The share of those aged adults in the nation's total population rose to a record 29.1%, the highest among 201 countries and regions across the world.

Global life expectancy 1990 to 2100



Blue Zones

Power 9
Reverse Engineering Longevity
By Dan Buettner

Demographic Dividend

- First Demographic Dividend
- Second Demographic Dividend
- Third Demographic Dividend

First Demographic Dividend

- Potential **economic benefit offered by changes in the age structure of the population,** during the demographic transition, when there is an increase in **working age population** of 15 to 64 and an associated decline in the **dependent age population** of 14 and younger and 65 and older.
- The demographic dividend arises when **society is at a middle phase (dominating working age population)** and **dependency ratio are low.**

Demographic Dividend

- For economic benefits to materialize there is need for **policies** dealing with **education, public health** and those that promote **labor market flexibility,** and provide incentives for **investment and savings.**
- Bangladesh is now going through the demographic transition with declining fertility rates and experiencing **a, once in a lifetime, demographic dividend** as the working age population increases and the dependency ratio declines.

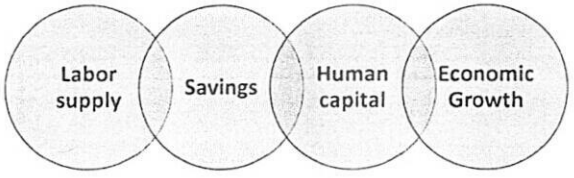
Demographic Dividend

- The term **"demographic dividend"** has its origin in a study of the **East Asian growth and role of changing age structure in economic take-off and it account for between one-fourth and two-fifths of East Asia's "economic miracle" (Bloom and Williamson)**

Two principal ways of Demographic Dividend that leads to opportunities for growth

- There is **age structure impact on total GDP** due to increasing proportion of working age group in total population, **increasing the ratio of producers to consumers (Economic Support ratio).**
- **"behavioral effects"** of changing age structure. An increasing proportion of working age individuals in a population **enhance overall productivity** with improved skill level of the workers.
- Another **"behavioral effects"** can arise from the changing attitude to the status of females with education and consequently more educated females in the labor force.

Four main areas where a country can find demographic dividend

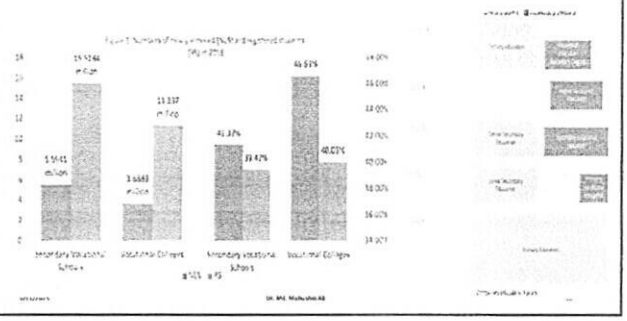


TVET in China

1978	1985	2022	2030	Institutions	Enrolled (Million)	Graduates (Million per year)
5%	36%	42%	50%	11700	30.88	10.00

The proportion enrolled in secondary vocational education rose by 37% in 2020 from 8% in 1978.

TVET in China and Education tier



TVET in BD and other Countries

Bangladesh		
2018	2031	2041
16.05%	30%	41%

Selected Countries	
Country	2018
South Korea	27%
OECD average	32%
Turkey	38%

TVET Institution in China

Demographic dividend

- window of opportunity for rapid economic growth
- One time opportunity for about two to five decades to boost living standards of the population.

Window of opportunity can be characterized

- More workers producing more total output if they are productively employed
- Greater accumulation of wealth, if savings occur and are more productively invested
- A large supply of quality human capital, if appropriate investments are made into its formation

(Birdsall and Sinding, 1998)

Window of opportunity can be characterized

Per capita income and GDP growth will increase when the growth rate of workers exceeds the growth rate of the total population, even if the output per worker does not change

(Bloom and Williamson 1998; Navaneetham and Dharmalingam 2012).

Demographic Dividends of Bangladesh

- The young population is a blessing in the sense that it implies strength, energy, vigor, pool of work force and a full potential for future leadership.
- This is a demographic bonus and we should materialize it.

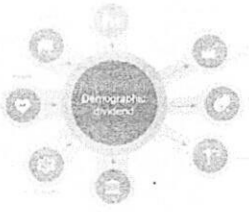
Demographic Dividends of Bangladesh

- The demographic structure of population suggests that it will continue to grow for decades due to the population momentum inherent in the young age structure, even if replacement level of fertility is achieved today.

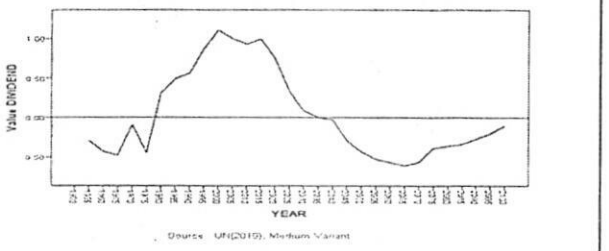
Demographic Dividends of Bangladesh

- This demographic bonus could bring a huge dividend, if this raw capital is converted into circulatory capital.
- If we fail to take hold of this opportunity immediately, this young population could create a devastating hazard for the nation.

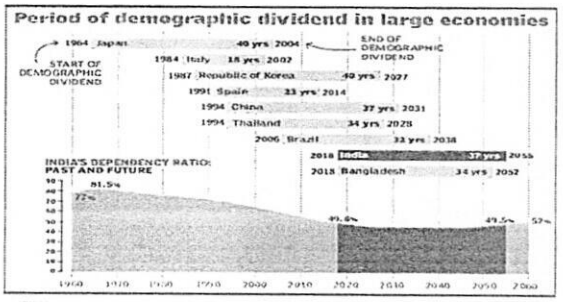
How does Demographic Dividend impact on the Bangladesh's economic growth?



Demographic Dividend Period in Bangladesh: 1950-2100



Demographic Dividend Period



Second demographic dividend

2008 2006

The second demographic dividend is explained to be larger than the first. China is still benefiting from the increase in labour supply. [illegible]

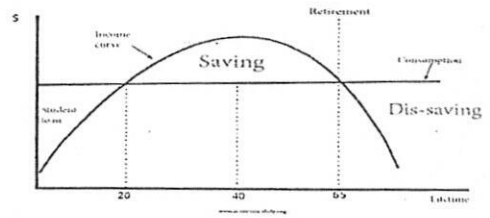
Third demographic dividend

[illegible] Developed Countries

	Investment/ Gross Capital
USA	12530/19.7% GDP
Japan	4360 /10.7% of GDP
Bangladesh	46/2.5 % of GDP
China	535/5.35% of GDP
India	63.75/3.01% of GDP
Thailand	296/3.79 % of GDP
Singapore	2,632.71/4.08 % of GDP
Pakistan	39.50/3,38% of GDP

Theory Behind DD

- Life-Cycle Hypothesis



Demographic Dividend: Policy Alignment

- Bangladesh Population Policy 2012
- The latest National Youth Policy 2017, the GoB emphasizes that empowerment and development of youth are necessary steps for achieving equality, human dignity and social justice (Ministry of Youth and Sports, 2017).
- Making Vision 2041 a Reality

Chapter 5:
Human Development: Harnessing the Demographic Dividend: The PP2041 puts a strong emphasis on improving human development both as means to supporting GDP growth through a healthy and skilled labour force as well as to reduce poverty through productive employment.

- Bangladesh Delta Plan 2100
- Health and Education Policies ?

What are the challenges of demographic transformation in Bangladesh?

Challenges

- Quality education and Poor human Capital
- Employment Generation
- Providing technical education including (STEM)
- Poor productivity
- Required Infrastructure
- Lack of venture capital
- Inequality and Inclusive Growth
- Population and poverty in Bangladesh
- Population and Ageing in Bangladesh

Challenges

- Population and food security in Bangladesh
- Providing quality technical education
- Providing Housing facilities
- Growing density of population,1265 per square km
- Rapid and Unplanned Urbanization

Challenges

- Average age at marriage 50% before 18 years (2022 BDHS)
- Health care and nutrition services
- STI and HIV/AIDS
- Family planning
- Gender Issues and Development
- Pressure on land and Climate Change

Challenges

- Rapid and Unplanned urbanization
- Migration -National population growth rate is 1.01 percent per annum, while the national internal migration rate is 4.5 percent. For Dhaka, the in-migration rate is about 6.0 percent
- The urban population is projected to grow from 39 to 60 percent by 2050

Strategies: Turning Demographic Advantages in Sustainable Growth

- Education and Skills in line with the market demand specially technical and Vocational education and training
- Increase opportunities for decent employment (Boast up private sectors)
- Leveraging technology, Innovation and connectivity in demographic strategy and development
- Skill development
- Improving public health system and health expenditure
- Increase investment in young people's to turn into human capital
- Activate female workforce participation
- Social protection

Strategies: Turning Demographic Advantages in Sustainable Growth

- Planned urbanization
- Inclusive growth and reducing inequality
- Rural urban migration and international migration
- Enhancing urban infrastructure
- Meeting up growing needs of elderly citizens-health care infrastructure/ community based health care

Strategies: Turning Demographic Advantages in Sustainable Growth

- Address gender disparities
- Stable economic climate for savings and investment
- Trade openness
- Governance, Capacity Building and strong Institutions
- Infrastructure development
- Integrated demographic, economic and social policies
- SMEs and entrepreneurship
- Attain a net reproduction rate (NRR) equal to one right now in order to stabilize population around 2060
- Housing facilities for the growing population

Strategies: Turning Demographic Advantages in Sustainable Growth

- Refugees and displaced person
- Climate change and disaster management
- Rural-Urban poverty reduction
- Urban planning and management
- Community planning and management

Sirtototh Transition

- Transition smoothly into a middle-income status while preparing to ride a second demographic dividend, driven by '**productivity and innovation**'

Opportunities

- Developed nation using the advantages of age structure
- Increased literacy rate
- Improved female labour force participation rate
- Improved health
- Improved savings and investment

Opportunities

- Transformation of huge young age group population to technical work force.
- Reduce rate of Fertility
- Decline of IMR & MMR
- Increase of CPR
- Increase of Life Expectancy

Opportunities

- Human resource Development
- Attraction of foreign investment as the availability of cheap labour
- Overseas Migration and foreign currency earnings
- Rural Non-farm Sector development

What are the key takeaways from this session?

Heartiest thanks!

mohoshin2005@gmail.com
01711489786

Media Relations & Effective Public Relations Management

Critical Reflections on Functions of Media

Dr Shameem Reza
University of Dhaka

Bangladesh Public Administration Training Centre
04 September 2025

Critical Functions of Media

- Initiate political debates
- Influence public opinion
- Help propagate ideology
- Work as vital 'soft power'
- Transmit social & cultural values

How China censors the internet
https://www.youtube.com/watch?v=ajR9J9eoq34&ab_channel=SouthChinaMorningPost

How China Is Reshaping the Coronavirus Narrative | NYT News
https://www.youtube.com/watch?v=LwqhvRcBrK4

Outstanding Issues in BD Media Sector

- Media ownership and investment
- Licensing in broadcast media
- Media laws and regulations
- Pressures on the news media
- Professionalism in the media

Media Governance in Bangladesh: Rhetoric and Reality of Broadcasting Policy
https://archive.thedailystar.net/forum/2012/May/media.htm

Key Contributions

- Encourage critical debates
- Help secure public consent
- Shape national security issues
- Set development agendas

Food Safety and Food Security: An Overview

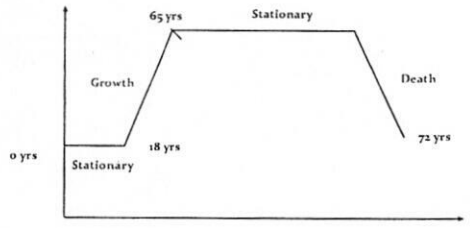
Md. Latiful Bari, Ph.D.
Centre for Advanced Research in Sciences
University of Dhaka
Dhaka-1000
E-mail: latiful@du.ac.bd

1. Ingredients and Flavors
2. Cooking Techniques and Traditions
3. Meal Structure and Customs
4. Cultural Identity and Heritage

Shushi for Japanese Spices for Indian Pizza for Italian

- Food is a powerful reflection of a country's culture, encompassing its history, values, and traditions.
- Culinary practices, ingredients, and even meal structures reveal a nation's identity, showcasing its unique heritage and fostering a sense of belonging

Human life cycle



What is food security?

There are many different definitions of food security. The definition below is frequently used.

The World Food Summit of 1996 defined food security as existing "when all people at all times have access to sufficient, safe, nutritious food to maintain a healthy and active life".

What is food security?

Food security includes the following aspects:

- availability
- access
- affordability
- quality
- nutrition
- safety

Think of an example of an issue which may affect each aspect of food security.

What are some of the issues affecting food security of Bangladesh?

1. Climate Change:
- Erratic weather patterns
- Increased flooding and cyclones
- Heatwaves
- Salinity intrusion

2. High Food Prices:
- Global price increases
- Supply chain disruptions
- Food inflation

3. Poverty and Inequality:
- Widespread poverty
- Gender inequality
- Social exclusion

4. Other Factors:
- Declining soil fertility
- Land scarcity
- Population growth
- Natural disasters

Population Growth
- Current Population (2024): ~ 170 million (WB, UN)
- Annual Growth Rate: ~ 1.1%
- Projected Population (2050): ~ 200 million

Food Production Trends
Major Crops: Rice, wheat, maize, potatoes, vegetables, fish, poultry.
Total Arable Land: ~ 8.5 million hectares (~59% of total land area).

Rice (Staple Food) Production
Annual Production (2023-24): ~ 38.6 million metric tons (BBS).
Self-sufficiency: ~ 100% for rice, but depends on seasonal variations.

Other Key Foods (2023-24 Estimates)
- Wheat: ~ 1.3 million tons (Significant imports needed).
- Potatoes: ~ 11 million tons (Surplus production).
- Fish Production: ~ 4.6 million tons (3rd largest in inland fisheries).
- Poultry & Livestock: Growing sector, but still reliant on imports for feed.

Food Security Challenges
Per Capita Food Availability: ~ 512 grams/day (rice + others).
Undernourishment: ~ 10% of population (FAO, 2023).
Climate Impact: Floods, cyclones, and salinity intrusion threaten ~ 20% of arable land.

Recommended Daily Food Intake for Adults (Bangladesh)

Food Category	Recommended Intake (grams/day)	Calorie Contribution
Rice	400-500g (cooked)	~55-60% of calories
Wheat	50-100g (bread/flour)	~5-10% of calories
Vegetables	200-250g	~4-6% of calories
Pulses/Lentils	30-50g	~5-7% of calories
Fish/Meat/Eggs	50-100g	~10-12% of calories
Fruits	100-150g	~3-5% of calories
Edible Oil	20-25g	~8-10% of calories
Sugar	20-25g (limited)	~2-3% of calories

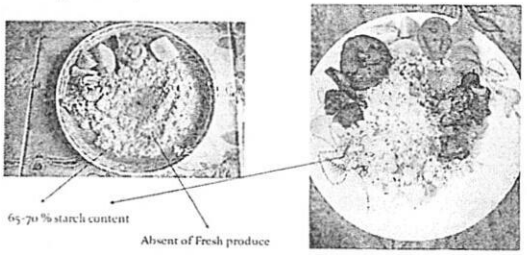
Total Recommended Calories/Day: ~2,200-2,500 kcal (varies by gender & activity level).

Actual Per Capita Food Consumption in Bangladesh (BBS & FAO Data)

Food Category	Actual Intake (grams/day, 2023)	Gap from Recommendation
Rice	~470g	Meets recommendation
Wheat	~40g	Below recommendation
Vegetables	~130g	Below (35-50% deficit)
Pulses	~20g	Below (50% deficit)
Fish	~45g	Slightly below
Meat/Eggs	~30g	Significant deficit
Fruits	~50g	Very low (60% deficit)
Edible Oil	~18g	Slightly below

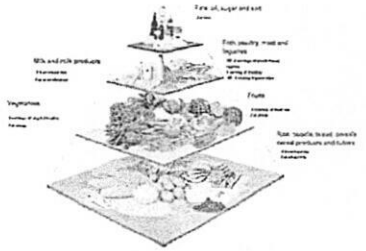
Total Caloric Intake: ~2,100-2,300 kcal/day (slightly below ideal for active adults).

Bangladeshi Food Plate



?

Do you think, you eat balance diet in everyday meal or throughout of your life in existing Bangladeshi Food Culture?



My Healthy Eating Pyramid

Maintaining a Healthy Weight is a Balancing Act
Calories In = Calories Out

Safe food

- No illness "after eating"

Safe food or not

- Eat 3 times/day → No illness "after eating"
- Eat 3 times/day → any illnesses after eating

Safe food or not

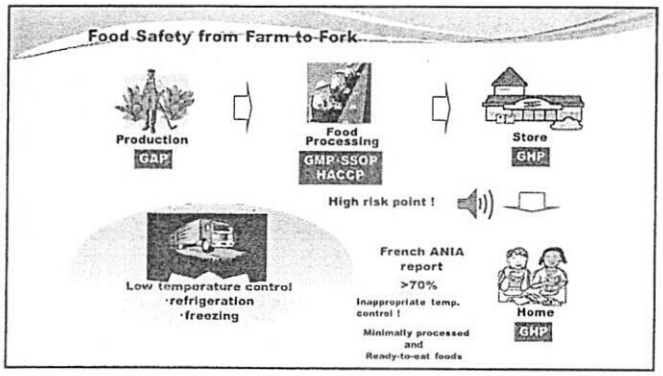
- No illness "after eating"
- Eat 3 times/day → any illnesses after eating
- After ≠ Cause
  - Death after hit by train
  - Illness after school lunch

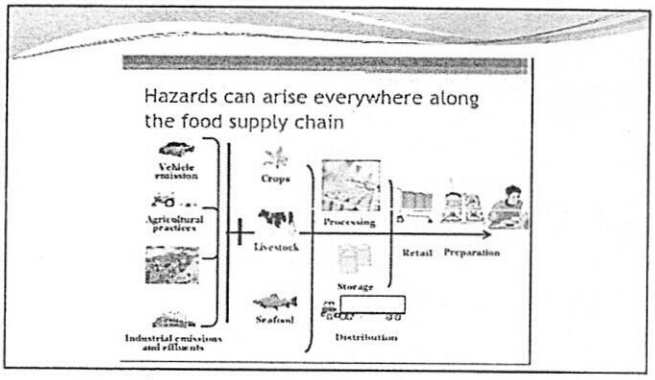
Foodborne illness

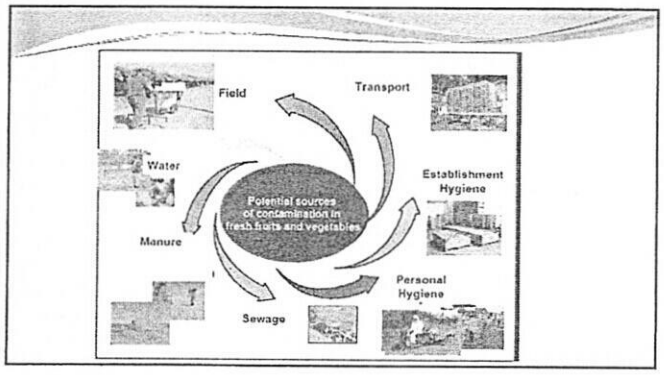
- Seldom caused by food itself:
  - INFECTIONS
  - INTOXICATIONS

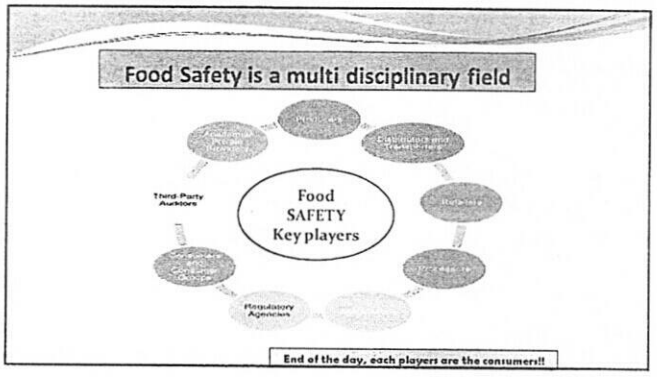
Causes of illness

- Chemical
- Physical
- Biological>Microbiological









Common food safety concerns in Bangladesh:

- Food adulteration.
- Unapproved preservatives used for food preservation.
- Inadequate quality control.
- Formidable chemicals and methods used for fruit ripening.
- Unhygienic food processing practice.
- Low quality ingredients.
- Antibiotic resistance and hormone.

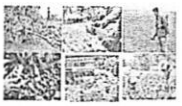
Common food adulteration

1. Detergents in milk
2. Hydrogen Peroxide in Milk
3. Benzoic acid and Sodium Benzoate in Milk
4. Vanaspati/Hydrogenated Edible Fat in Ghee
5. Mobile (Lube) Oil in Edible Oil
6. Coal Tar Dyes in Ghee, Butter, Khoa, Cheese, Condensed Milk, Milk Powder
7. Lead Chromate in Turmeric Powder
8. Brick dust and Sudan red colour in Chilli Powder
9. Malachite Green in Green Vegetables
10. Artificial Invert Sugar Syrup in Honey
11. Potassium bromate in bread

In the fiscal year (FY) 2023-24, the Bangladesh Food Safety Authority (BFSA) found 15.5% substandard food samples after testing 2,354 in lab.

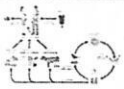
Food Safety Challenges in Bangladesh

Contaminated food supply



Little control of raw materials

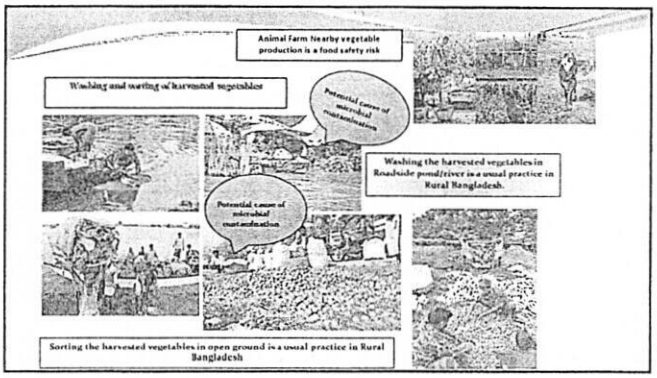
Food Adulteration



Important zoonotic diseases

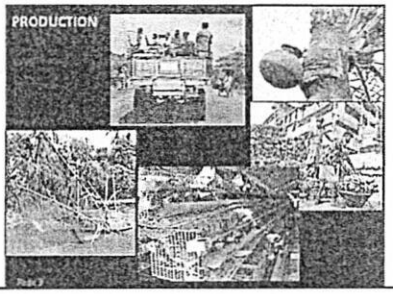
Lack of effective management in supply chain

Poor personal hygiene



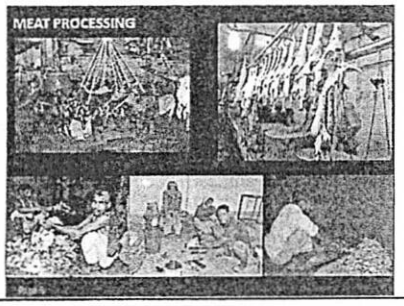
Grazing animal in the pond can contaminate water.....

Production practices.....



Processing practices.....

Processing practices.....



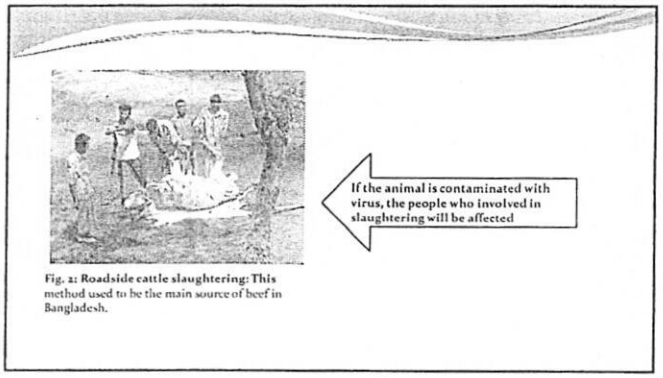
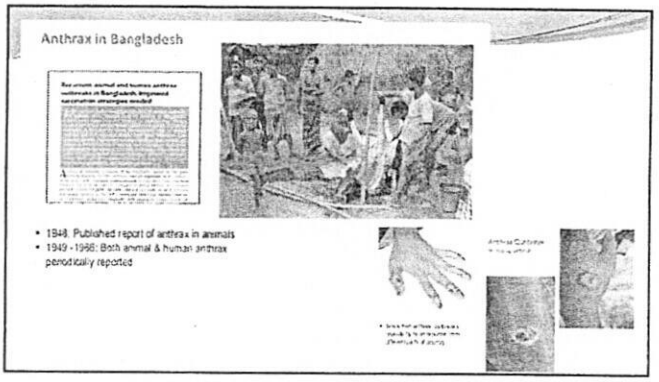


Fig. 2: Roadside cattle slaughtering: This method used to be the main source of beef in Bangladesh.



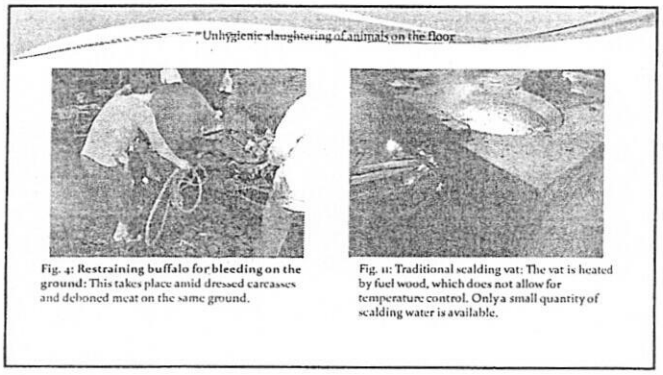


Fig. 4: Restraining buffalo for bleeding on the ground: This takes place amid dressed carcasses and deboned meat on the same ground.

Fig. 11: Traditional scalding vat: The vat is heated by fuel wood, which does not allow for temperature control. Only a small quantity of scalding water is available.

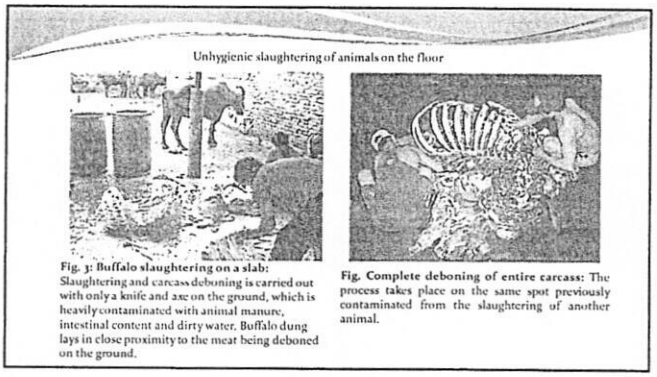


Fig. 3: Buffalo slaughtering on a slab: Slaughtering and carcass deboning is carried out with only a knife and axe on the ground, which is heavily contaminated with animal manure, intestinal content and dirty water. Buffalo dung lays in close proximity to the meat being deboned on the ground.

Fig. Complete deboning of entire carcass: The process takes place on the same spot previously contaminated from the slaughtering of another animal.

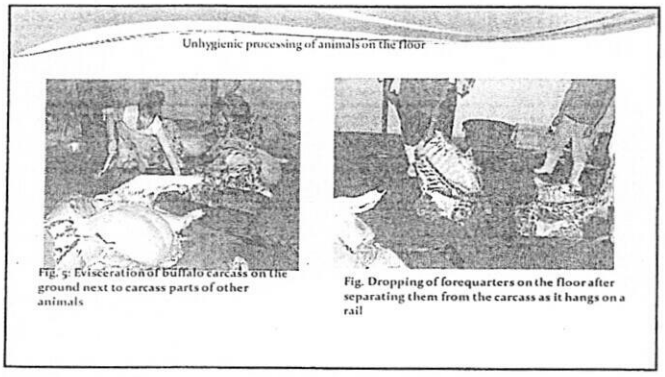
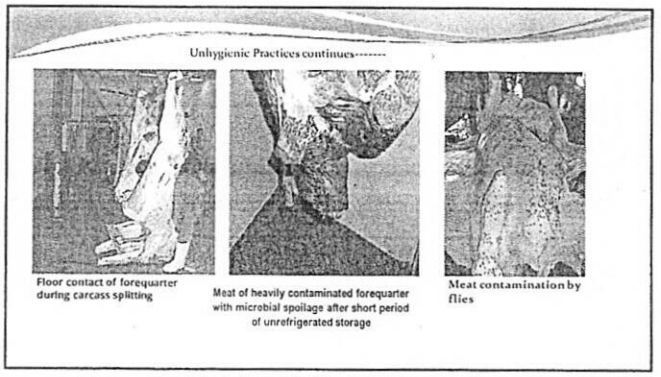


Fig. 5: Evisceration of buffalo carcass on the ground next to carcass parts of other animals

Fig. Dropping of forequarters on the floor after separating them from the carcass as it hangs on a rail

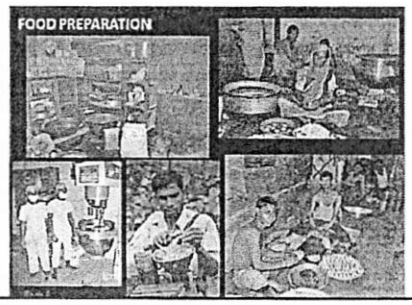


Floor contact of forequarter during carcass splitting

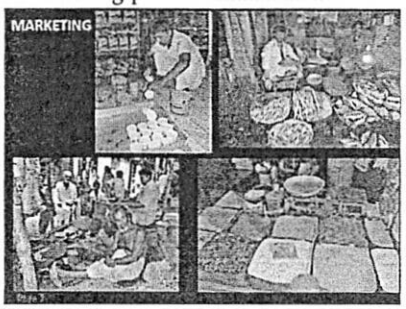
Meat of heavily contaminated forequarter with microbial spoilage after short period of unrefrigerated storage

Meat contamination by flies

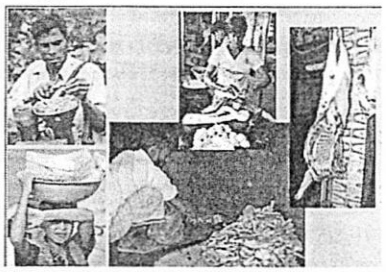
Preparation practices.....



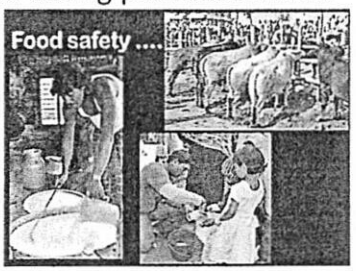
Marketing practices.....



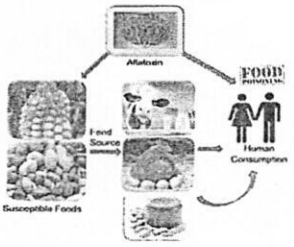
Marketing practices.....



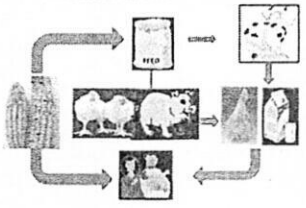
Marketing practices.....



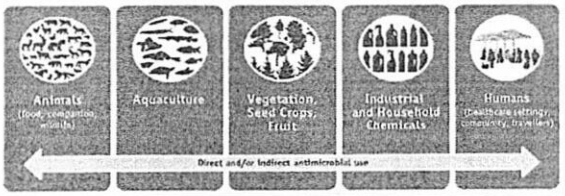
Naturally occurring mycotoxins contamination



Aflatoxin in the Food Chain

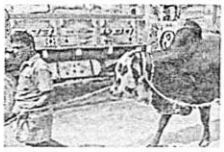


Antimicrobial resistance – A shared responsibility



NEED TO DO
- The appropriate use of antimicrobial agents in both human and veterinary medicine only as needed.
- The search for new, natural effective antimicrobials agents
- Use non-antibiotic technology example Pre or Pro-biotics etc

The danger of cow fattening using steroid



Human created this problem !!
So Human has to suffer!!

Diclofenac
(compound)
Melting point
283-285 °C

We cooked meat at 100°C

Now Guess what our kids are consuming!!!

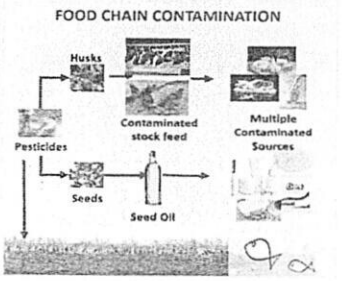
Hormone imbalance!!
Infertile, neurogenetic disorder & Disability

Steroids such as Diclofenac, Oradexason, Steron, Decason, Adam Cortan, Cortisol, Hydrocortisol, etc are used for cow fattening with an excessive use of urea in fodder.

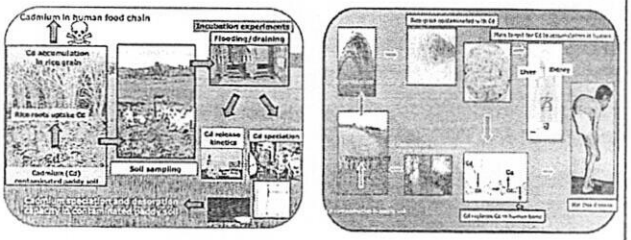
Fattening should be done using feeding techniques!!
Not by using synthetic steroid!!

Chemical contaminations in food

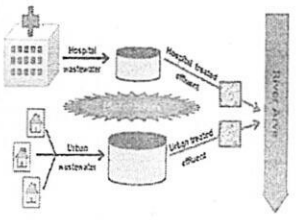
How pesticides come into foods



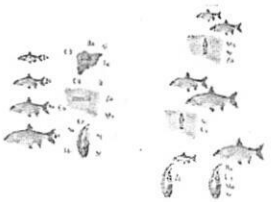
Cadmium in the human food chain



Large scale effluents and their effect on aquatic animals

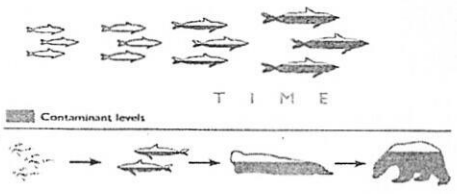


Age-specific metal and accumulation patterns in different tissues

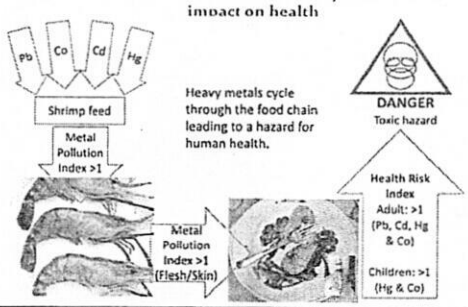


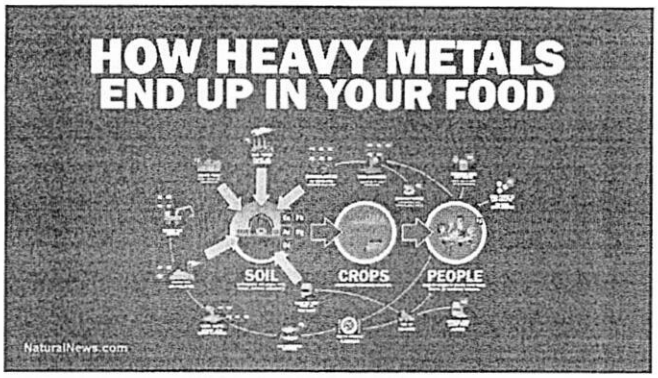
Bioaccumulation and Biomagnifications in the pond/river/marine environment

Bioaccumulation



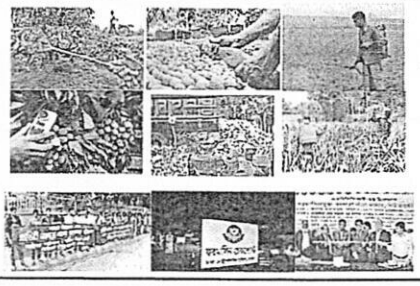
Fish feed contamination with heavy metal and its impact on health





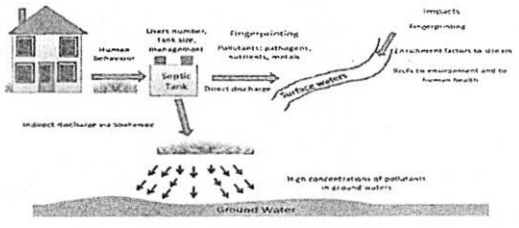
Despite health benefit, People don't consume fresh vegetables Because of .....!!!!!

This could be lack of knowledge



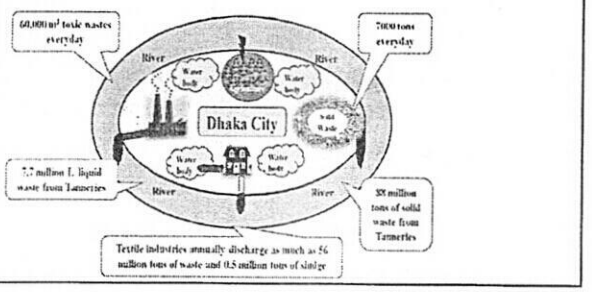
This is a crime

Septic tank discharges as multi-pollutant in ground water

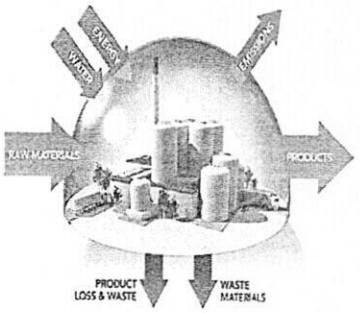


STE continues to pose risks to stream ecology, water quality and human health.

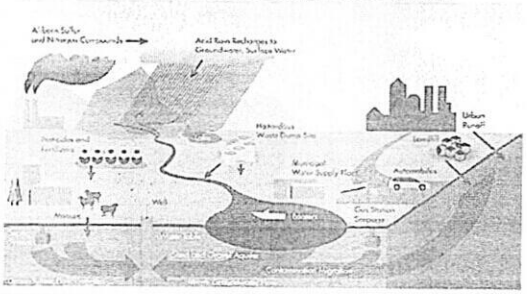
Buriganga River water contamination



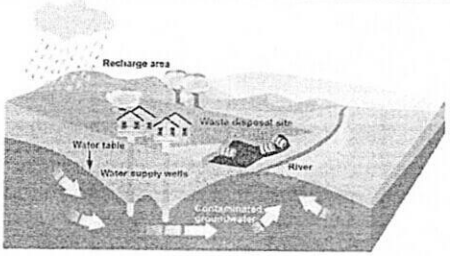
Environmental Impact of industries



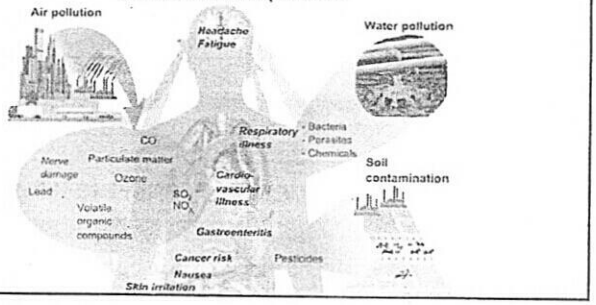
Human Activities Affecting Soil & Water



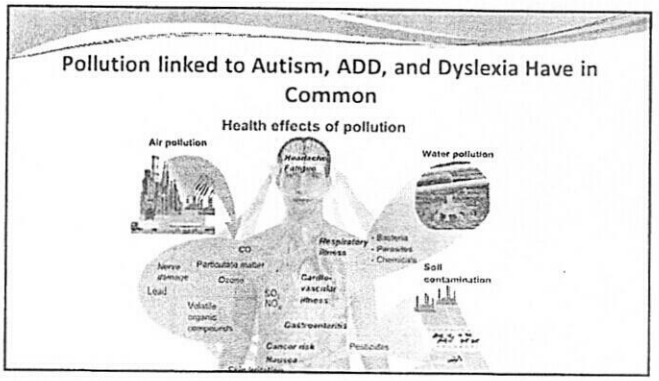
Human Activities Affecting Source Water



Health effects of pollution



Pollution linked to Autism, ADD, and Dyslexia Have in Common



Approach
to
eliminate
these problems

"Transforming Food Safety Inspection: From Conventional Reactive to Evidence-Based Proactive Approach"

Conventional (Reactive) Food Safety Inspection

Mostly reactive—responding to complaints, or violations or incidences

Challenges:

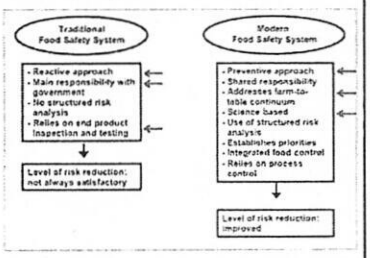
- Late detection of hazards
- High costs of products recalls and outbreaks
- Public health risks
- Focus on penalties rather than prevention

What is a Proactive, Evidence-Based Approach?

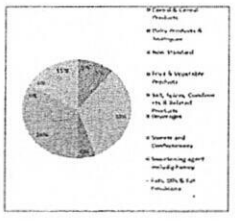
Definition: Using data, risk assessment, and predictive tools to prevent violations before they occur

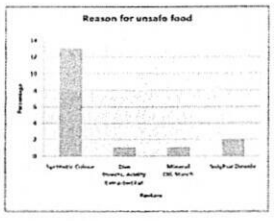
Core Principles:

- Risk prioritization
- Continuous monitoring
- Prevention over punishment
- Data integration



Unsafe Food Analysis





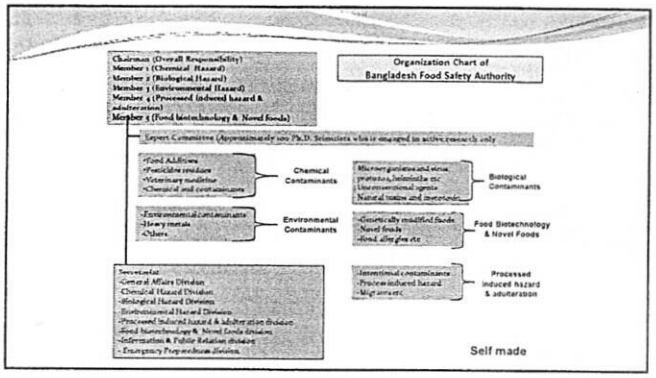
Key Components and Benefit of Proactive Systems

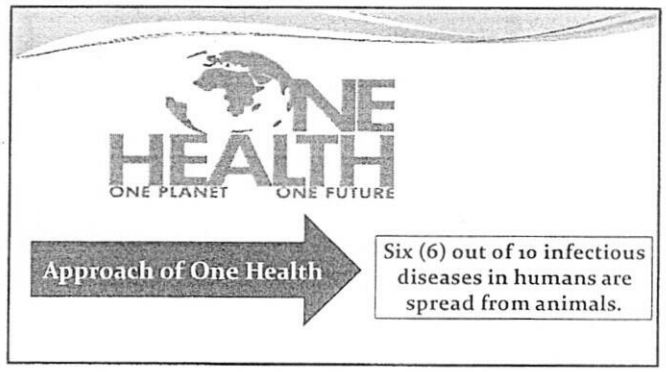
1. Data generation and risk assessment
2. Risk Profiling & Categorization
3. Real-time Monitoring (QDK, sensors or IT)
4. Data-Driven Decision Making
5. Stakeholder Engagement & Transparency

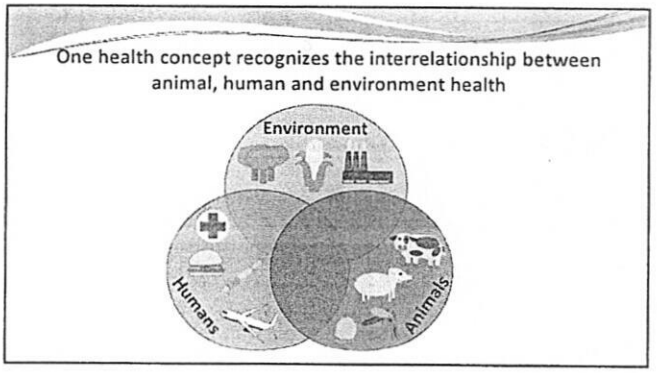
Benefits of Proactive Food Safety Inspections

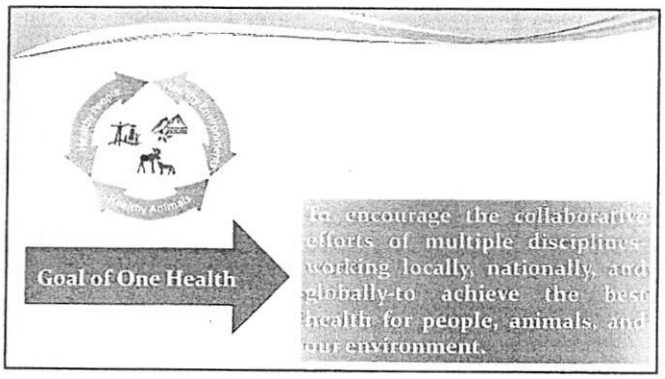
- ☑ **Prevent incidences** rather than to occur them
- ☑ **Lower costs** (fewer recalls, legal issues)
- ☑ **Improved compliance** through continuous monitoring
- ☑ **Increased consumer trust** in food supply
- ☑ **Efficient resource allocation** (target high-risk areas)

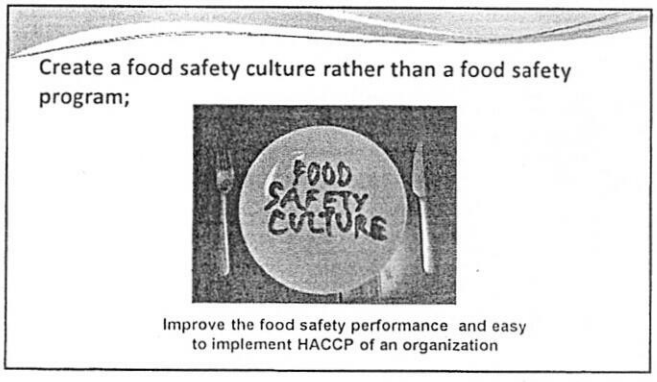
National Food Safety Control Agency











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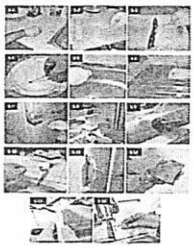
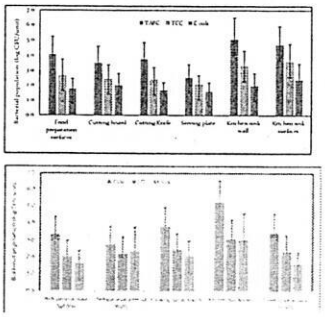
Urban Household Kitchen Hygiene status at Dhaka





Please Don't waste food, I am sure you can do it!!

ONE IN EIGHT PEOPLE GOES TO SLEEP HUNGRY EVERY DAY

Food is precious at least for these children

Do you know how much resources used to produce 1.0 Kg food.

DON'T FORGET THE WATER WE CAN'T SEE!

The PRODUCTION OF:

- 1 kg wheat costs 1,300 L water
- kg rice costs 3,400 L water
- 1 kg eggs costs 3,300 L water
- 1 kg beef costs 15,000 L water
- 1 cotton shirt costs 2,500 L water
- 1000 g of blue jeans costs 10,850 liters water
- 1 ton passenger car costs 400,000 liters of water
- Building a house uses about 6 million liters of water

Safe and nutritious food gives us healthy livings

Thank you for your attention!!

Current and new challenges to food safety

Food safety concerns in developing countries typically include:

- the inappropriate use of agricultural chemicals
- the use of untreated or partially treated wastewater
- the use of sewage or animal manure on crops
- the absence of food inspection, including meat inspection
- a lack of infrastructure, such as adequate refrigeration
- poor hygiene, including a lack of clean water supplies

Some trends, that can increase food safety challenges:

- Changes in animal husbandry
- Changes in agronomic process
- Increase in international trade
- Changes in food or agricultural technology
- Increase in susceptible populations
- Increase in travel
- Changes in lifestyle and consumer demands
- Bioterrorism

Announcement

International Conferences on Food Safety and Food Security
Venue: Chulalongkorn University, Bangkok, Thailand
Date: September 25-27, 2024.

Deadline for abstract submission: August 15, 2024

http://afsahome.org/

Thank you for your attention!!

Types of food that provide major nutrition and implicated as vehicles of foodborne illness.

Meat & Meat products

Seafood products

Poultry products

What are some of the issues affecting world food security?

Food security is one of the biggest challenges facing humankind. There are many factors which have combined to make food security such a large issue. This includes:

Increasing population - in 2018, the world population was nearly 7.7 billion. By 2055, it is predicted to reach 10 billion. Our current output of food is not enough to feed a population of 10 billion.

Changing diets - as countries develop and people become richer they tend to eat a more varied diet, including more meat, which requires more energy to produce. This also means there is more competition for the same types of food.

Reduced arable land - the drive to produce more biofuels for transport uses edible crops and has reduced arable land.

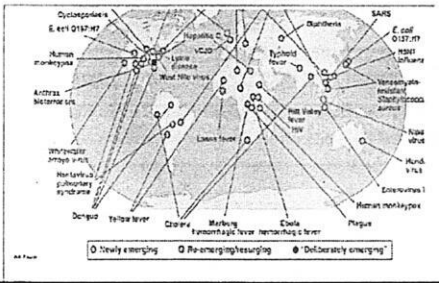
What are some of the issues affecting world food security?

Transport costs - the relatively high price of oil in recent years has increased the price of food storage and distribution.

Climate change - climate change is leading to a warmer world which will affect what crops can be grown where. Climate change can also lead to more frequent extreme weather events (e.g. floods) which can damage crops.

Pests and diseases - pests and diseases are becoming more resistant to pesticides and sprays. The changing climate is also bringing pest and diseases into new areas where they could not previously survive.

GLOBAL EXAMPLES OF EMERGING AND RE-EMERGING INFECTIOUS DISEASES



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Potential risks in food: food safety loads.....

Burden of foodborne illness

- Limited data available in Bangladesh.
- About 230,000 children die from diarrhoea each year in Bangladesh.
- Typically 25-30% population suffer an episode of foodborne illness/annum .....

BANGLADESH
40 million cases/annum
(110,000 cases/day)

সার-সংক্ষেপ

- সার-সংক্ষেপ কখন প্রয়োজন হবে?
  - ❖ যখন কোনো নথি রাষ্ট্রপতি, প্রধানমন্ত্রীর নিকট পেশ করা হবে তখন অপরিহার্যভাবেই একটি সারসংক্ষেপ আকারে প্রেরণ করতে হবে।
  - ❖ বিভিন্ন বিধি, প্রবিধান, চুক্তি এবং আইনের মর্যাদাসম্পন্ন অন্যান্য বলিল ভেটিং অথবা মতামতের জন্য লেজিসলেটিভ ও সংসদ বিষয়ক বিভাগে প্রেরণ করতে হলে প্রশাসনিক মন্ত্রণালয়ের দায়িত্বপ্রাপ্ত মন্ত্রীর অনুমোদন এর জন্য সারসংক্ষেপ প্রেরণ করতে হবে।
  - ❖ জটিল অথবা দীর্ঘসূত্রী বিষয়সমূহ, বিশেষত অন্য কোনো মন্ত্রণালয়/বিভাগের সহিত পরামর্শ করিতে হয়, এইরূপ ক্ষেত্রসমূহে শাখার দায়িত্বপ্রাপ্ত কর্মকর্তা বিষয়টির একটি যথাযথভাবে বরাতসূত্র নির্বেশিত সারসংক্ষেপ প্রস্তুত করিবেন। বিষয়টি সম্পর্কে গৃহীত সকল সিদ্ধান্ত অন্তর্ভুক্তকরনের মাধ্যমে এই সারসংক্ষেপ হালনাগাদ অবস্থায় রাখতে হবে
  - ❖ মন্ত্রিসভা কমিটি, সচিব কমিটি, সুপিরিয়র সিলেকশন বোর্ড ইত্যাদির বিবেচনার জন্য প্রস্তাব সারসংক্ষেপ আকারে প্রেরণ করতে হবে

- সার-সংক্ষেপ কেমন হবে?
  - ❖ সংক্ষিপ্ত;
  - ❖ স্বয়ংসম্পূর্ণ; ও
  - ❖ সঠিকভাবে বরাতসূত্রযুক্ত।

- সার-সংক্ষেপে অন্তর্ভুক্ত বিষয়ঃ
  - ❖ যথাযথ বরাতসূত্র-সংবলিত;
  - ❖ বিষয়টির তথ্যাদি;
  - ❖ নোট ও পত্রাদি হইতে লওয়া গুরুত্বপূর্ণ অংশ;
  - ❖ বিবেচ্য বিষয়সমূহ;
  - ❖ শেষভাগে সুনির্দিষ্ট সুপারিশসমূহ সন্নিবেশিত থাকবে।

- সার-সংক্ষেপ স্বাক্ষর ও আদেশ প্রদান -
  - ❖ সচিব ও দায়িত্বপ্রাপ্ত মন্ত্রী কর্তৃক স্বাক্ষরিত হবে যাতে রাষ্ট্রপতি, প্রধানমন্ত্রী তাঁর আবেশাবলি সারসংক্ষেপের উপর লিখিবদ্ধ করতে পারবেন।
  - ❖ জটিল অথবা দীর্ঘসূত্রী বিষয়সমূহ, বিশেষত অন্য কোনো মন্ত্রণালয়/বিভাগের সহিত পরামর্শ করিতে হয়, এইরূপ ক্ষেত্রসমূহে শাখার দায়িত্বপ্রাপ্ত কর্মকর্তা বিষয়টির একটি যথাযথভাবে বরাতসূত্র নির্বেশিত সারসংক্ষেপ প্রস্তুত করবেন এবং স্বাক্ষর করবেন।

- সার-সংক্ষেপের বৈশিষ্ট্য:
  - 'সমামান্য রাষ্ট্রপতির জন্য সারসংক্ষেপ ও 'মাননীয় প্রধানমন্ত্রীর জন্য সারসংক্ষেপ' লিখিত ফাইল কভার ব্যবহৃত হবে;
  - মনোগ্রামযুক্ত নির্ধারিত সবুজ কাগজে সারসংক্ষেপ লিখিত হবে;
  - সারসংক্ষেপে প্রতিটি অনুচ্ছেদের জন্য আলাদা ক্রমিক নম্বর থাকবে;
  - বরাতসূত্রসমূহ সঠিকভাবে পরাক্ষা উচিত করতে হবে;
  - সারসংক্ষেপ একাধিক পৃষ্ঠার হলে সংশ্লিষ্ট সচিব প্রতিপৃষ্ঠায় স্বাক্ষর করবেন;
  - সারসংক্ষেপ প্রেরণের সময়ে একটি অনুলিপি নথির পত্রাংশে সংযুক্ত থাকবে;
  - সারসংক্ষেপটি অনুমোদিত হলে অনুমোদিত অংশ নোটশিট অংশে সংযুক্ত হবে এবং
  - নোটশিটের ক্রমিক নম্বরের ধারাবাহিকতা অক্ষুণ্ন রেখে সারসংক্ষেপের ক্রমিকসমূহ লাল কালিতে কেটে নূতন ক্রমিক নম্বর প্রদান করতে হবে।

রাষ্ট্রপতির নিকট সার-সংক্ষেপ প্রেরণঃ

❖ রাষ্ট্রপতির নিকট সার-সংক্ষেপ প্রেরণের ক্ষেত্রে রুলস অব বিজনেস-এর বিধি-6(i)-এর তপশিল III এবং IV অনুসরণ করতে হবে

SCHEDULE-III

[Rule 6 (i)]

List of cases to be submitted to the *President directly*

Serial No.	Nature of Cases	Article of the Constitution
	CABINET DIVISION	
1.	Appointment and resignation of the Prime Minister	56(3)/57, 48(3)
	[MINISTRY OF LAW, JUSTICE AND PARLIAMENTARY AFFAIRS; LAW AND JUSTICE DIVISION]	
2.	Appointment and resignation of the Chief Justice of Bangladesh.	95(1), 48(3)

রাষ্ট্রপতির নিকট সার-সংক্ষেপ প্রেরণঃ

❖ রাষ্ট্রপতির নিকট সার-সংক্ষেপ প্রেরণের ক্ষেত্রে রুলস অব বিজনেস-এর বিধি-6(i)-এর তপশিল III এবং IV অনুসরণ করতে হবে

মন্ত্রিসভার নিকট সারসংক্ষেপ প্রেরণ

❖ মন্ত্রিসভার নিকট সারসংক্ষেপ প্রেরণের ক্ষেত্রে রুলস অব বিজনেস-এর বিধি-১৯ অনুসরণ করতে হবে।

19. Manner of submission of cases to the Cabinet.— *(1)* In respect of all cases to be submitted to the Cabinet, the Secretary of the Ministry concerned shall transmit to the Cabinet Secretary a concise and clear memorandum of the case, thereinafter referred to as the "Summary" giving the background and relevant facts, the points for decision and the recommendations of the Minister-in-charge. The summary shall be self-contained as far as possible, and shall include as appendices such relevant papers as may be necessary for proper appreciation of the case. The number or sets of the summary to be supplied shall be specified by the Cabinet Secretary.

(2) Where a case concerns more than one Ministry/Division the summary shall, in terms of the provision of Rules 10 (1) contain the recommendations of the Ministries if agreement is reached amongst them, or shall state the points of differences and the recommendations of each Ministry/Division concerned if no agreement is reached.

মন্ত্রিসভার নিকট সারসংক্ষেপ প্রেরণ

❖ মন্ত্রিসভার নিকট সারসংক্ষেপ প্রেরণের ক্ষেত্রে রুলস অব বিজনেস-এর বিধি-২৯ এবং প্রযোজ্যক্ষেত্রে বিধি-১০ (১) অনুসরণ করতে হবে-

CHAPTER III

INTER-MINISTERIAL CONSULTATION

10. **Consultation among Ministries and Divisions.**—*(1)* When the subject of a case concerns more than one Ministry/Division no orders shall issue, nor shall the case be submitted to the Prime Minister or the Cabinet until it has been considered by all the Ministries/Divisions concerned and their views are properly recorded. Such consultation shall take place as early as may be practicable with the exact point of reference whereupon the opinion is sought for:

Provided that in case of urgency and with the approval of the Prime Minister this requirement may be dispensed with, but the case shall, at the earliest opportunity thereafter, be brought to the notice of the Ministry/Division concerned.

Rule- 19: Manner of Submission of Cases to the Cabinet

- Secretary of the Ministry concerned shall transmit to the Cabinet Secretary all cases as summary
- Concise and Clear recommendation
- Background and relevant facts
- Recommendation of the Minister -in-charge
- Self contained summary with relevant papers
- Required number of sets

Rule- 19: Manner of Submission of Cases to the Cabinet

- Proposal involving expenditure or abatement of revenue, views of Finance Division
- In case of Development Expenditure , views of Planning Commission
- A case for inclusion in the agenda of a meeting of the Cabinet must reach at least four clear days in advance of meeting
- Prior approval for an urgent issue
- Satisfy that Paper submitted are complete and appropriate (CS, CD)

Rule- 19/10(1): Manner of Submission of Cases to the Cabinet

- A case concerns more than one Ministry/Divisions
- Recommendations of the Ministries if agreement is reached amongst them
- If no agreement is reached-
  1. Points of Differences
  2. Recommendations of each Ministry/Divisions

প্রধানমন্ত্রীর নিকট সারসংক্ষেপ প্রেরণ

- প্রধানমন্ত্রীর নিকট প্রেরণের ক্ষেত্রে 'রুলস অব বিজনেস'-এর বিধি-৪(*i*)-এর তপসিল V অনুসরণ করতে হবে।

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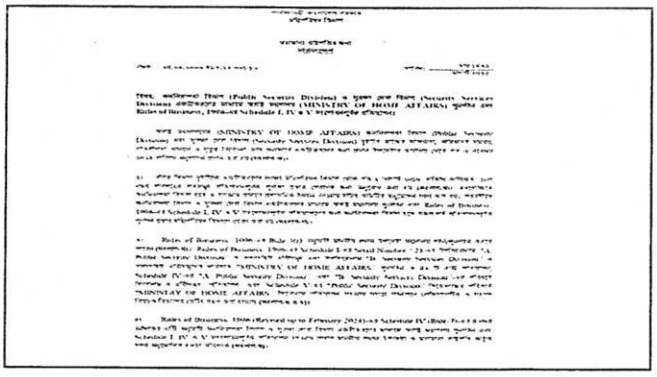
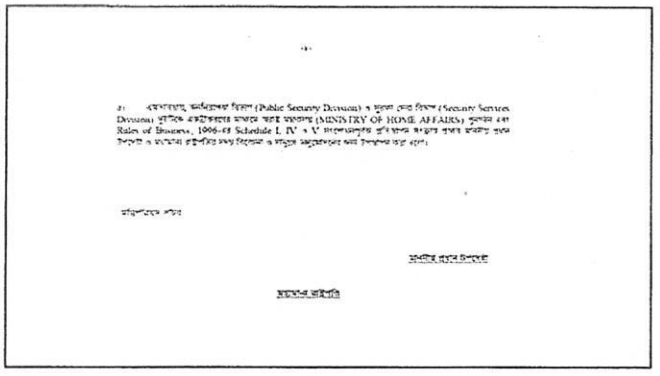




সচরাচর যা ভুল করা হয়

- অতিরিক্ত দীর্ঘ করা
- সুনির্দিষ্ট প্রস্তাব/সুপারিশ এ অস্পষ্টতা
- অপ্রয়োজনীয় তথ্য রাখা
- ভাষা জটিল করা
- ক্রম বা ধারাবাহিকতা নষ্ট করা
- অস্পষ্টতা রাখা
- সংশোধ সরিককভাবে সংযুক্ত না করা
- সংশ্লিষ্ট বিধি/বিধান উল্লেখ না করা

Thank you

International Development Cooperation and Challenges for Bangladesh

Abdul Baki
abaki_23@yahoo.com

Outline of Discussion

- Bangladesh External Debt Profile
- Aid Effectiveness
- Key Challenges
- Policy Recommendations
- Conclusion

Discussion Questions

How has international cooperation shaped Bangladesh's development trajectory?

What risks does LDC graduation pose for Bangladesh's economy?

How can Bangladesh manage competing geopolitical interests?

Should Bangladesh focus more on aid, trade, or investment for future growth?

Introduction

- The structure and scope of today's foreign aid can be traced back to two major developments following World War II:
  (i) the implementation of the Marshall Plan, a U.S.-sponsored package to rehabilitate the economies of 17 western and southern European countries, and
  (ii) the founding of significant international organizations, including the United Nations, IMF, and World Bank.
- Aid can come from both bilateral and multilateral sources
- Foreign aid is not resource and skill transfer only but *it has political, cultural, strategic implications.*
- Aid effectiveness agenda came to the forefront of dialogue and discussion after the Millennium Summit of the UN in 2000 where the MDGs were agreed.

Introduction

- Since 1971, Bangladesh has received significant aid for reconstruction and poverty reduction.
- Development partners have played vital roles in supporting Bangladesh's journey from a war-torn, low-income country to a **lower-middle-income country (LMIC)** with aspirations to become a **developed country by 2041.**
- Major elopement Partners:
  - World Bank, ADB, IMF, UN agencies, USA, EU, Japan, China, India, Russia.
- Transition from aid-dependence → trade & investment partnerships.
- However, challenges remain in ensuring effectiveness, alignment with national priorities, and managing geopolitical complexities.

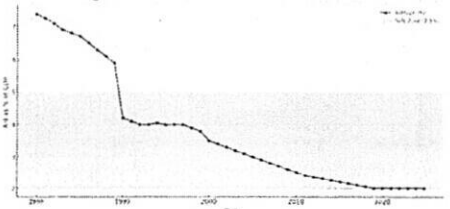
Rationale of Aid

Recipient Country	Donor Country
▪ Gap between revenue and expenditure ▪ Natural or man-made disasters	▪ Moral or altruistic reason ▪ Economic self interests ▪ Political interest

Bangladesh External Debt (as of 30 July 2024)

Total And commitment	$ 191.26 billion
Total disbursement	$ 132.81 billion (of which, grant: $30.91 billion and loan: $101.90 billion)
Pipeline	$ 42,850 billion
Outstanding External Debt	$ 78,178 billion
Per capita External Debt	$ 268.67
Debt servicing	$3,371.59 million. (the principal repayment : $ 2021.79 m and the interest: $ 1349.80 m)

Bangladesh's Aid-to-GDP ratio from 1980 to 2025

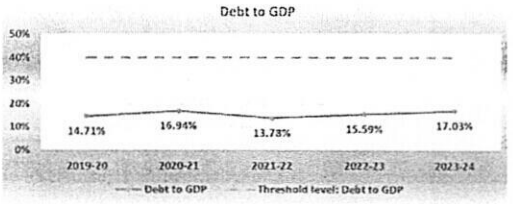


- The 1980s were **above the safe zone** (~7%), indicating high dependency.
- The 1990s (~4%) brought Bangladesh into the **safe/moderate range.**
- From 2000 onward, the ratio gradually decreased to ~2%, well within the **safe zone,** reflecting reduced aid dependency.

Nature of Foreign Aid to Bangladesh

- **Grants** → no repayment burden.
- **Concessional loans** (from World Bank, ADB, JICA, IMF, etc.) → very low interest rates, long repayment periods.
- **Non-concessional loans/commercial borrowing** → higher interest, shorter maturity, riskier.
- Bangladesh historically relied more on concessional loans and grants, so repayment pressure was manageable.

External Debt to GDP Ration



Source: External flow book, ERD 2023-24

Major Areas of International Development Cooperation

- Infrastructure Development
  - Mega projects supported by development partners.
- Poverty Alleviation & Social Development
  - Focusing on education, maternal health, rural development, and microfinance.
- Climate Change & Environmental Sustainability
  - Bangladesh is among the most climate-vulnerable countries, receiving adaptation and mitigation support from the Green Climate Fund, UNDP, and bilateral donors.
- Humanitarian Assistance
  - Significant support for hosting Rohingya refugees since 2017, mainly from UNHCR, EU, USAID, and others.
- Trade & Investment Facilitation
  - Preferential market access (e.g., EU's EBA scheme), WTO assistance, and FDI support.

Key Achievements through International Cooperation

- Reduction of extreme poverty [from ~41% in 1991 to <9.35% in 2025 (5.6% in 2022 BBS)].
- Improvement in **human development indicators** (literacy, life expectancy, gender equality).
- Successful management of health crises (COVID-19 vaccine supply via COVAX and bilateral partners).
- Transition from an aid-dependent to a trade- and investment-oriented economy.

Current Situation - Rising Repayment Pressure

- **Debt servicing costs are rising faster** than before.
- IMF reports show Bangladesh's **external debt service-to-export earnings ratio** has been rising.
- This means:
  - More dollars are needed to service loans.
  - Foreign exchange reserves come under stress.
- Annual debt service payments projected to **double by 2027** compared to 2020.
- External debt has grown due to **big infrastructure projects** (Padma Bridge, Rooppur Nuclear Plant, Matarbari Port, Metro Rail, etc.).

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Economic Impact

- **Pressure on Foreign Exchange Reserves**
  - Repayments must be made in foreign currency (mostly USD).
  - With slower export growth and rising import bills (especially for fuel, food, fertilizer), dollar shortages worsen.
- **Fiscal Pressure**
  - Higher allocation from the national budget goes to debt servicing.
  - Less money remains for health, education, and social protection.
- **Balance of Payments Stress**
  - If foreign aid inflow slows but repayment obligations rise, the current account worsens.
  - This has already pushed Bangladesh to seek IMF assistance (2023 loan package).
- **Risk of Debt Stress (not yet crisis)**
  - Bangladesh is still considered at **low to moderate debt distress risk.**
  - But if repayment obligations grow faster than export earnings/remittances, the situation could become risky.

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Criteria of aid effectiveness:

- **Ownership**
  - Developing countries set their own strategies for poverty reduction, development, and governance.
- **Alignment**
  - Donors align their aid with national priorities, systems, and procedures.
  - Use of country systems for budgeting, procurement, and monitoring reduces duplication.
- **Harmonization**
  - Donors coordinate their actions, share information, and reduce fragmentation.
- **Managing for Results**
  - Aid should be focused on measurable development outcomes, not just inputs or disbursements.
- **Mutual Accountability**
  - Donors and partner governments are jointly accountable for aid delivery and results.

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Extended/Complementary Criteria (added later in Busan & post-2011 debates)

From Aid to Development Effectiveness

- **Transparency:**
  - Open access to data on aid flows and project implementation.
- **Predictability:**
  - Donors provide reliable, multi-year commitments to enable better planning.
- **Inclusiveness:**
  - Civil society, private sector, and parliaments are engaged in aid decision-making.
- **Capacity Development:**
  - Aid should build local institutional and human resource capacity.
- **Sustainability:**
  - Projects should be financially, environmentally, and socially sustainable

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Does Aids work

- Depends on who ask
- Two school of thought

- 1st group – Proponents of Foreign aid
  - Prof Jeffre Sachs, Prof Paul Collier, Bill Gates
  - Resolve Poverty trap , help reduces vulnerability
  - Aid can break poverty cycle filling savings gap
- 2nd group – Critics of Foreign aid
  - Dr. Dambisa Moyo, William Easterly
  - Pop up corruption and poor governance
  - Principal – Agent Problem
  - Not need based

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Jeffrey Sachs on Aid Effectiveness

- Jeffrey Sachs argues that aid is key to overcoming poverty in 'underdeveloped' countries. The assumption that such countries are caught in a so-called poverty trap. Aid provides incentives and creates certain conditions that can stimulate development where it is lacking.
- Data shows that death rates in many poor countries are falling sharply, and aid-supported programs for healthcare delivery have played a key role.
- Here are some of the most effective kinds of aid efforts: support for peasant farmers to help them grow more food, childhood vaccines, malaria control with bed nets and medicines, de-worming, mid-day school meals, telectricity supplies, safe drinking water, treadle pumps for small scale irrigation, clean low-cost cook stoves to prevent respiratory disease of young children.
- Sachs argues that foreign aid constitutes an important instrument to reduce poverty and foster development.

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Dambisa Moyo on Aid Effectiveness

- Noted Zambian economist Dambisa Moyo has been a fierce opponent to development aid, and calls it "the single worst decision of modern developmental politics".
- Her 2009 book, Dead Aid describes how aid has encouraged kleptocracies, corruption, aid-dependency and a series of detrimental economic effects and vicious downward spirals of development in Africa.
- She argues that foreign aid provides a windfall to governments which can encourage extreme forms of rent-seeking and through providing a positive shock of revenue, lead to Dutch Disease.

Factors limiting aid effectiveness

- Aid fragmentation
- Volatility/unpredictability of aid
- Reducing the accountability of governments
- The tying of aid
- Fungibility of aid

How can aid effectiveness be improved?

Be	Aid effectiveness can be improved by focusing on results, building accountability, and aligning interests.
Work	Donors and developing countries can work together to ensure that aid is effective.
Support	Aid can be provided in ways that support local employment and economic development.
Avoid	Avoid aid dependency
Consider	Consider knowledge transfer as an impact multiplier

Policy Suggestions

- **For Government of Bangladesh**
- Strengthen Aid Coordination:
  - Revitalize the Economic Relations Division (ERD) as the central aid coordination platform.
- Enhance Project Implementation Capacity:
  - Streamline procurement, fast-track approvals, and improve monitoring & evaluation.
- Promote Local Ownership:
  - Involve local governments, civil society, and private sector in aid program design and delivery.
- Debt Management:
  - Prioritize concessional aid; assess debt sustainability before borrowing for megaprojects.
- Transparency & Accountability:
  - Publish regular reports on aid utilization and outcomes to build trust.

Policy Suggestions cont'd...

- **For Donors**
- Align with National Plans:
  - Support Vision 2041, Perspective Plans, and sectoral strategies instead of imposing parallel agendas.
- Simplification:
  - Harmonize disbursement and reporting requirements across agencies.
- Focus on Capacity Building:
  - Invest in institutional strengthening, not just infrastructure.
- Climate-Smart Aid:
  - Prioritize adaptation, renewable energy, and green transition financing.

Conclusion

- Need to complete projects on time and on budget
- Ensure quality investment
- Strong monitoring, oversight and ensure value for money
- More focus of domestic resource mobilization
- Governance and right capacity – key to success


Thank You
abaki_23@yahoo.com